



Comprehensive Economic Development Strategic Plan

City of Edgewater, Florida
2015

Comprehensive Economic Development Strategic Plan for the City of Edgewater, Florida

September 2015

*Prepared for the
City of Edgewater, Florida
with assistance from the
Economic Development Board
City Council
Planning & Zoning Board
Community Partners*

Table of Contents

<i>Section and Title</i>	<i>Page</i>
<i>1. Report Scope and Summary</i>	<i>1</i>
Report Objectives and Scope	1
Economic Development Board	1
Summary of Findings and Recommendations	3
<i>2. Economic Profile and Competitive Assessment</i>	<i>10</i>
Economic Profile	10
Site Selection Factors	16
Competitive Economic Strengths	29
Competitive Economic Weaknesses	41
<i>3. Economic Development Opportunities and Targets</i>	<i>46</i>
Selection Criteria	46
Regional Target Industries	46
Edgewater Industries	50
Business and Industry Opportunities and Targets	52
<i>4. Strategic Goals, Objectives, and Action Plan</i>	<i>53</i>
Goal 1. Expanding Business and Industry in Edgewater	53
Goal 2. Positioning Edgewater for Economic Growth	60
Goal 3. Elevating Community Image and Urban Services	64
Goal 4. Increasing Riverfront Access and Activity	68
Goal 5. Investing in the Future of Edgewater	70
Five-Year Action Plan	75

1. Report Scope and Summary

REPORT OBJECTIVES AND SCOPE

On January 7, 2015 a public workshop was held with the City Council, Planning and Zoning Board, Economic Development Advisory Board as well as local business owners, real estate professionals, community leaders, citizens, and public officials was established to review the original CEDS during a brainstorming session, updates and revisions were suggested to the original document.

Workshop Attendees Included:

City Council Members:

- Mayor, Michael Ignasiak
- Vice Mayor, Gigi Bennington
- Christine Power
- Gary Conroy
- Dan Blazi

Economic Development Board Members:

- Cecil (Chip) Selman
- Jeff Berner
- Bliss Jamison
- Marcia Barnett
- Steve Harrell
- Oscar Zeller
- Jennifer Butera
- Donna Snow
- William Wetherell

Planning & Zoning Board Members:

- Agnes Witter
- Joseph Roy
- George Kennedy
- Jean Kayat
- Pat Card
- Robert Andrejkovics
- Robert McIntosh

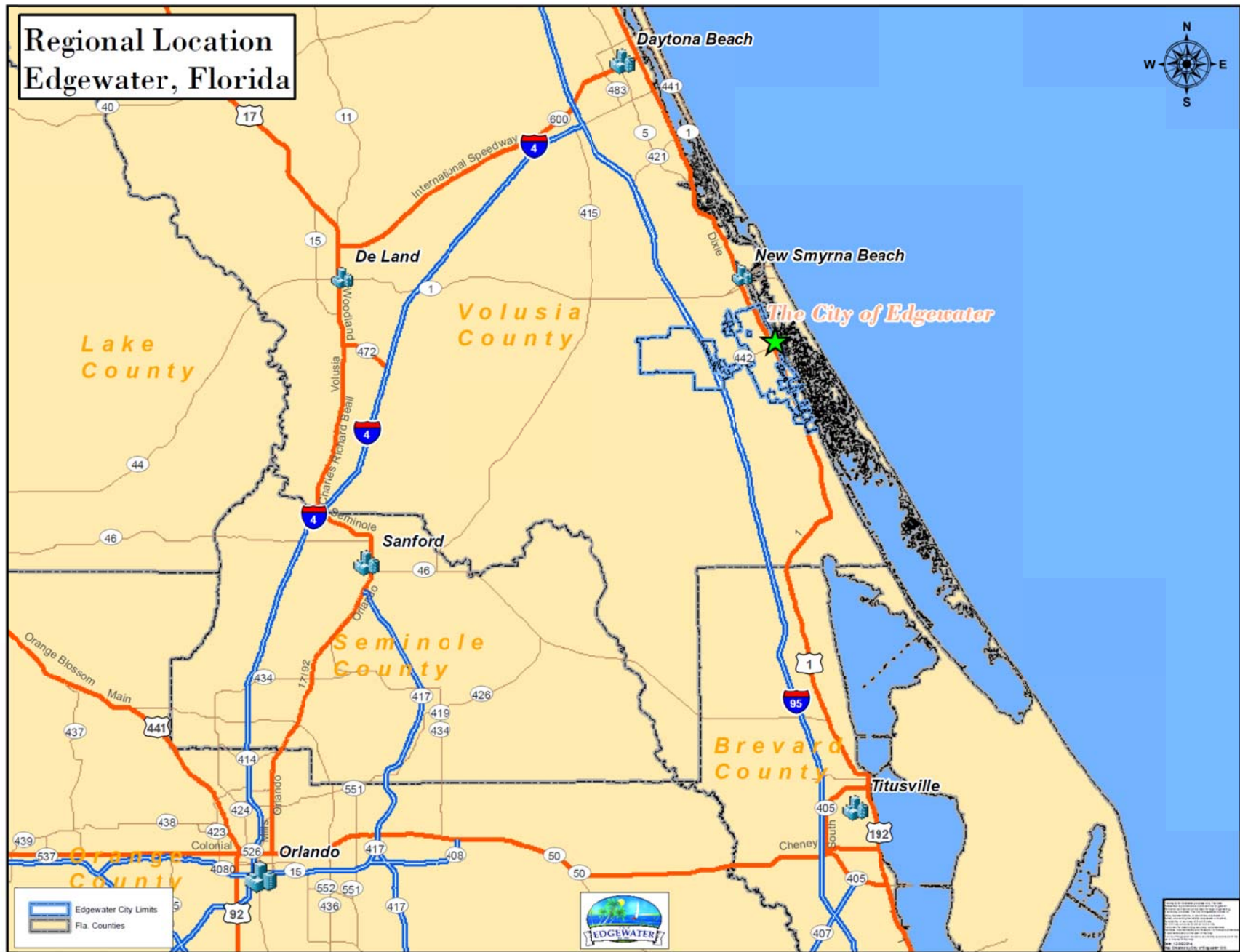
City Staff Members:

- Tracey Barlow, City Manager
- Darren Lear, Development Services Director
- Jack Corder, Leisure Services Director
- John McKinney, Finance Director
- Samantha Bishop, Economic Development / Redevelopment Coordinator

Community Partners:

- Sue Williams, Executive Vice President, Southeast Volusia Chamber of Commerce
- William Glasser, Former City Councilman

The Strategic Plan report is presented in four sections. Section 1, Report Objectives and Scope, includes a summary of findings and recommendations. Section 2, Economic Profile and Competitive Assessment, presents a review of the economic characteristics of Edgewater in relation to Volusia County and several other communities in the County as background for understanding and assessing impediments to and needs for economic growth and development in Edgewater. Competitive strengths and weaknesses are also identified and evaluated in Section 2, including review of assets and attributes that make Edgewater an attractive location for economic growth and review of liabilities and shortcomings that may hinder the City in attracting and sustaining economic growth. Section 3, Economic Development Opportunities and Targets, identifies and profiles several types of business and industry for which the Edgewater area is well suited and can become more competitive. Long-range economic development goals and objectives and a short-term five-year action plan are presented in Section 4, Strategic Goals, Objectives, and Action Plan.



SUMMARY OF FINDINGS AND RECOMMENDATIONS

Growth Trends and Economic Characteristics

The City of Edgewater population decreased by 2 residents from 20,750 in 2010 to 20,748 in 2014. The City ranks seventh in size in the County, and maintained its 4.1 percent share of the Volusia County population from 2010 to 2014. The County is projected to grow to 693,000 in the next 20 years (2030) and to 860,000 by 2050. If the City's share of future countywide growth remains constant, a conservative assumption, Edgewater would reach a population of 29,300 by 2030 and to 36,500 by 2050. Prospects for future growth are considerably higher as the proposed Restoration Development of Regional Impact (DRI) begins development and builds out over time as well as the Deering Park Center.

Restoration Plan is a sustainable community development which includes 8,500 dwelling units and 3.2 million sq. ft. of non-residential to be developed over 15-20 years. Full build out would add approximately 21,000 residents to the City population, pushing it to well over 40,000-45,000 residents by 2030, double the current population. Doubling the City population by 2030 would generate demand for another 10,200 jobs for local residents, including those in the Restoration DRI, which is required to meet a jobs-to-housing ratio for each phase of its development.

Deering Park Center is a mixed-use development located on almost 900 acres at the "gateway" to Edgewater, Florida at the southwest corner of I-95 and SR 442. The project is envisioned to provide a mix of uses, including single and multi-family residential developments, medical facilities, first-class hotel accommodations, superior shopping and dining destinations, as well as industrial areas that are compatible with the surrounding environment. A significant portion of this proposed development will be located in picturesque lake-front settings with dedicated public spaces, parks and other civic facilities. Upon completion, Deering Park Center could have up to 1.5 million square feet of non-residential space; however, the owners are committed to a responsible approach to planning, with large, environmentally sensitive portions of the property planned for conservation and appropriate public use. In addition, a Community Development District (CDD) has been established so that only developers and property owners within Deering Park Center will be responsible for funding the required infrastructure, as opposed to the city at-large. Deering Park Center is poised to become a model for responsible, environmentally-conscious, mixed-use development that will spur economic growth and improve quality of life throughout the City of Edgewater and beyond.

Labor Force. Fifty-three percent of the Edgewater labor force is in professional occupations; 46 percent is industrial, reflecting a change in orientation of the Edgewater workforce from the services, construction, and industrial sectors to the sales, office, education and healthcare related industries. This change is also evident in Volusia County, in which 40.5 percent of the labor force is industrial. Volusia County also has similar percentages in professional sectors, particularly sales, office, education and health care occupations.

Edgewater still ranks lower than the County and several cities in percentages of the population with bachelor and advanced degrees but has increased 2.3 percent over the past five years. This reflects the change from industrial orientation of the local labor force and suggests that more future economic growth opportunities for the City are likely to be in both in the traditional production and service industries as well as sales, office, education and health care related industries moving into Edgewater. There are still a number of knowledge-based and technology-oriented manufacturers and service firms in the local area that indicate that the Edgewater area can also attract and support professional and technical workers and higher wage businesses and industries representative of the new economy.

Industry and Employment. Employment in Edgewater zip codes 32132 and 32141 is 2.5 percent of total private employment in the County, based on the latest data, compared to the City's 4.1 percent of the County population. Average payroll in the two zip code areas was 93 percent of the countywide average as of March 2013.

Edgewater's economic development potential has been closely related to the economy of Volusia County. The County economy is clearly driven by the needs and demands of the local population and visitors, as service sectors, and retail trade accounted for 83 percent of all covered employment in the County in 2014.

Other than the influence of seasonal visitors and tourists, the current employment base does not provide compelling evidence of significant economic activities in the County serving external markets. There are a number of medium-size manufacturing and service firms in the County that do serve external markets, and it is interesting to note how well Edgewater is represented in the manufacturing sector, particularly boat and marine equipment manufacturing. In September 2014, Volusia County counted eight boat manufacturers reporting a total of 856 employees. Currently, the following boat manufacturers located in Edgewater reported the following number of employees: Boston Whaler 650 employees; Brunswick Commercial Products 102 employees; Everglades Boats 189 employees; EdgeWater Power Boats 105 employees; and Bossman Boats 2 employees. Thus, Edgewater accounts for the vast majority of boat manufacturing jobs in the County of Volusia.

Competitive Economic Strengths and Weaknesses

Strengths. Strengths are positive attributes and characteristics that enable a community or area to attract and sustain business, industry, and economic growth in an extremely competitive marketplace. Economic strengths of Edgewater are:

- Regional location and transportation linkages
- Industrial site inventory
- Existing industries
- Traditional industrial labor force
- Daytona State College
- Restoration and Deering Park future developments
- Business friendly environment
- Quality of life, including the Indian River, Blueway Community and Rail to Trail Program that will be connected in the next 18 months thus providing future Eco-Tourism opportunities
- Received delegation of authority for CRA district for community redevelopment
- Edgewater has been working on Community Identity – new website is complete
- Comparative Property Tax to Volusia County
- Large Waterfront Tracts of Land for Development
- Communications Infrastructure

A great many Florida communities, including those in Volusia County, can claim the same or similar strengths and more. Success in economic development depends on how well local strengths are communicated to external markets.

Weaknesses. Competitive economic weaknesses are disadvantages and liabilities that limit abilities to attract and sustain economic growth and business and industry, and that have to be minimized or overcome in order to position a community or area to succeed in a competitive marketplace. Economic weaknesses of Edgewater relate to:

- Internal circulation and wayfinding
- Skilled / Trained Labor for existing boat industry
- Workforce preparation for technology sectors
- Waterfront commercial development opportunities
- Urban services and amenities

As above, a great many Florida communities, including those in Volusia County, may also have the same or similar weaknesses, plus others. Success in economic development depends on how well these local weaknesses are overcome or minimized.

Development Opportunities and Targets

Business and industry opportunities for Edgewater include a range of manufacturing and service activities that relate very well to existing economic activities and resources in the City and Volusia County, as well as new and emerging services and technologies associated with the proposed Restoration DRI and Deering Park.

Opportunities for the City have been discussed with the Economic Development Board, resulting in identification of several types of business, industrial, and other economic activities as recruitment targets for the City. Opportunities and targets recommended include:

- ***Boat Building and Marine Equipment, Supplies, and Services.*** Retention and growth of this leading industry in Edgewater is critical to the economic future of the City. Edgewater has a prominent regional and national role in the industry as headquarters of the widely recognized Boston Whaler, Brunswick Government / Commercial Products, Everglades Boats and EdgeWater Power Boats brands and as the location for several other boat builders and producers of marine equipment and supplies.
- ***Recreational Equipment, Supplies, and Services.*** The Edgewater area has several small firms involved in the manufacture of recreational equipment and supplies, including surfboards, kayaks, paddle board, bicycles, and auto and motorcycle racing gear. Demands for sporting and recreational goods will continue to increase with a growing regional, state, and national populations and growing interest and participation in sports and recreation activities. Edgewater's large presence in the boat building industry, proximity to NASCAR's Daytona International Speedway, and Daytona's reputation as a motorcycle capital makes Edgewater a very marketable location for other sports and recreation-related business industries. Edgewater has designated paddling trails in the Indian River and Mosquito Lagoon and the East Central Regional Rail Trail Program with a trail head at Rotary Park will open more opportunities for suppliers and services for these types of recreational opportunities.
- ***Commercial and Industrial Products and Services.*** The Edgewater area has a number of firms that produce equipment, components, parts, and supplies for and provide services to the electronics, computer, medical, automotive, aviation, and other industries. The fabricated metal products, machinery, computers and electronics, and medical products industries are leading manufacturing sectors in Volusia County. Broad segments of these industries rely on the type of labor force found in Edgewater.

- ***Green Industries and Technologies.*** Green industries include a wide variety of energy conservation and environmental protection and clean-up technologies, products, and services, including consulting and design services and energy-efficient building materials and equipment. The proposed Restoration DRI and Deering Park, with their orientation to the use of green technologies, is expected to put Edgewater in contention for a share of these industries, including firms that design, produce, install, and service environmental and energy conservation equipment and facilities.
- ***Entertainment, Recreation, and Leisure Services.*** Potential commercial access to the scenic Indian River provides Edgewater with opportunities to attract and develop commercial and marine uses of interest to tourists and provide entertainment and leisure activities to residents. Desirable waterfront uses include restaurants, specialty retail shops, and marine activities such as charter fishing, sightseeing tours on the Indian River and Intracoastal Waterway, and eco-tours of river and marsh environments. Edgewater is now a designated Blueway Community through the Florida Paddling Trails Association with six paddling trails located in the Indian River and Mosquito Lagoon. Additionally, the East Central Regional Rail Trail Program will open in the next eight months with a trail head at Rotary Park. These recreational opportunities will open more opportunities for suppliers and services for Eco—Tourism for Edgewater

Success in attracting non-resident visitors to Edgewater also depends on types of commercial amenities planned and developed in the Restoration DRI, Deering Park and other travel-related facilities planned for and developed in the future near the I-95/SR422 interchange.

- ***Aviation and Aerospace Equipment, Supplies, Service, Supplies and Technologies.*** Edgewater is uniquely positioned to attract aviation related industries to its business parks and general aviation airport. Massey Ranch Airpark with its proposed Aero Tech Business Park is the City's public-use general aviation airport. Introduction of a plan to include more aviation and aerospace opportunities by increasing its relationship with Daytona State College, Embry Riddle Aeronautical University, and University of Central Florida to provide technical training and assistance. Edgewater's skilled workforce is compatible with new technologies available through ERAU. The high tech jobs created by these industries are high paying and will have a major impact on the local economy. Expansion of existing sites in these businesses and new endeavors should be actively pursued in the future.

Other business and industry needs and opportunities identified include motor freight trucking, medical and health services, affordable housing manufacturing, and systems design and engineering.

Strategic Goals, Objectives, and Action Plan

Long-range economic development goals and objectives and a five-year short-range plan of action were established in 2010. During the past five years, the City of Edgewater, County of Volusia, State of Florida and the United States struggled economically during the Great Recession that began in the fall of 2008. Volusia and Flagler Counties were deeply affected with the two highest rates of unemployment and foreclosures in the state of Florida. In 2012, the City and County began to experience a plateau experiencing a .5% to 1% positive economic growth. Since 2012 the City and County have experienced a 1% to 2% positive economic growth each year. Even though the past five years have been filled with economic hardships, the City of Edgewater has been able to complete many of the action plan items and prepare for future growth. Some of the original goals continue as ongoing projects. During the January 7, 2015 workshop, a few objectives and action items were edited or added. The updated goals are presented in detail in Section 4. Completed goals will be added as a new Section 5. New goals and objectives are summarized below.

- ***Goal 1. Expanding Business and Industry in Edgewater***
 - Objective 1.1. Identify Desirable Business and Industry Targets
 - Objective 1.2. Market Edgewater to New Business and Industry
 - Objective 1.3. Provide Outreach to Existing Business and Industry
 - Objective 1.4. Establish an Effective Internal Organization Structure
 - Objective 1.5. Establish an Effective Inter-local Coordination Framework

- ***Goal 2. Positioning Edgewater for Economic Growth***
 - Objective 2.1. Improve Internal Road Access and Circulation
 - Objective 2.2. Improve Infrastructure
 - Objective 2.3. Promote Development of Existing Industrial Properties
 - Objective 2.4. Identify and Plan New Business and Industry Locations
 - Objective 2.5. Attract and Prepare the Workforce for Tomorrow's Jobs

- ***Goal 3. Elevating Community Image and Urban Services***
 - Objective 3.1. Develop a Downtown Edgewater
 - Objective 3.2. Develop a New Community Civic Core Area
 - Objective 3.3. Expand Health Care and Medical Services
 - Objective 3.4. Improve Bicycle and Pedestrian Circulation
 - Objective 3.5. Improve Transportation Services for Residents
 - Objective 3.6. Improve Inventory of Affordable Housing, Upper Scale and Nice Apartments

- ***Goal 4. Increasing Waterfront Access and Activity***
 - Objective 4.1. Improve Existing Public Access Facilities
 - Objective 4.2. Identify and Promote Development of Waterfront Sites

- ***Goal 5. Investing in the Future of Edgewater***
 - Objective 5.1. Establish Local Incentive Policies and Programs
 - Objective 5.2. Develop New Public Financing Mechanisms
 - Objective 5.3. Actively Seek Federal, State, and County Financial Support
 - Objective 5.4. Actively Support Annexation to Reduce Enclaves
 - Objective 5.5. Support and Manage the Redevelopment Plan – Edgewater CRA
 - Objective 5.6. Develop Design Standards for CRA District and SR 442
 - Objective 5.7. Investigate Opportunities for ECHO (Environmental, Cultural, Historic and Outdoor) Recreational Projects

2. Economic Profile and Competitive Assessment

ECONOMIC PROFILE

Growth Trends

The City of Edgewater decreased in population by 2 residents from 20,750 in 2010 to 20,748 in 2014. The City ranks seventh in size in the County, and maintained its share of the county population from 2010 to 2014. West Volusia County had the greatest amount of growth, accounting for 53 percent of the countywide total (see Table 1). The North Volusia area was next with 33 percent; and South Volusia was 30 percent of the countywide growth.

Table 1. Volusia County Population Growth Trends, 2010-2014

Area and City	Population		Pop Growth 2010-2014	Percent of County Growth
	2014 (estimate)	2010 (Census)		
North Volusia				
Daytona Beach	62,662	61,005	1,617	17.46
Daytona Beach Shores	4,264	4,247	17	.018
Holly Hill	11,661	11,659	2	.002
Ormond Beach	39,455	38,137	1,318	14.23
Flagler Beach (part)	60	60	0	0.00
North Volusia --Total	118,102	115,108	2,954	33.87
South Volusia				
Edgewater	20,748	20,750	-2	-.002
New Smyrna Beach	23,834	22,464	1,370	14.79
Oak Hill	1,855	1,792	63	.068
Ponce Inlet	3,041	3,032	9	.009
Port Orange	57,467	56,048	1,419	15.32
South Daytona	12,373	12,252	121	.130
South Volusia -- Total	119,318	116,338	2,980	30.64
West Volusia				
DeBary	19,802	19,320	482	5.20
Deland	29,467	27,031	2,436	26.31
Deltona	86,360	85,182	1,178	12.72
Lake Helen	2,616	2,624	-8	-.0086
Orange City	11,483	10,599	884	9.54
Pierson	1,688	1,736	-48	-.051
West Volusia -- Total	151,416	146,492	4,924	53.18
Unincorporated Area	115,057	116,655	-1,598	-17.39
TOTAL COUNTY	503,851	494,593	9,258	100.00

Source: University of Florida, Bureau of Economic and Business Research, April 1, 2014 (Due to rounding, numbers may not exactly equal 100)

Some cities had a loss of population due to the Great Recession that began in 2008, which forced many construction and service jobs to leave Florida. The effects of the Recession were sizeable. It has taken more than six years to see any growth (although it has only been 1% or 2% per year). Employment and population is beginning to increase statewide as the economy is becoming stronger.

Florida projections to 2060 developed for the 1000 Friends of Florida, shows Volusia County growing to 693,000 in the next 20 years (2030) and to 860,000 by 2050. Using a conservative assumption that Edgewater maintains the previous five year's 4.28 percent share of countywide growth into future, the City population would increase to 29,300 by 2030 and to 36,500 by 2050.

Prospects for future growth in the City, however, are considerably higher as the proposed Restoration DRI and Deering Park begin development and builds out over time. The 5,187-acre DRI includes a proposed 8,500 dwelling units to be developed over 15-20 years. Full build out would add approximately 21,000 residents to the City population, pushing it into the 40,000-45,000 range by 2030, or double the current population. Deering Park is almost 900 acres at the southwest corner of I-95 and SR 442 mixed use project including single and multi-family residential developments, medical facilities, hotel accommodations, shopping, dining destination as well as industrial area and dedicated public spaces for parks and conservation.

An even larger 59,000-acre proposed development south of the Restoration DRI, called Farmton, would add another 23,000 residential units over 50 years to an area covering parts of Brevard and Volusia Counties, once approved by various state agencies.

With population growth, comes labor force growth and need for new jobs. Doubling the City population by 2030 would generate demand for another 10,200 jobs for local residents at an assumed five percent unemployment rate. Many of those jobs would occur in the Restoration DRI and Deering Park, where 3.2 million square feet of office, industrial, and commercial space is proposed.

Labor Force Characteristics

Occupational Profile. There are an estimated 8,784 persons age 16 and older in the Edgewater labor force as of 2013; a decrease from 10,438 in 2008, according to US Census Bureau [American Community Survey](#) data (see Table 2). Fifty three percent are considered professional workers; an increase from forty-eight percent in 2008. Forty six percent are considered industrial workers; a decrease from 52 percent in 2008, reflecting an overall decrease in construction related jobs as a result of the Great Recession that began in 2008. It has taken more than seven years to see a positive movement or upswing in the economy since the fall of 2008. This is in contrast to Volusia County, in which only forty one percent of the labor force is in industrial occupations. In Port Orange, the industrial labor force is only twenty five percent of the totals.

The largest occupational group in Edgewater is sales and office workers which have grown in the past five years from twenty five percent to twenty seven percent of the labor force, which is more in-line with twenty eight percent countywide. Service workers, a industrial group, is the next largest with twenty percent of the labor force, compared to sixteen percent countywide. Both are traditional lower wage occupational categories. In professional sectors, 11.2 percent of the Edgewater labor force have management, business, and financial occupations; a change from 9.8 percent in 2008.

Another fifteen percent have professional and technical occupations, the majority of which is in education and health care. Volusia County and Port Orange have higher percentages in these two higher wage categories, with 15 and 4.5 percent in Volusia County and 12.8 and 21.3 percent in Port Orange.

Table 2. Labor Force Occupational Profile, Edgewater and Other Areas, 2013 (1)

Occupation	Edgewater		Port Orange		Volusia County	
	Number	Percent	Number	Percent	Number	Percent
Professional Occupations						
Management, Business, and Financial	984	11.2	3,232	13.5	23,296	11.9
Professional and Technical	248	2.8	5,124	21.3	8,783	4.5
Education and Health Care	1,101	12.5	3,069	12.8	28,889	14.7
Sales and Office	2,390	27.2	6,646	27.7	55,553	28.3
Total -- Professional	4,723	53.7	18,071	75.3	116,521	59.4
Industrial Occupations						
Services	1,727	19.7	2,513	10.5	30,814	15.7
Construction, Maint, and Repair	1,204	13.7	2,344	9.8	27,960	14.3
Production, Transportation, and Materials Handling	1,074	12.2	1,029	4.3	19,694	10
Farming, Forestry, and Fisheries	56	0.6	50	.2	1,113	.57
Total -- Industrial	4,061	46.2	5,936	24.8	93,806	40.57
Total -- All Occupations	8,784	----	24,007	----	196,102	----

(1) Population age 16 and over

Note: Percentages may not add to 100.0 due to rounding

Source: US Census Bureau, American Community Survey.

Educational Attainment. Another labor force indicator is education. Table 3 shows comparative levels of education attained by the resident population age 25 and older in Edgewater, Volusia County, and three other cities -- New Smyrna Beach, Port Orange, and Ormond Beach. Percentages of residents who graduated high school are about the same in all five jurisdictions. Edgewater has the highest combined percentage of residents with some post-secondary education and associate degrees, but is lowest in percentages with bachelor and advanced degrees; however gaining 2.3 percent in the last five years. This reflects the shift from industrial orientation of the local labor to a more white-collar worker orientation.

Table 3. Educational Attainment, Edgewater and Other Areas, 2013 (1)

Level of Education	Edgewater	New Smyrna Beach	Port Orange	Ormond Beach	Volusia County
High School Graduate	90.8	91.3	89.8	93.6	87.6
Some College (2)	28.5	22.4	23.3	26.8	24.38
Associate Degree	9.5	10.8	9.7	8.9	9.6
Bachelor Degree	10.7	18	15.7	17.8	13.2
Advanced Degree (3)	5.7	11.1	7.8	13	7.6

(1) Population age 25 and over

(2) One year of college and one or more years with no degree

(3) Masters, Doctorate, or Professional Degree

Source: US Census Bureau, [American Community Survey](#)

Other Demographic Factors

Contrary to what may be a popular perception that Edgewater has an older resident population, the median age of 47.5 years is less than New Smyrna Beach and Port Orange, according to [American Community Survey](#) data (Table 4). The Edgewater median household income is also comparable to what may be perceived as more affluent communities. The City does, however, have a lower per capita income, indicating that the size of the average household in Edgewater is greater than in other communities, but still a little bit higher than the County.

Table 4. Demographic Comparisons, Edgewater and Other Areas, 2013

Demographic	Edgewater	New Smyrna Beach	Port Orange	Ormond Beach	Volusia County
Median Age	47.5	53.8	48.4	49.2	45.7
Med. Household Inc (\$)	45,379	50,000	45,696	50,022	42,457
Med. Family Inc (\$)	52,252	59,749	58,726	63,551	53,086
Per Capita Income (\$)	24,465	32,734	26,892	31,597	23,973
Med. Value Owner-Occupied Homes (\$)	131,900	212,100	147,000	168,800	142,800

Source: US Census Bureau, [American Community Survey](#).

Edgewater also has a lower estimated housing value than the other areas to which it is compared. In economic development terms, income comparisons suggest that Edgewater households have the same spending power as households in other Volusia county communities and can support the same type of retail outlets found in other communities. The generally lower housing cost in Edgewater is also a plus factor for recruiting certain types of new business and industry.

Industry and Employment

US Census Bureau County Business Patterns data for 2013 (latest published) shows a total of 131,926 private sector jobs in Volusia County with an average annual payroll per employee of \$32,641. The same source shows 3,280 private sector employees in Edgewater Zip Codes 32132 and 32141, with an average annual payroll of \$30,363, or 93 percent of the countywide average. Employment in the two zip codes is 2.5 percent of the County total, compared to the City's 4.1 percent of the County population. Edgewater's economic development potential will have to be self-driven due to the fact that, up to this point, Edgewater has not been affected or prospered by the tourism related economic boosts seen by the majority of Volusia County. It is still important to understand the structure of the County economy (see Table 5). The majority of the County economy is driven by the needs and demands of the local population and visitors, as service sectors, retail trade, and local government accounted for 77 percent of all jobs in 2008 -- 84 percent with the construction industry included. Portions of the manufacturing, transportation, and wholesale trade sectors are also dependent on local demands for goods and services.

Largest individual employment sectors in the County are health care and social services, with 19.42 percent of total employment, retail trade (16.5 percent), and accommodation and food service (14.11 percent). Sectors having the highest average annual wages are utilities (\$74,240), management of companies and enterprises (\$69,380), public administration / government (\$50,000), finance and insurance (\$47,300), and professional and technical services (\$43,988). Best opportunities for economic development in Edgewater are in the manufacturing sector (\$45,596) and the professional and technical services sector.

Several job sectors, principally accommodation/food service, arts/entertainment/recreation, and retail trade are influenced heavily by seasonal residents, vacationers, and tourists. Other than these non-resident influences, the County does not have a significant export-based economy, although it is growing with companies that have moved in such as Teledyne that exports to the oil industry and other companies that serve the aeronautical industry. Here, the presence of Edgewater in the County manufacturing sector is noteworthy, particularly in the manufacture of boats and marine equipment for external markets. In September 2014, Volusia County counted eight boat manufacturers reporting a total of 856 employees. Currently, the following boat manufacturers located in Edgewater reported the following number of employees: Boston Whaler / Brunswick Commercial Products 605 employees; Everglades Boats 189 employees; EdgeWater Power Boats 105 employees; and Bossman Boats 2 employees. Thus, Edgewater accounts for the vast majority of boat manufacturing jobs in the County of Volusia.

Table 5. Volusia County Employment Profile, 2014

Industry	NAICS (1)	Avg Annual Employment	Avg Annual Wages (\$)	Percent of Total Empl.
Private Sector				
Agriculture/Forestry/Fisheries	11	1,368	19,060	0.95
Mining	21	16	26,776	Negligible
Utilities	22	414	74,240	0.28
Construction	23	9,339	36,844	6.49
Manufacturing	31-33	9,676	45,596	6.72
Wholesale Trade	42	3,890	44,088	2.70
Retail Trade	44-45	23,751	25,428	16.50
Transportation/Warehousing	48-49	2,270	44,872	1.58
Information	51	1,674	42,536	1.16
Finance/Insurance	52	3,847	47,300	2.67
Real Estate/Leasing	53	3,548	32,168	2.47
Professional/Tech Services	54	6,481	43,988	4.50
Management of Companies	55	994	69,380	0.69
Administrative Support Services	56	9,193	26,932	6.38
Educational Services	61	12,132	36,016	8.43
Health Care/Social Services	62	27,954	42,500	19.42
Arts/Entertainment/Recreation	71	3,896	25,096	2.70
Accommodation/Food Services	72	20,302	17,112	14.11
Other Services	81	5,264	31,168	3.65
Unclassified	99	75	23,460	Negligible
Total -- Private Sector	11-99	136,163	37,728	94.64
Government- Public Administration				
Government	92	7,720	50,000	5.36
TOTAL -- All Industries	---	143,883	38,312	100.0

(1) North American Industry Classification System code number

(2) Average annual employment

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, Census of Employment and Wages Program (QCEW) Third Quarter 2014

Note: Numbers may not add up to 100% due to rounding.

SITE SELECTION FACTORS

Site selection factors were researched utilizing the similar sources as the previous CEDS compiled by Kimley-Horn and Associates. Team Volusia provided the link and source for ***Area Development Online – 29th Annual Survey of Corporate Executives: A Realignment of Location Priorities*** as background for identifying Edgewater’s competitive economic strengths and weaknesses for attracting and sustaining job-generating and tax revenue-producing business and industry:

- Transportation
 - Interstate highway access; other streets and highways
 - Poor condition of nation’s highway infrastructure
- Skilled Labor Availability and Training
 - Advanced skills such as machine tool programming or bioprocessing
 - Workforce training facilities and services
- Sites, Buildings, and Other Factors
 - Available sites and buildings – shovel ready
 - Right To Work Legislation
 - Incentives
- Business Cost Factors
 - Land and building costs
 - Occupancy and construction costs
 - Tax Incentives
- Utility Systems and Services
 - Energy availability and costs
 - Sustainable facility development
 - Water availability
- Quality of Life Factors
 - Primary, secondary, and higher education
 - Public School Rating
- Health Care
 - Healthcare facilities
 - Legalization of marijuana
- Climate
 - Weather- related factors
 - Political leadership
 - Land development and use policies and regulations

SITE SELECTOR REPORT: *Area Development Online – 29th Annual Survey of Corporate Executives: A Realignment of Location Priorities.*

“Corporate Respondents’ Location Priorities

Corporate decision-makers take many site selection and quality-of-life factors into consideration when making plans for new facilities, expansions, and relocations. Survey-takers were asked to rate these factors as either “very important,” “important,” “minor consideration,” or “of no importance.” Their ratings are shown in figure 31. Then, Area Development added the “very important” and “important” ratings in order to rank the factors in order of overall importance, as shown in figure 32, shown on the next page.

CORPORATE SURVEY 2014*

Site Selection Factors	Very Important %	Important %	Minor Consideration %	Of No Importance %
Labor				
Availability of skilled labor	50.0	32.1	12.1	4.8
Availability of unskilled labor	17.1	35.4	33.0	14.4
Training programs	22.1	40.7	26.7	10.5
Labor costs	40.2	41.6	12.8	4.6
Low union profile	48.8	22.1	19.8	9.3
Right-to-work state	50.0	27.9	10.5	11.6
Transportation / Telecommunications				
Highway accessibility	56.5	31.8	9.4	2.4
Railroad service	17.2	13.6	26.0	43.2
Accessibility to major airport	30.6	31.8	30.6	7.1
Waterway or oceanport accessibility	15.7	12.1	30.1	42.2
Accessibility of advanced ICT services	13.8	31.3	33.8	21.2
Finance				
Availability of long-term financing	31.1	32.1	16.7	20.2
Corporate tax rate	45.1	30.5	14.6	9.8
Tax exemptions	40.2	33.0	15.9	11.0
State and local incentives	35.4	37.8	15.9	11.0
Other				
Available buildings	28.6	53.6	14.3	3.6
Available land	32.1	53.6	7.1	7.1
Occupancy or construction costs	36.1	51.8	8.4	3.6
Expedited or "fast track" permitting	34.9	36.1	24.1	4.3
Raw materials availability	18.3	35.4	29.3	17.1
Energy availability and costs	30.5	46.3	15.9	7.3
Environmental regulations	33.7	34.9	20.5	10.8
Proximity to major markets	36.1	41.0	18.1	4.8
Proximity to suppliers	18.1	42.2	28.9	10.8
Inbound/outbound shipping costs	31.7	37.8	14.6	15.9
Proximity to college/technical training	15.7	45.8	24.1	14.5
Water availability	21.4	22.6	35.7	20.2
Quality-of-Life Factors				
	Very Important %	Important %	Minor Consideration %	Of No Importance %
Climate	16.5	43.5	35.3	4.7
Housing availability	20.9	48.8	27.9	2.3
Housing costs	26.7	43	27.9	2.3
Healthcare facilities	27.1	47.1	22.4	3.5
Ratings of public schools	27.1	48.2	20	4.7
Cultural opportunities	16.7	44.1	29.8	9.5
Recreational opportunities	17.7	48.2	27.1	7.1
Colleges and universities in area	27.1	41.2	21.2	10.6
Low crime rate	35.0	49.4	10.8	4.8
* All figures are percentages and are rounded to the nearest tenth of a percent				

Figure 31: Site selection factors

Combined Ratings		
CORPORATE SURVEY 2014*		
Site Selection Factors	2014	2013
Ranking		
1 Highway Accessibility	88.3	93.5 (2) **
2 Occupancy or construction costs	87.9	87.4(4)
3 Available land	85.7	90.3(13)
4 Available buildings	82.2	83.3(6)
5 Availability of skilled labor	82.1	95.1(1)
6 Labor costs	81.6	90.8(3)
7 Right-to-work state	77.9	80.6(11T)
8 Proximity to major markets	77.1	75.6(15)
9 Energy availability and costs	76.8	80.8(10)
10 Corporate tax rate	75.6	82.4(7)
11 Tax exemptions	73.2	80.6(11T)
12 State and local incentives	73.2	81.9(8)
13 Expedited or "fast tracking" permitting	71.0	76.3(14)
14 Low union profile	70.9	81.4(9)
15 Inbound/outbound shipping costs	69.5	70.9(18)
16 Environmental regulations	68.6	71.7(17)
17 Availability of long-term financing	63.1	74.8(16)
18 Training programs	62.8	51.5(23)
19 Accessibility to major airport	62.4	59.4(21)
20 Proximity to college/technical training	61.3	54.1(22)
21 Proximity to suppliers	60.3	67.7(19)
22 Raw materials availability	53.7	60.5(20)
23 Availability of unskilled labor	52.5	48.9(24)
24 Availability of advanced ICT services	45.1	84.6(5)
25 Water availability	44.0	N/A
26 Railroad service	30.9	29.4(25)
27 Waterway or oceanport accessibility	27.3	20.2(26)
Quality-of-Life Factors	2014	2013
Ranking		
1 Low crime rate	84.4	80.9(1)
2 Ratings of public schools	75.3	73.0(4)
3 Healthcare facilities	74.2	79.7(2)
4 Housing availability	69.7	71.5(5)
5 Housing costs	69.7	75.3(3)
6 Colleges and universities in area	68.3	59.5(7T)
7 Recreational opportunities	65.9	66.4(6)
8 Cultural opportunities	60.8	54.8(9)
9 Climate	60.0	59.5(7T)
* All figures are percentages and are the total of the "very important" and "important" ratings of the Area Development Corporate Survey and are rounded to the nearest tenth of a		
** 2013 ranking		

The #1 site selection factor in the 29th Annual Corporate Survey is highway accessibility, rated “very important” or “important” by 88.3 percent of the respondents. This is no surprise considering the need to move products and people into and out of a facility. In fact, proximity to major markets is ranked #8 among the site selection factors, with a combined importance rating of 77.1 percent. The poor condition of the nation’s highway infrastructure adds to the concern about highway access.

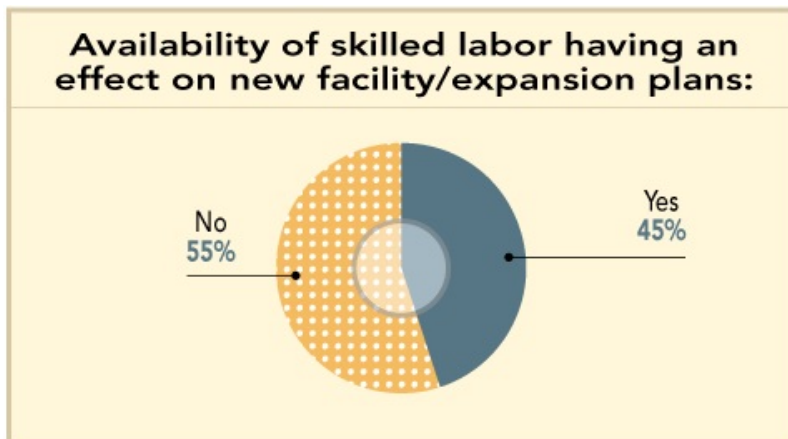


figure 33

availability of skilled labor is actually rated “very important” by 50 percent of the corporate respondents, ranking it second behind highway accessibility in the separate “very important” category. Additionally, two thirds of the respondent’s note workers are lacking advanced skills such as machine tool programming or bioprocessing (figure 34).

And the training programs factor jumped from #23 to #18 in the rankings, increasing 11.3 percentage points (the biggest increase among the factors) and now considered “very important” or “important” by 62.8 percent of the Corporate Survey respondents. And although proximity to college/technical training still hovers in the lower half of the rankings at #20 this year, it did increase 7.4 percentage points with a combined importance rating of 61.5 percent.

In the prior year’s Corporate Survey, the respondents had ranked availability of skilled labor as the top location factor. This year, that factor slipped to #5 in the rankings, only considered “very important” or “important” by 82.1 percent of the respondents.

Oddly enough, only 45 percent say availability of skilled labor is having an effect on their new

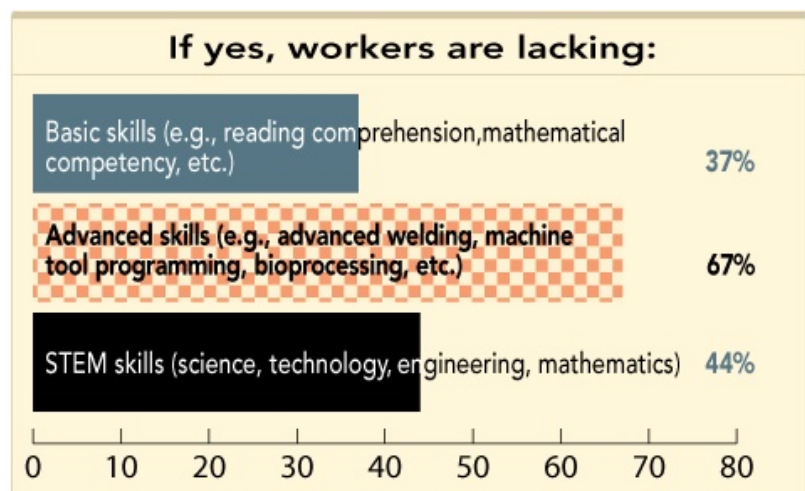


figure 34

Labor costs also slipped in the rankings from the #3 spot to #6, with a combined importance rating of 81.6 percent. It appears that the respondents to the 29th Annual Corporate Survey are more concerned with the cost and availability of sites and facilities. Occupancy and construction costs are ranked #2, with a combined importance rating of 87.9 percent. And available land jumped 10 spots to #3 in the rankings, considered “very important” or “important” by 85.7 percent of the respondents. This is followed by the available buildings factor at #4 with an 82.2 percent importance rating. Additionally, according to Cushman & Wakefield, U.S. industrial vacancy is at its lowest level in 14 years. John Morris, leader of Industrial Services for the Americas at Cushman & Wakefield, notes, “An improving economy, the expansion of e-commerce, and the growth of domestic manufacturing further fueled the rapid advancement we witnessed during the past year. In almost every market, industrial property continues to surpass supply”. The upward trending of occupancy and construction costs, available land, and available buildings — and downward trending of the labor costs factor — may be attributed to projects that were previously put on hold during the economic downturn being moved off the back burner now, according to Les Cranmer of Savills Studley (see his accompanying analysis). According to Cranmer, companies are now more focused on revenue growth than cost-cutting, as well as getting projects up and running quickly. In fact, more than 60 percent of the respondents say the existence of a pre-certified or shovel-ready site is very or somewhat important (figure 46).

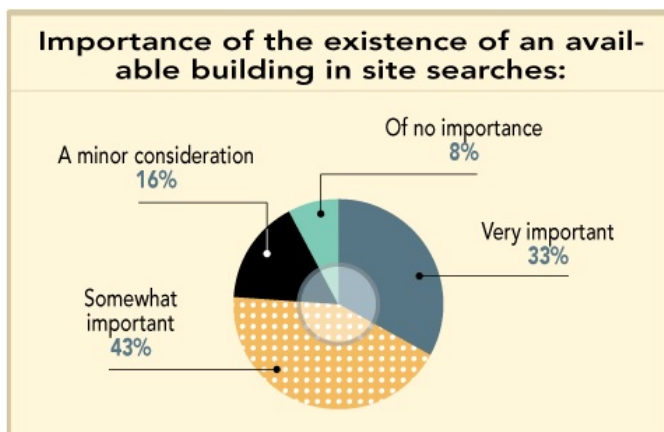


figure 45

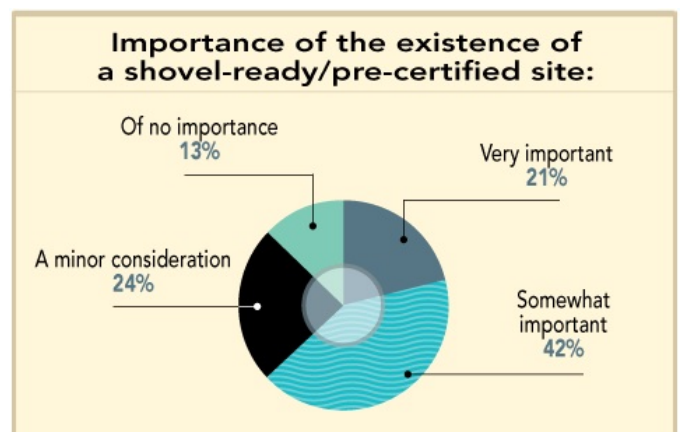


figure 46

The right-to-work (RTW) state factor is also in the top 10 this year, up from its 11th place ranking in the prior year's survey to #7 in the 29th Annual Corporate Survey and rated “very important” or “important” by 77.9 percent of the respondents. And although low union profile is only ranked #14 in the combined importance ratings, it is ranked #3 (just behind availability of skilled labor) if one considers just its “very important” rating of 48.8 percent.

It was previously noted that the Midwest region will garner most of the respondents' new domestic facilities, and it's interesting that two states in that region — Indiana and Michigan — have recently passed right-to-work legislation. Moreover, manufacturing employment is up in both of these states. Indiana, which passed RTW legislation in February 2012, saw an 8.9 percent jump in manufacturing employment from March 2012 to October 2014. And, in Michigan, which passed RTW a year after Indiana, manufacturing jobs were up by 3.3 percent from March 2013 to October 2014, representing the 11th highest nationwide gain.

Energy availability and costs remains among the top factors, ranking #9 this year and considered “very important” or “important” by 76.8 percent of the Corporate Survey respondents. However, three quarters of the respondents say new unconventional sources of energy (e.g., shale oil from fracking) are having no effect on their location decisions (figure 38). But about three fifths believe sustainable facility development is more important now than in the past. In response to this, two thirds of the respondents claim to be making energy-saving modifications to existing facilities, while nearly three quarters are recycling or re-using waste products (figure 39).

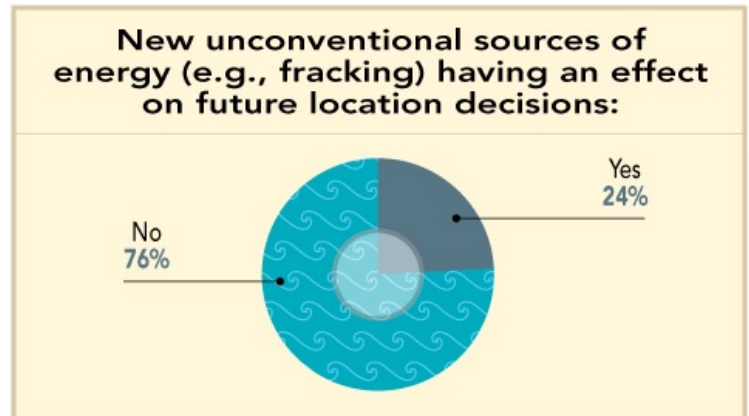


figure 38

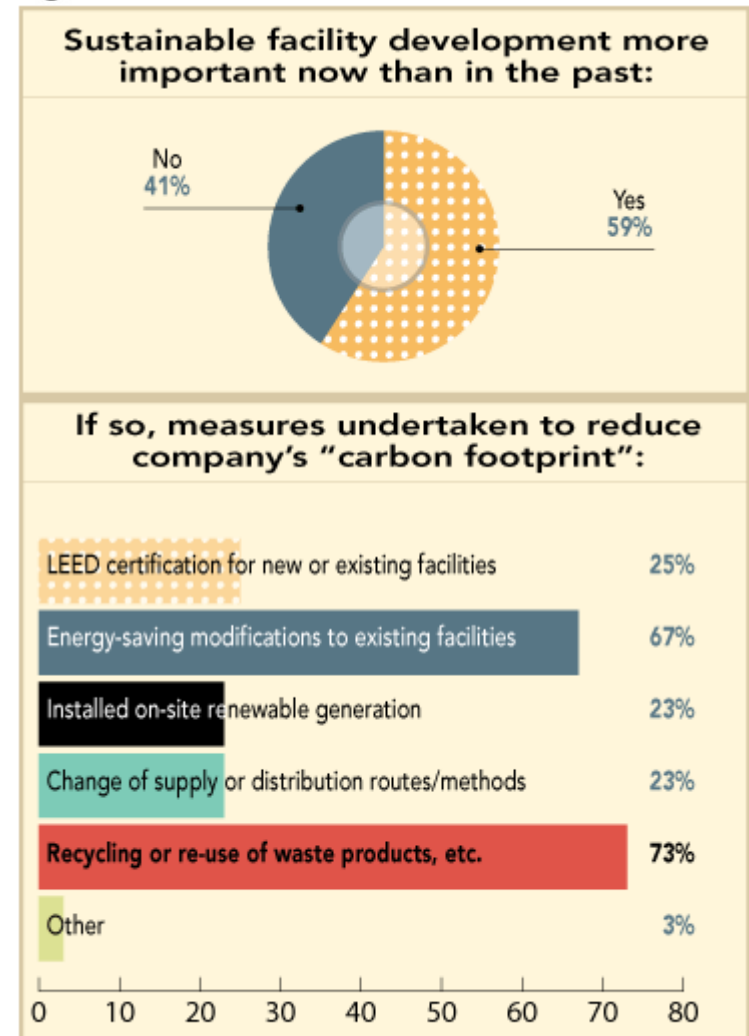


figure 39

Surprisingly, corporate tax rate and state and local incentives moved down in the rankings to the 10th and 11th spots, although each (along with tax exemptions, which tied and held its 11th position) are still considered “very important” or “important” by around three quarters of the respondents. Tax incentives are considered to be the most important type of incentives by 72 percent of those responding to the Corporate Survey (figure 40). And nearly three quarters of the respondents say that incentives are very or somewhat important to a project moving forward in a particular location (figure 41).

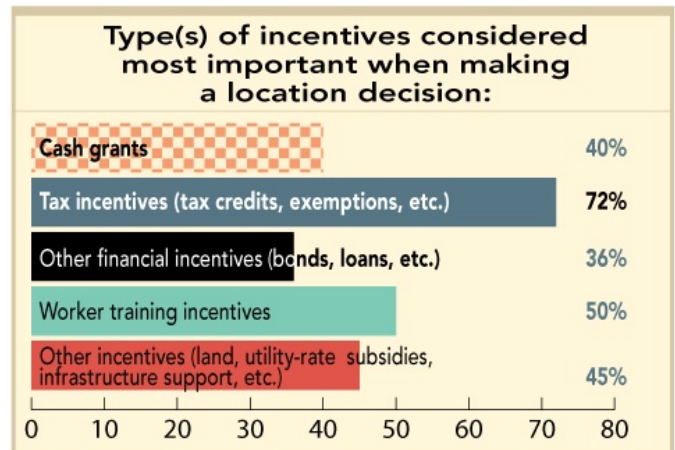


figure 40

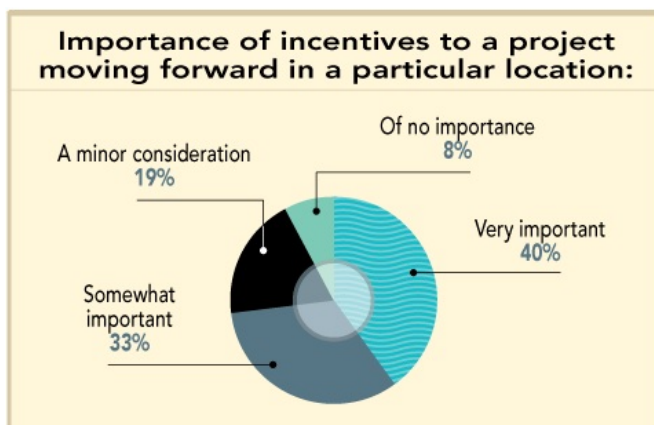


figure 41

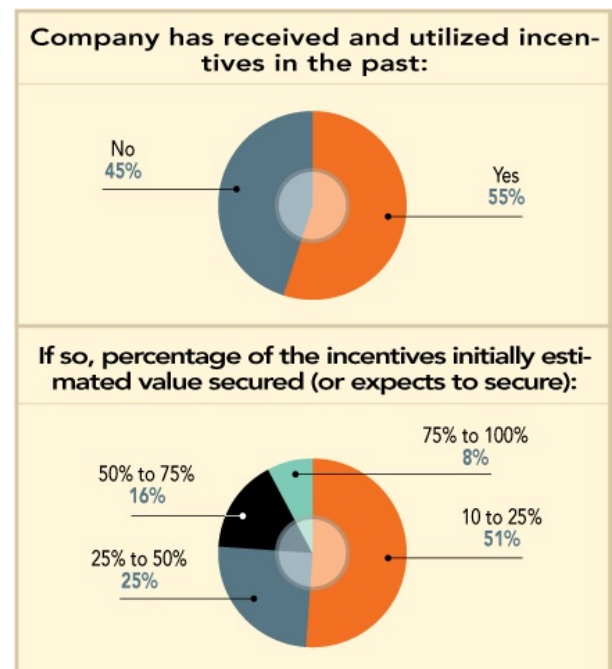


figure 42

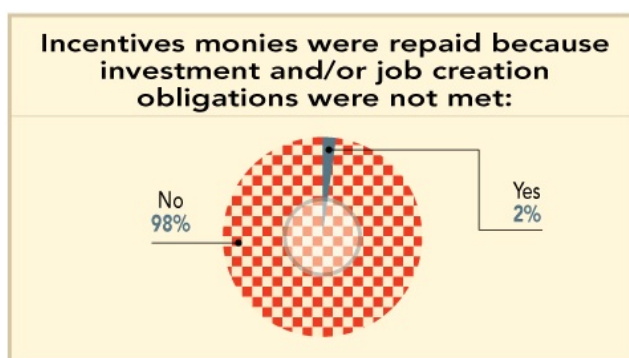


figure 43

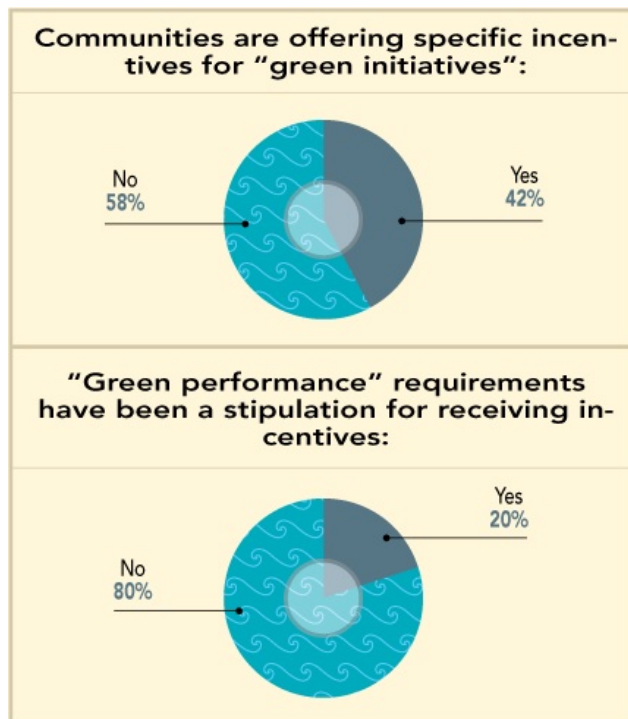


figure 44

The site selection factor showing the biggest change is availability of advanced ICT (information and communication technology) services — dropping from #5 to #24 in the rankings and only considered “very important” or “important” by 45.1 percent of the Corporate Survey respondents. The only possible explanation for this is that these services are now so ubiquitous that they are taken for granted in almost every location. The factor showing the second largest drop in its importance rating — down 11.7 percent points with a combined rating of 63.1 percent - is availability of long-term financing. This factor ranked #17 this year. With interest rates remaining low, this factor’s rating is not surprising.

A new factor was added to the rankings this year — water availability. Larry Gigerich, managing director of Ginovus, says, “*It’s becoming more important not only to industrial companies that use significant water supplies in their operations, where it would be a key item anyway, but also important factor for those that do not use as much water for their operations; such as office and distribution centers and R&D facilities.*” We would have expected, therefore, this factor to achieve a high ranking, but it only ranked #25 among the site selection factors with a 44 percent combined importance rating.

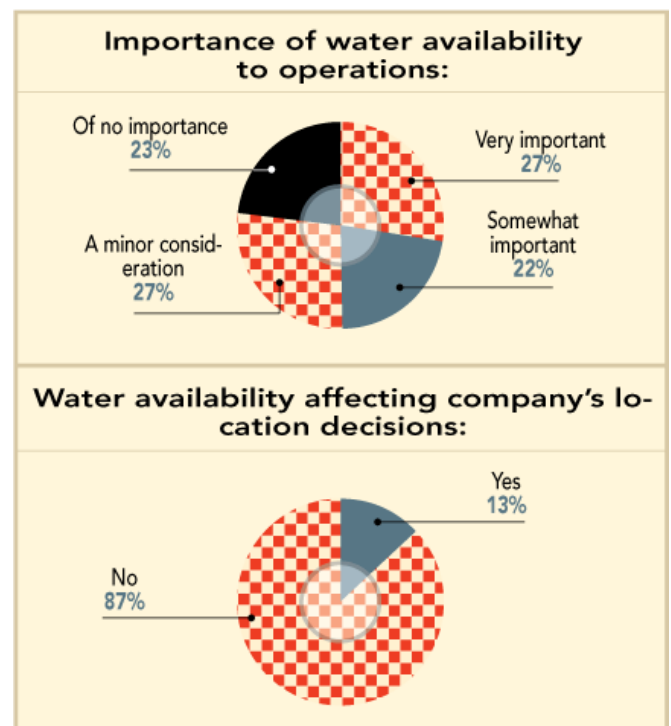


figure 37

Finally, as in years past, quality-of-life factors are ranked separately from site selection factors. Not surprisingly, low crime rate remains the #1 quality-of-life concern of the Corporate Survey respondents, receiving an 84.4 percent combined importance rating.

The quality-of-life factor showing the largest increase in importance — 8.8 percent points — is colleges and universities in area, ranking #6 among the quality-of-life factors with a 68.3 combined importance rating. This increase in importance points to the need for an educated and trained workforce. Ratings of public schools moved up two spots to #2 among the quality-of-life factors, with a 75.3 percent combined importance rating.

The healthcare facilities quality-of-life factor is ranked #3. However, 71 percent of the respondents say healthcare coverage mandates under the Affordable Care Act are not affecting their location decisions (figure 35). What will affect their location decisions, on the other hand, is legalization of marijuana. Nearly two thirds of the respondents believe the quality of the workforce will be negatively affected in states that are legalizing marijuana, and almost half of the Corporate Survey respondents say legalized marijuana laws will affect their decision to locate a facility in states with such laws on the books (figure 36).

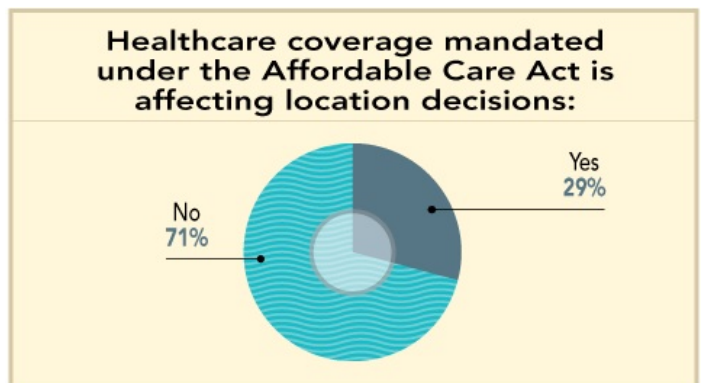


figure 35

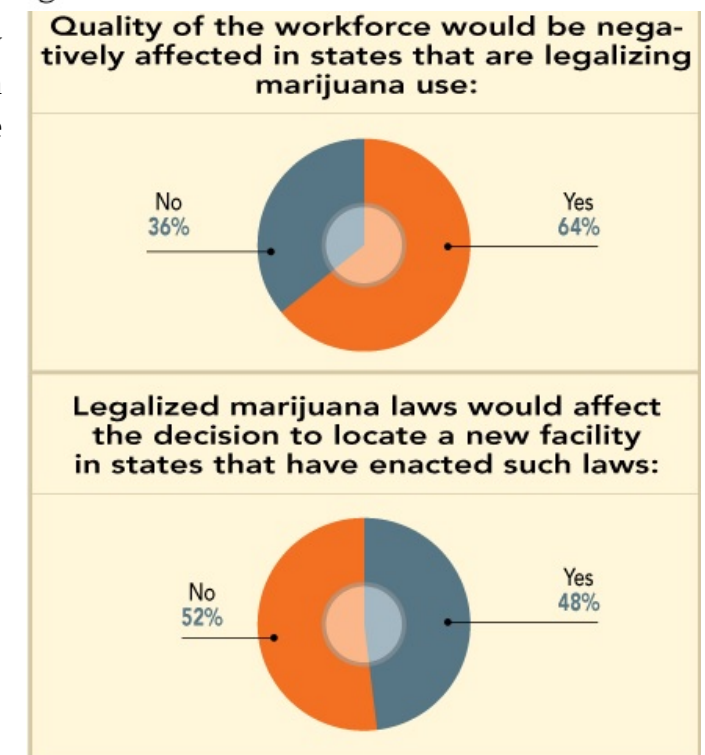


figure 36

And, although climate is ranked at the bottom of the quality-of-life list (#9), it is still considered “very important” or “important” by 60 percent of the respondents to our 29th Annual Corporate Survey. In fact, nearly half of the respondents say weather-related factors are very or somewhat important considerations in their location decisions (figure 48).

Finally, it should be noted that none of the site selection or quality-of-life factors achieved a combined “very important” or “important” rating of 90 percent or greater. The respondents to our 29th Annual Corporate Survey seemed to have spread their priorities out among the factors.

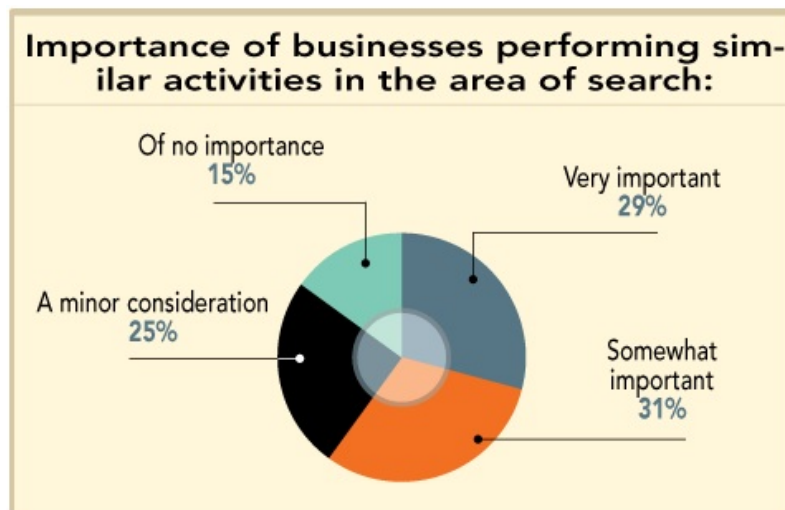


figure 47

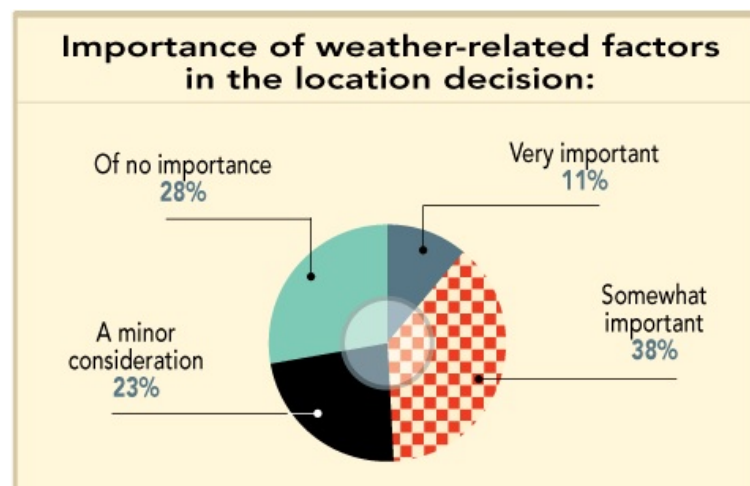


figure 48

Corporate Respondents' Information Sources

The corporate executive readers use many sources of information when making location decisions, but chief among these are site magazines like *Area Development* at 81 percent. Half also use general business and financial publications as sources of information.

Of the 69 percent of respondents who utilize the Internet in the site and facility planning process, nearly 80 percent are looking for data on specific locations; two thirds are seeking contact names; and more than half want to find available buildings and sites.

More than two thirds of the respondents to our 29th Annual Corporate Survey say that when making location decisions, they start the information-gathering process at least one to two years out and contact the locations of interest three to six months later. For more than 90 percent, between one and five locations make their “short list” and warrant a visit. Eighty-five percent of the respondents make a final location decision with three months to a year of contacting the locations of interest.

Fewer than half of the Corporate Survey respondents claim to use outside consultants when making location decisions. Those that do use the services of consultants employ them primarily to facilitate the real estate transaction (61 percent), perform location studies/comparative analyses (55 percent), and negotiate and manage the incentives process (47 percent).

Drawing Conclusions

Although economists project growth to continue in 2015, this year's Corporate Survey respondents are still hesitant — 72 percent of them do not expect continuous economic growth until 2016 or 2017. Consequently, their location and expansion plans are not as robust as we had hoped. Perhaps their confidence will be bolstered by the fact that consumer spending, which accounts for more than two thirds of U.S. economic activity, advanced at a 4.3 percent pace in the fourth quarter of 2014 — the fastest since the first quarter of 2006, and up from 3.2 percent in 2014's third quarter.

“The level of consumer sentiment supports our view that consumer spending will kick the year off on a robust foot after the drop in energy prices left consumers' wallets full,” noted Bricklin Dwyer, an economist at BNP Paribas, New York, in a Reuters news release. But although the drop in oil prices is putting more money in consumers' pockets and boosting their spending on other products, on the flip side, economists warn that energy-producing regions could suffer job losses.

Nonetheless, business investment in equipment has increased 8.6 percent over 2014 — more than double the 4.2 percent annual average from mid-2011 to mid-2013. Inventories have also increased at an annual rate of \$75.3 billion, as compared to the \$46.6 billion average increase for 2012 and 2013. And, most importantly, hiring is up. As stated in beginning of this piece, 2.9 million jobs were added from the December 2013 to December 2014 period. The number of job openings in the

U.S. is at the highest level since 2001 and this should translate to increases in wages and even more spending on durable goods such as furniture, appliances, and vehicles. Notably, 16.4 million vehicles were sold in 2014, the highest volume since 2006.

“Over the long term, where the consumer goes, the economy goes,” concludes Michael Gap, chief U.S. economist at Barclays. If this upward economic trajectory continues, we expect our 30th Annual Corporate Survey to reveal more new facility and expansion activity to fulfill consumer demand.”

Source: Area Development magazine online, Q1 2015 29th Annual Survey of Corporate Executives: A Realignment of Location Priorities <http://www.areadevelopment.com/Corporate-Consultants-Survey-Results/Q1-2015/annual-corporate-executive-business-expansion-survey-287775.shtml?Page=2>

Certified Sites

Additionally, the Duke Energy Site Readiness Program Volusia County conducted May 12, 2014 prepared by McCallum Sweeney Consulting states that those communities that have “Evaluated or Certified Sites” are better positioned to be selected by site selectors.

Companies are very deadline driven. Once a market opportunity is identified, a company does not want to take much time to select a location and get up and running. Time to market is very important. Companies are looking for sites ready for quick development. Having certified sites has influenced the process of site selection in other cities, such as North and South Carolina, giving those communities a competitive advantage.

States, regions, communities and individual owners instituting certified site programs is a growing trend in Economic Development. Most use a third-party verification program to provide a level of thoroughness and reliability.

The advantages of certified sites include:

- Know site’s strengths and weaknesses
- Allows for effective pro-active marketing
- Better re-active marketing
 - During site selection, have comprehensive and thorough information for rapid response.
- An Opportunity to be more competitive in site selection projects
 - Better prepared to offer development assistance as may be needed
 - Present properties that offer a company a minimum development schedule and minimal risks

Source: McCallum Sweeney Consulting, Attracting Investment and Employment: Prepared Communities Win, Duke Energy Site Readiness Program Volusia County, FL May 12, 2014

COMPETITIVE ECONOMIC STRENGTHS

Strengths are positive attributes and characteristics that enable a community or area to attract and sustain business, industry, and economic growth in an extremely competitive regional, national, and global marketplace, including up-to-date infrastructure, adequate and skilled labor, high quality of life, and favorable business climate. Strengths of the City of Edgewater are:

- Regional location and transportation linkages
- Communications Infrastructure
- Available industrial site inventory
- Existing industries
- Property Tax
- Property Tax Abatement
- Traditional industrial labor force
- Daytona State College
- Restoration DRI
- Deering Park
- Business friendly environment
- Community Redevelopment Area (CRA)
- Quality of life, including the Indian River and Central Regional Rail Trail

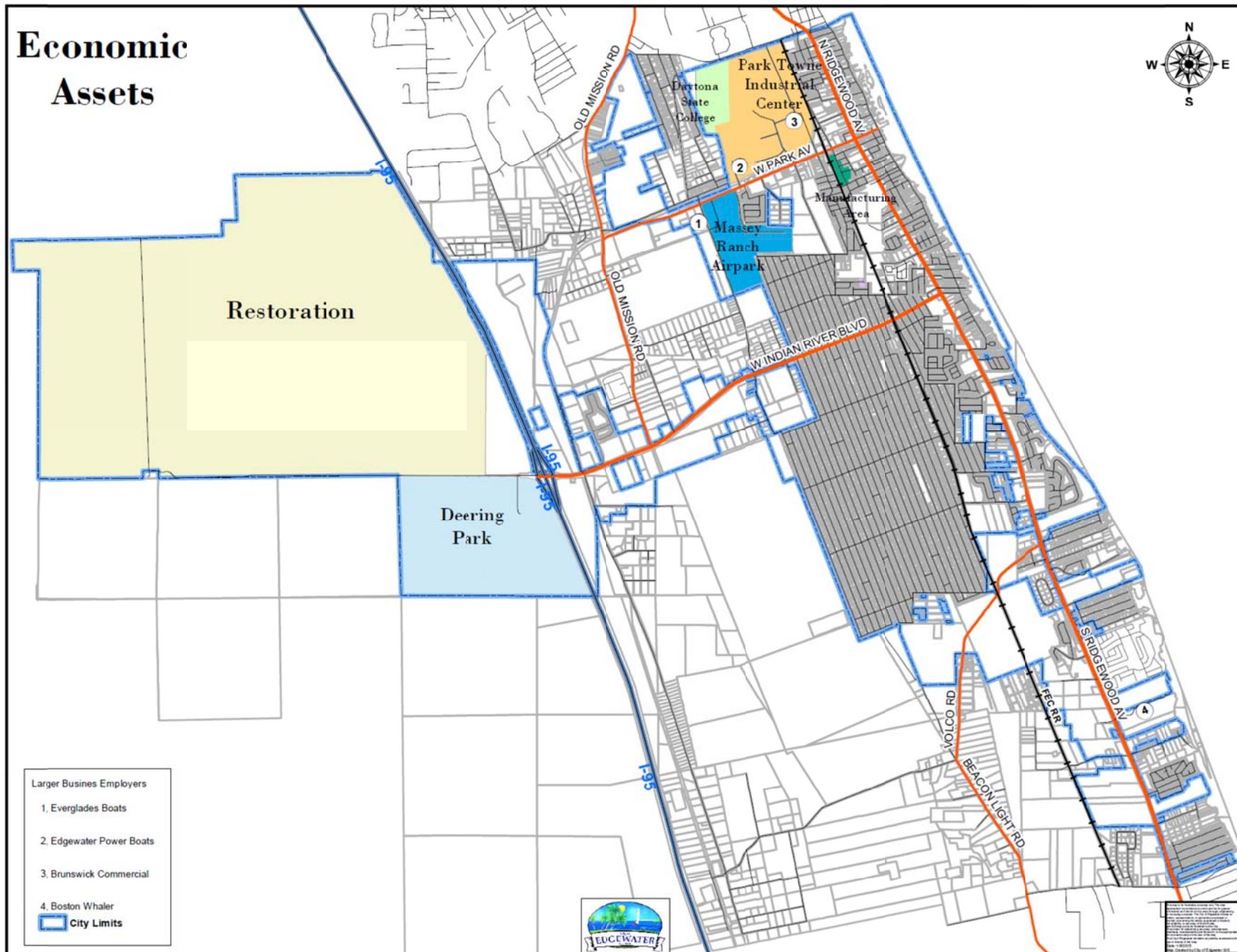
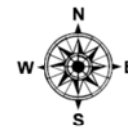
It should be understood that a great many Florida communities can claim the same or similar strengths and more. Success in economic development depends on how well local strengths are communicated to external markets.

Regional Location and Transportation Linkages

Edgewater has direct access to I-95, the major north-south freeway corridor serving Florida's East Coast, at Indian River Boulevard (SR442). Currently, FDOT is spending \$255 Million dollars to widen the 14-mile stretch of Interstate 95 in Volusia County to 6 lanes. This I-95 / SR442 interchange is 15 miles from I-4 by way of SR44 and 25 miles from the Beachline Expressway (SR528) connecting Orlando to the Kennedy Space Center near Titusville. Being situated between the Daytona Beach and Titusville-Cocoa urban areas, Edgewater is well located to serve the two-county Brevard-Volusia area with a combined population of one million.

Long-range transportation plans for Southeast Volusia County include the extension of Williamson Boulevard south from Port Orange to Edgewater west of I-95. The concept of extending SR442 to SR415 or even further to the SR417 GreeneWay Expressway has been raised. These proposals and concepts would greatly improve commuting linkages between Deltona, Orange City, DeBary or Daytona Beach and Edgewater thus allowing Edgewater to become more integrated into the mainstream of future economic growth in the County.

Economic Assets



Edgewater is traversed, north-south, by the Florida East Coast Railroad (FEC), an active freight line extending from Miami to Jacksonville, with connections to the Northeast and Midwest. There were two rail sidings in the City at the former Coronado Paint manufacturing plant and near the Tarmac plant site. It is understood that the Coronado Paint spur has been abandoned, but the Tarmac spur remains, although inactive.

Rail freight service was replaced by motor freight service to a great extent because of the Interstate Highway System, but rail freight activity is making a dramatic comeback with increases in highway congestion and regulations affecting trucking and drivers. The existing rail spur and a presumed ability to re-establish the other are potentially significant marketing assets for the City.

Another plus is that an area north of Park Avenue to 10th Street is one of the infrequent FEC locations with twin tracks. This is conducive for developing rail served industry as well as station stops for future passenger rail service, as is being talked about for the FEC line from Jacksonville to Miami.

In addition to Interstate highway and rail access, Edgewater has an airport. Massey Ranch Airpark is a privately-owned airstrip available to the public and used primarily for recreational aviation. It can accommodate limited charter and corporate aircraft with its 3,845-foot paved runway. The airport is adjoined by a small industrial park consisting of several multi-tenant hangar-type buildings. The Airpark has hangar space available for lease and is zoned for industrial use, making it a desirable location for various aviation industries, including aircraft maintenance and flight training. Self-service fueling services are also available. Massey Ranch Airpark provides Edgewater with a transportation asset not found in many communities.

Communications Infrastructure

City staff met with existing Internet service providers to determine where gaps in the fast access DSL and cable broadband services exist. Agreements were reached an appropriate course and schedule of action with these providers to close remaining service gaps as well as wireless providers in the area to increase wireless coverage in Edgewater. City staff has also studied the local implication and requirements for improved broadband service under the new National Broadband Plan and developed a plan to meet requirements in concert with state, regional, and/or county agencies having system wide implementation responsibilities.

March 2015, when the City upgraded their phone system and service, staff worked with Bright House Networks to upgrade and improve the telephone and internet service in the downtown area. This upgrade also greatly improved the services available to the ParkTowne Industrial Center.

At this time, City staff is working with FPL and AT&T to move services underground on East Park Avenue and along US1 in coordination with the new sidewalk construction project.

Available Industrial Site Inventory

Edgewater is, in many respects, the Volusia County industrial center and is the industrial center of Southeast Volusia. In addition to existing industry, vacant planned and zoned industrial land in the City is substantial. Most existing industrial development and vacant industrial land is located in and near the Park Avenue corridor generally west of the Old County Road and the Florida East Coast Railroad, running to the area of Airpark Road. This area includes the partially developed 342-acre ParkTowne Industrial Center, making the corridor the largest contiguous industrial area in Volusia County. ParkTowne has a number of existing occupants, but has ample vacant land remaining for development at attractive prices. Tracts are available up to 83 acres.

The Edgewater Future Land Use Plan designates the entire area west of the Old County Road and the FEC Railroad from Park Avenue north to 10th Street for industrial use, including lands adjacent to the Daytona State College campus. There is presently no direct or convenient road connection from Park Avenue to 10th Street. The challenge remains regarding concerns that it would generate heavy traffic to/from the high school on Josephine Avenue (10th Street) in adjacent New Smyrna Beach.

The former Coronado Paint property, a 16-acre plant site, currently for lease or sale in whole or in segments, includes a combination of office, production, and warehousing spaces totaling 203,000 square feet. It is one of the largest, if not the largest, available industrial facilities in Volusia County. The property has a new listing agent, Larry Kahn with CNL Commercial Real Estate out of Orlando. This connection was made possible by the efforts of Team Volusia. CNL is actively marketing the property and has had many inquiries in the past few months. The property is a major economic development asset, particularly if environmental permits have not expired, given difficulties in Florida with permitting what are essentially new chemical plants.

While there is ample vacant industrial land in Edgewater and available building space, these assets do not have the benefit of proximity to and convenient access from I-95. However, the intersection improvements at Park Avenue and Old Mission Road were just completed; the rail road tracks and hump was removed; and the intersection was widened and improved the turning radius which now allows truck traffic to more easily traverse the intersection. At the County Council meeting on May 21, 2015 the widening of Park Avenue was approved; a \$3 Million project. Construction is tentatively scheduled to begin in 32 months. There is ample vacant land near the I-95/SR442 interchange to support business and industrial park development and a range of commercial uses. Some of this opportunity on the west side of I-95 will be captured by the proposed Restoration DRI and Deering Park PUD.

Existing Industries

Volusia County is known primarily for its tourism and retirement industries, not for its manufacturing sector, although there are a number of medium-size industrial employers in the County. Several are located in the Edgewater area, making it a leading industrial center in the County, if not the leading center. Indeed, counting large and small manufacturing firms, the Edgewater area has a higher concentration of industrial activity and employment in relation to population than any area of the County.

Major manufacturers in the Edgewater area include four boat manufacturers -- Boston Whaler, Brunswick Commercial and Government Products, Edgewater Power Boats, and RJ Dougherty (Everglades Boats) -- which have a total of approximately 1,000 workers. These four employers plus many small manufacturers in the Edgewater area, account for a significant 12.5 percent of all 8,612 manufacturing jobs in Volusia County. Other than boats and marine equipment, industries well represented in Edgewater include construction, retail trade, professional / scientific and management, administrative, waste management, arts / entertainment / recreation, accommodation and food services.

Property Taxes

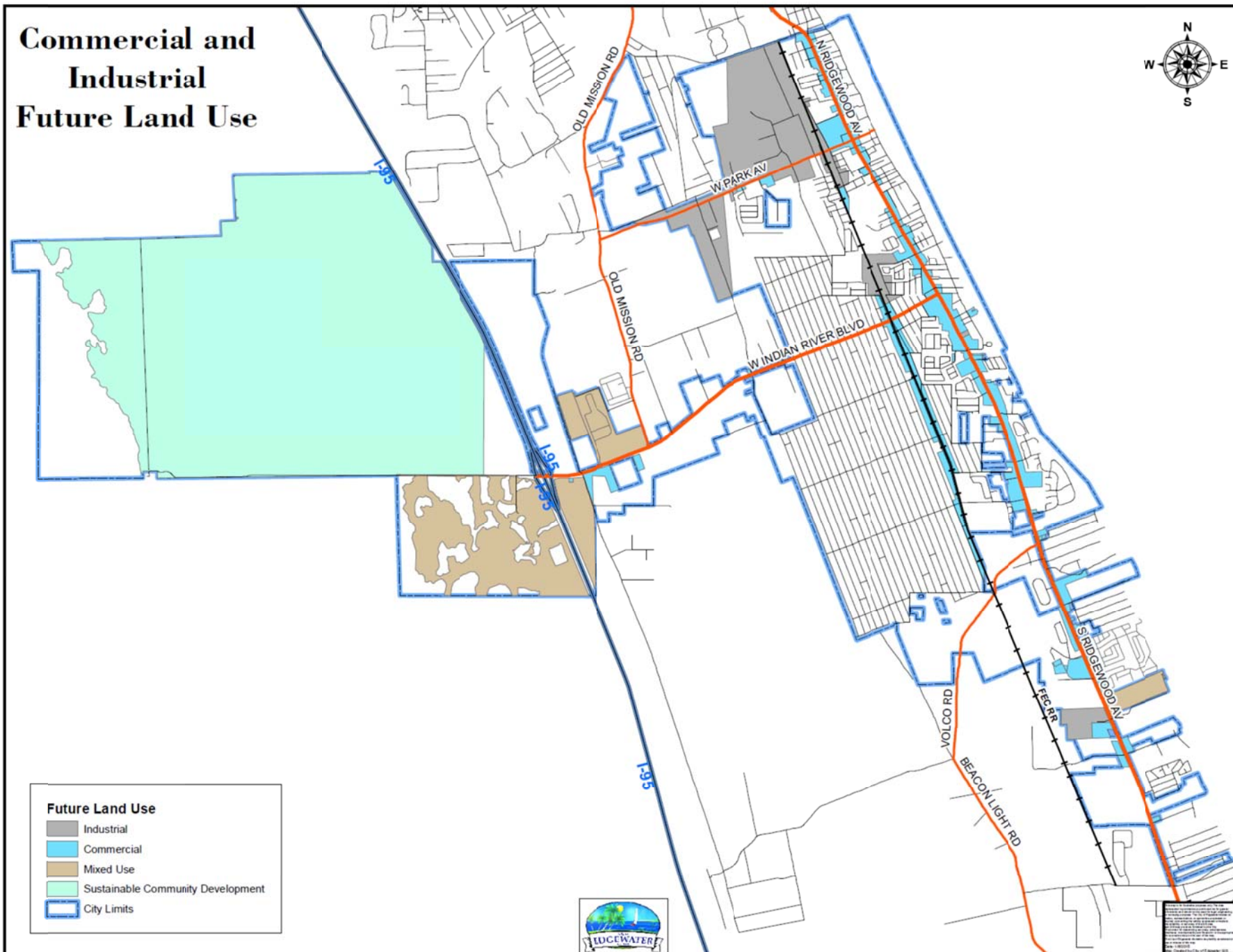
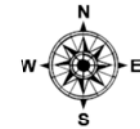
The City of Edgewater has the similar tax millage rate to Volusia County in 2014. Daytona Beach is highest with a rate of 6.9220 mills, including 1.0000 mills for Downtown Development. The Edgewater millage rate was 6.7000 mills, compared to 3.5764 in New Smyrna Beach and 4.4589 in Port Orange. The tax rate in Edgewater results from a greater proportion of residential uses in the local tax base; which are much more costly to serve than commercial and industrial land uses.

Actual tax costs may not be as different as tax rates suggest, as assessed and taxable values in Edgewater may be less than for equivalent uses in New Smyrna Beach and Port Orange. To the extent that this is true, the City should make it known to prospective businesses and industries through marketing allies including the Volusia County Department of Economic Development.

Property Tax Abatement

November 2014, Edgewater voters approved Property Tax Abatement to new and expanding businesses in the form of ad valorem tax exemptions for certain types of new and expanding businesses that create new jobs. The exemptions would be for the city's portion of the tax bill only and the percentage exempted would be determined on a case by case basis. By law, the exemption only applies to improvements made to real property and added tangible personal property. Once the incentive ends, the employer would pay 100% of the assessed taxes from that point forward.

Commercial and Industrial Future Land Use



Map prepared by: [illegible]
 Date: [illegible]
 Scale: [illegible]
 Source: [illegible]

Traditional Industrial Labor Force

Edgewater has a well-established history of industrial oriented, construction, and service activities and many in the labor force are longtime residents. Much of the labor force either moved away or went back to school for retraining during the Recession. Many of these skilled workers are working or retired. Currently the trend is the widening job gap with the boat manufacturers needing more skilled labor as their businesses are quickly rebounding with mid and upper luxury boat sales on the upswing and the lack of young graduates filling the trades' industries jobs that will quickly become available as the existing labor force ages and retires. City and local partners are currently working with Daytona State College and University of Central Florida, New Smyrna Beach High School and Middle School to identify the upcoming job gaps and help guide students towards those industries as well as provide local training programs to help fulfill those jobs.

In 2011 the City Council created the Local School Scholarship Program. The purpose is to create educational opportunities for students residing in the City of Edgewater and encourage them to pursue college after graduating high school and to assist local schools with enhanced educational programs. The fund is financed through monthly donations on resident utility bills, as well as donations by residents, businesses and friends.

Daytona State College

The Edgewater-New Smyrna Beach campus of Daytona State College (DSC), formerly Daytona Beach Community College, is located on 10th Street at the north end of the City of Edgewater. The campus is located in Edgewater but has a New Smyrna Beach address and zip code. The facility is one of six campuses in Volusia and Flagler Counties. Five campuses, including the main campus and Advanced Technology College in Daytona Beach, are in Volusia County. The other is in Palm Coast in Flagler County. The Edgewater-New Smyrna Beach campus is the only location in Southeast Volusia County.

DSC programs of particular relevance to economic development in Edgewater are offered through its College of Engineering Technology and Occupational Programs. Programs are offered in computer science, AutoCad/GIS, design and drafting, manufacturing, and electrical and mechanical systems (HVAC, etc). DSC offers a Bachelor of Science in Engineering Technology, Bachelor of Science in Information Technology, and Bachelor of Applied Science in Supervision and Management. Daytona State College has been added to a partnership that allows students to automatically transfer to the University of Central Florida. This Direct Connect program guarantees admission to UCF for students who receive associates degrees at Daytona State College, Valencia College, Eastern Florida State College, Seminole State College of Florida and Lake-Sumter State College.

Restoration DRI

The 5,187-acre Restoration DRI will transform the character and perceptions of Edgewater in very positive ways. Restoration will include 8,500 housing units and 3.2 million square feet of office, industrial, and commercial space and in 2010 was projected to generate an estimated 5,525 jobs, ranking the project among the largest in Florida and largest in Volusia County. Development is proposed over 15-20 years. This and other approved residential projects have the potential to double the City population in 20 years.

As proposed, Restoration promises to be a model of responsible growth, environmental protection, and community design. Various “green” design standards and technologies will be employed in developing the community, including those that minimize impacts on wildlife habitats and other natural resources and systems. Approval and start-up of the project will require and trigger several major road improvements, including extending SR442 west of I-95 and extending Williamson Boulevard south to Edgewater at SR442. Right-of-way would also be preserved to permit the future extension of Park Avenue over I-95 to Williamson Boulevard.

Deering Park Center

Deering Park Center is a wonderful new mixed-use development located on almost 900 acres at the “gateway” to Edgewater, Florida at the southwest corner of I-95 and SR 442. The project is envisioned to provide a mix of uses, including single and multi-family residential developments, medical facilities, first-class hotel accommodations, superior shopping and dining destinations, as well as industrial areas that will facilitate distribution areas that are compatible with the surrounding environment. A significant portion of this proposed development will be located in picturesque lake-front settings with dedicated public spaces, parks and other civic facilities.

Upon completion, Deering Park Center could have up to 1.5 million square feet of non-residential space; however, the owners are committed to a responsible approach to planning, with large, environmentally sensitive portions of the property planned for conservation and appropriate public use. In addition, a Community Development District (CDD) has been established so that only developers and property owners within Deering Park Center will be responsible for funding the required infrastructure, as opposed to the city at-large. Deering Park Center is poised to become a model for responsible, environmentally-conscious, mixed-use development that will spur economic growth and improve quality of life throughout the City of Edgewater and beyond.

Business Friendly Environment

The political and executive leadership in Edgewater is very pro-business and pro-growth, as evidenced by various initiatives taken in recent months and years to develop community visions and position the City for economic development and growth. Broad segments of the community were involved in the Envision Edgewater process that resulted in development of visions for the City’s future. Actions by the City to undertake economic development strategic planning and community redevelopment planning programs are direct results of Envision Edgewater.

Local interest in economic development has been heightened by approval to create Community Redevelopment Area (CRA). While a segment of the population may prefer to keep Edgewater the same or go slow, the weight of public sentiment appears to favor growth that can deliver urban services and amenities presently missing or inadequate in the City, including restaurants, health care facilities, social gathering places, and a downtown.

Community Redevelopment Area (CRA)

Edgewater has established a Community Redevelopment Area (CRA) under F.S. 163 Part III. The area encompasses the US1 corridor from the northern city limits at 10th Street to Falcon Avenue to the south. The CRA includes approximately 400 acres consisting of 509 parcels, which is 2.8 percent of the total city area of 14,411 acres.

The CRA Plan addresses the blighted area conditions observed in the Finding Report and sets the stage for a long-term series of redevelopment activities for new development that can instill civic pride through creating a sense of place, implementing environmentally-sensitive design, and respecting the context of the neighborhoods and downtown area. The Plan also furthers Volusia County's Smart Growth Initiatives for a clean, healthy environment; strong, livable communities; and a strong economy.

The Redevelopment Area is expected to contain several distinct character areas, one of which is a vibrant quaint urban Downtown with a mixed use “main street” along Park Avenue from Ridgewood Avenue (US-1) to Riverside Drive and extending into George R. Kennedy Memorial Park along the Indian River. George R. Kennedy Memorial Park will be mostly a pedestrian zone serving as a focal point for the Downtown. This Downtown vision will extend to Ridgewood Avenue (US-1) at the intersection of Park Avenue and eventually to the west side of Ridgewood Avenue (US-1), creating an east/west pedestrian-friendly corridor. Other distinguishable areas will include the primary commercial corridors along Ridgewood Avenue (US-1) and Park Avenue, industrial areas, and residential neighborhoods. These distinct character areas will forgo the persistent haphazard development to areas with improved infrastructure, rehabilitated structures, and other beautification efforts such as landscapes and roadway improvements. Gateways will be developed at key intersections to identify entry to the Redevelopment Area with the northern gateway at Ridgewood Avenue (US-1) and the Edgewater City Limits and the Downtown area at Ridgewood Avenue (US-1) and Park Avenue. In addition, this Plan envisions outdoor recreational enhancements at Hawk’s Park Recreation Complex and opportunities to connect Volusia County’s East Central Regional Rail Trail to the Indian River.

Quality of Life

While lacking in some types of urban services and amenities listed above, Edgewater is viewed by most residents and businesses as a good place to live and work. Residents like the unhurried lifestyle, comparatively low cost of living, small town and family-friendly atmosphere, the

scenic Indian River, and manageable size of the City, all while being able to take advantage of shopping and entertainment opportunities in places nearby, including New Smyrna Beach, Port Orange, Daytona Beach and Orlando. Additionally, since the first CEDS, the City of Edgewater has made a lot of progress in providing “things to do” for residents as well as working with local internet providers so that residents can have access to fast internet service.

On February 3, 2013, the City Council of Edgewater adopted Resolution 2013-R-03. The Bicycle Pedestrian Master Plan in which the “Plan” will guide City staff, property owners and developers in determining where bicycle/pedestrian facilities are needed to create an effective bicycle/pedestrian network within the City. Now, in the City’s Land Development Code, all new developments are required to install sidewalks. Possible funding sources were identified in the “Plan” including Federal, State, and Local.

Beginning October 2014 the City issued a Notice to Proceed for the construction of approximately 4 miles of sidewalk on the east and west sides of US 1 from Volco Road to the northern City limits (10th Street). The project is scheduled to be completed by June 2015. This project is funded by a Local Agency Program (LAP) grant from the Florida Department of Transportation (FDOT).

Volusia County’s East Central Regional Rail to Trail Program includes a trail head at Rotary Park on Park Avenue. The Trail head and paved trail system to SR442 is scheduled to be completed by December 2015. The remaining trail from SR442 down Cow Creek Road to Maytown Road and across SR415 connecting into the ECRRT system is currently in the bid process. Bicycle infrastructure has been a proven economic driver throughout the country, bringing in more tourists, and more businesses to an area providing a big payoff for tax payers and business owners.

Beginning January 2015 the City entered into an agreement with Traffic Engineering Data Solutions to research and provide design documents for the future construction of sidewalks along Flagler Avenue from 12th Street to Park Avenue in an effort to provide residents with a safer pedestrian travel and improve conditions within school walk-zones.

Beginning in the 2014 – 2015 fiscal year, the City created a monthly event called EdgeFest. The monthly event usually partners with another local organization and businesses such as the Edgewater Rotary or CAPS as a fund-raiser event such as car show, BBQ Cook off or Chili Cook-off and the City partners by providing vendor spaces, the venue, music / entertainment, bouncy houses for the kids and a family friendly movie at dark. The event has created a positive buzz with families as well as local businesses who exhibit their wares on a monthly basis. For the day of the Christmas Parade, EdgeFest featured Santa’s Workshop and Elves where children were able to meet Santa and the April event featured an Easter Egg Hunt with over 4,000 children participating. Moving forward, the City has decided to opt for a test pilot program by creating a Special Events Coordinator position tasked with coordinating two events per month

beginning June 2015 through December 2015. The resulting programs and events will help promote the City and provide residents with more things to do in the City.

The Indian River is a significant asset, as the name Edgewater indicates. Although bordered by Riverside Drive, which provides expansive views of the Intracoastal Waterway and across the wide coastal marsh that separates the City from the barrier beach beyond, public access to the River is limited. There are public parks and boat ramps on the River. At this time there are not any waterfront commercial attractions, including restaurants and marine facilities providing eco-tours, fishing charters, and boat/kayak access, but interest is increasing with developers and business prospects interested in developing these types of projects along the waterway. As we acknowledge that increased access to and activity on the River will enhance leisure opportunities for residents and help promote Edgewater as a potential visitor destination. One of these amenities includes Menard-May Park, which is a perfect launch beach for paddling activity such as canoes, kayaks and stand up paddle boards. Additionally, the area is included in Segment 22 of the Circumnavigational Trail (CT) of Florida through the Greenways and Trails Office of the State of Florida. This park provides a unique stop due the walking distance to the post office, hardware store and restaurants for supplies for those persons paddling the Salt Water CT. The City is the first in Volusia County to be designated a Blueway Community by the Florida Paddling Trail Association (the second on the east coast of Florida behind Fernandina Beach). The City is currently working on making upgrades to the park for showers, wash off area for paddlers, maps, RFP concessionaire for paddling, food and other services.

Another distinctive asset is the nearby Atlantic Center for the Arts (ACA), which is recognized among the foremost artist residency facilities in the U.S. ACA was founded by noted sculptor and environmentalist Doris Leeper in 1982, and brings together master artists and upcoming artists from many disciplines in a collaborative atmosphere. Programs and exhibitions are available to the public throughout the year. The facility is also used as a corporate retreat.

Competitive Strengths

Competitive strengths are inclusive of or additional to those described above and are summarized below, not necessarily in order of importance.

- Competitive location
 - Situated between Daytona and Titusville/Cocoa urban areas
 - Access to I-95
 - Access to Indian River
- Good available industrial land inventory with zoning and utilities
 - Park Avenue and Mission Road intersection improvements make truck traffic more accessible for ParkTowne Industrial Park to I-95
- Large tracts of land on the Indian River available for development
- Housing developments are being sold and reactivated
- New Industry for Edgewater - Eco-Tourism
 - Paddling Trails identified and mapped
 - East Central Regional Rail Trail – trail head soon to be completed at new downtown Park Avenue Rotary Park and Dale Street
- Good existing infrastructure
 - Roads have opportunity for additional capacity
 - Existing FEC rail spur(s) and Massey Ranch Airport
 - Daytona State College campus
 - Currently working with FPL and communication providers to move utilities underground in key places
- Pleasant and quiet small town atmosphere; good place to live and raise a family
- Growing positive public and political climate for development and growth with opportunities to plan for and accommodate growth with a generally clean slate
- Business-friendly City government, including streamlined permitting
- Community identity
- Improving Communications Infrastructure
 - Currently upgrading communications network with AT&T, Bright House Networks, etc.
- Existing industrial land uses and firms show that Edgewater is a good location for industry and industrial growth

COMPETITIVE ECONOMIC WEAKNESSES

Competitive economic weaknesses are disadvantages and liabilities that limit the ability of a community or area to attract and sustain economic growth and business and industry, and that have to be minimized or overcome in order to position a community or area to succeed in a competitive regional, national, and global marketplace. Weaknesses may include inadequate infrastructure, a labor force without the skill sets needed for new technology-oriented jobs, and high operational cost factors (energy, taxes, etc.). City of Edgewater weaknesses relate to:

- Internal circulation and way finding
- Technology Infrastructure
- Number of workforce needed
- Waterfront commercial development investors
- Retail / Urban services and amenities

A great many Florida communities, including those in Volusia County, may also have the same or similar weaknesses. Success in economic development depends on how well these local weaknesses are overcome or minimized.

Internal Circulation and Way Finding

Inadequacies in internal circulation and way finding describes difficulties in finding, accessing, and serving existing industrial areas in the City, particularly those in the Park Avenue and Old County Road corridors. Both are two-lane roads and neither has a direct or prominent link to SR442 or I-95. Connecting roads, such as Airpark Road and Old Mission Road, are themselves two lane roads with no signage to indicate where they lead, with the exception that the Airpark Road name is suggestive of a destination. Major industrial areas of the City are, in effect, hidden resources unlikely to reach their potential without better regional convenience and exposure.

The Community Redevelopment Area (CRA) Plan includes way finding signage within the CRA District, which encompasses most of US1 from the City limits to the north to Falcon Avenue to the south as well as Park Avenue east of the rail road tracks.

Additionally, as previously listed from the 2010 CEDS; Plans for the Restoration DRI would permit future extension of Park Avenue west over I-95 to meet an extension of Williamson Boulevard south from Port Orange. This extension of Park Avenue would be major boosts to industrial properties in Edgewater in terms of regional access and exposure.

More immediate solutions are needed and two recommendations should receive additional consideration and study. The first is to upgrade Airpark Road between Indian River Boulevard and Park Avenue as the main entry to the Edgewater industrial area from I-95. Second, to investigate various opportunities that will shorten the distance and improve connections to SR44

and SR44/I-95 interchange, as well as to promote a synergistic relationship between Edgewater industries and Daytona State College.

Technology / Infrastructure

While the City has made great strides in identifying and upgrading the areas throughout that are lacking some infrastructure for communications and technology, there is still more work to be done. In the southern region of the City, the newer housing developments still do not have good cellular phone reception, natural gas availability nor reclaimed water availability.

Workforce Preparation

Edgewater has a solid industrial labor force (see Competitive Economic Strengths), and becoming more competitive in terms of more educated professional and technical workers, including workers with computer skills. Prospects for more of this trend over time are good, particularly with the advent of new engineering technology programs at Daytona State College and development of the Restoration DRI and Deering Park, which promises to be a laboratory for advanced green technologies. Also on the positive side are a number of small production, professional, health care related, educational services and consulting firms in Edgewater that have skills geared to the new knowledge-based, technology-oriented economy.

Community Identity

Edgewater's inadequacies in terms of community identity relate to the lack of a sense of place that comes primarily from not having a definable downtown Edgewater. Missing in Edgewater is a central place with the streetscape and architectural ambiance and mix of civic and commercial uses that characterize traditional downtowns like that in neighboring New Smyrna Beach. The existing "downtown" Edgewater is the cluster of retail and service uses around the intersection of US1 and Indian River Boulevard.

A strong public desire for a downtown Edgewater was expressed through the Envision Edgewater process, resulting in creation of a downtown vision for the Park Avenue corridor between US1 and the Indian River. Toward this end, the City has recently received delegation of authority to create a Community Redevelopment Area centered on this area and developing a Community Redevelopment Plan as the basis for transforming this area into "Downtown Edgewater." The importance of a downtown to economic development cannot be overstated, particularly in attracting knowledge-based businesses and professionals to the community. Additionally, the City has created a branding with the new City seal/logo and sells T-Shirts, baseball caps, car license plates, and stickers. Combined with the new City event, EdgeFest – a family friendly event with vendors, special event like a car show or chili cook off combined with entertainment, kids zone and a family movie in the park, residents have a new-found sense of pride and community identity in Edgewater.

Waterfront Commercial Development Opportunities

The Indian River waterfront in Edgewater is almost entirely residential, except for the Boston Whaler property on the south end of the City. Commercial development -- restaurants, shops, marine amenities, etc. -- found in many waterfront communities and attractive to residents and visitors alike are absent in Edgewater. The lack of waterfront commercial development precludes Edgewater from participating in another form of economic development -- tourism, including ecotourism. It is also a quality of life issue, as existing and prospective residents also benefit from having local places to visit and enjoy.

As previously identified in 2010, redevelopment of the Park Avenue corridor as a downtown Edgewater includes the possible relocation of City Hall from the riverfront to an inland location.

In addition to this waterfront redevelopment opportunity, there is a 60-acre former industrial site on the Indian River at the south end of the City adjacent to Boston Whaler that may have potential for redevelopment as a mixed-use waterfront project. The site is large enough to accommodate a range of commercial, tourism and residential uses, including multifamily residential units, restaurants, shops, and marine facilities, including dry-stack storage, that would be attractive to residents and as a visitor destination. The property, now in receivership, was once vested with rights for 300 boat slips, which are now available to the City. The City is currently working with the property owners/receivers as well as many interested developers to create a sustainable plan for the property.

Furthermore, Marker 57 Marina has recently become available for sale. The City is currently discussing options with a few different investors who are interested in purchasing the property and upgrading / renovating the property for marina, restaurant, paddle launch beach, and overnight accommodations.

Urban Services and Amenities

Although residents give Edgewater high marks as a family-friendly place to live, they are quick to point out their perceptions of what the City lacks in terms of urban services and amenities.

Lack of a downtown, civic and commercial core tops the list, but others on the wish lists of a great many residents include places to gather and have social functions (i.e., civic center, meeting hall). Further amenities include: more health care practitioners and facilities, assisted living facilities, sidewalks and bike paths/trails, and good restaurants. Public transportation services are also limited.

Many of these are dependent on the size and incomes of the local population (e.g., health care services, restaurants) and others (e.g., civic/social center and sidewalks/bike trails) are related to the financial capacity of the City. The fact that Edgewater is lacking in many of these amenities

suggests that the market is unaware that the City has the size and income levels to support more services than currently found.

Edgewater's current resident population is around 22,000. With the Restoration DRI, Deering Park and some 20 other vested development; the City population could easily double to over 40,000 in the next 20 years. Median household income in Edgewater is comparable to that in surrounding cities; however, increasing the City's visibility in the marketplace remains a challenge. Restoration, Deering Park and other vested developments will aid in raising the visibility of the City, as will strategic waterfront development and redevelopment.

Expansion of health care and medical facilities in the City is a leading need and priority, particularly a community hospital with associated facilities such as Assisted Living Facilities with skilled nursing staff. A community hospital would be a catalyst for other health care facilities and services. At present, Southeast Volusia County is served by only the 112-bed Bert Fish Medical Center in downtown New Smyrna Beach, compared to over 1,800 beds in six other hospitals in the County. Moreover, Southeast Volusia has only one of 15 ambulatory surgery centers in the County that are not part of area hospitals.

Current and expected future levels of population in the Edgewater area are such that planning for a new community hospital should begin. Next steps include discussions of needs and opportunities for a community hospital in Edgewater with hospital planners for facilities in the region, such as Florida Hospital and Halifax Health, the largest providers in Volusia County.

Economic Development Board

Competitive weaknesses identified are inclusive of or are additional to those described above and are summarized below, not necessarily in order of importance.

- The area lacks the number of skilled labor needed for the existing boat manufacturers to grow. Many young high school graduates are moving out of the area in lieu of staying home to fulfill the manufacturing jobs and trades jobs that are anticipated. Some, local workers with traditional industrial manufacturing backgrounds lack skills oriented to new industries and occupations; many in the workforce are poorly qualified for jobs in a tech-based economy; there is a perceived lack of skilled labor in Edgewater
- Urban growth pattern is not well-defined; Edgewater has no identifiable downtown
- No civic/social center; limited medical services and assisted living facilities for seniors
- Limited non fast food chain restaurants in City (e.g., Outback, Starbucks)
- Perception that Edgewater is a good place to live, but has limited job opportunities
- ParkTowne Industrial Center is more restrictive to certain uses and activities than other industrially-zoned areas of the County; need to study and determine differences and reach some accord on standards and regulations that best serve both the City and ParkTowne

3. Economic Development Opportunities and Targets

SELECTION CRITERIA

Identification and selection of the types of businesses, industries, and institutions well suited for the City of Edgewater and for which the City can become competitive are based on several considerations, including:

- Those targeted for recruitment by the State of Florida
- Those defined and adopted as targets by economic development agencies in Central Florida
- Those growing nationally and regionally with tendencies to locate and expand in southern coastal states
- Those already well represented in Volusia County and Edgewater
- Those having location and operating characteristics compatible with the labor, transportation, and other resources in Volusia County and Edgewater

REGIONAL TARGET INDUSTRIES

Target industries are economic activities that state, regional, and local economic development agencies and organizations identify as priorities for attracting, stimulating, and sustaining new tax-producing investments and good jobs. Economic development targets actively promoted in East Central Florida, some of which may be applicable to Edgewater, are listed below.

Enterprise Florida

Enterprise Florida has statewide responsibility for marketing Florida to new business and industry. The organization has identified the following types of business and industry as those having the greatest appeal for and economic impact on Florida, are considered those for which Florida is an attractive and competitive location:

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

Metro Orlando Economic Development Commission

The Metro Orlando Economic Development Commission is the lead economic development marketing organization in the Orlando Metropolitan Area, consisting of Orange, Osceola, Seminole, and Lake Counties. Volusia County is not part of the Metro Orlando EDC area, but many of the target businesses and industries being sought for the four-county Orlando area are also relevant to Volusia County. Firms looking at Central Florida may find Volusia County a convenient and attractive alternative. Metro Orlando EDC targets are:

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

Volusia County Department of Economic Development

The Volusia County Department of Economic Development strategies and efforts are directed toward increasing high quality jobs and business investment in our existing companies. It has been said that “...the main thing is keeping the main thing the main thing...” and Volusia County’s economic development focus is based on our “main thing” - assisting our existing community of business and industry through business assistance and retention efforts.

As part of their overall mission, they provide assistance at no cost to businesses with the desire and potential for growth within Volusia County. The Division of Economic Development can help start-ups, second-stage, or maturing businesses directly or refer owners to other qualified organizations.

Retail Strategies

In February of 2014 the City Council contracted with consultant Retail Strategies LLC to provide professional consulting, retail market research, recruitment and related services for three years. Services include: custom demographic research, market segmentation analysis, retail gap analysis, retail peer analysis, thematic mapping and aerial imagery by trade area, retail competitor mapping / analysis, market maximization summary and strategic leasing plan, identification of retail prospects, retailer recruitment and execution of the retail leasing strategic plan and conference representation at the International Council of Shopping Centers trade shows. Retail Strategies provides updates showing the companies that they are contacting on behalf of Edgewater and their feedback. Despite the fact that at this time, the City does not meet the criteria of number of households, population or household income; Edgewater is now on many corporate radars for the future.

Team Volusia

Team Volusia Economic Development Corporation is an organization that works to support business growth and recruit new business. As their website states, their clients are high-impact businesses both domestic and international, as well as site selection consultants that represent those companies. They measure their success based on new jobs created and capital investment.

Team Volusia EDC is a public/private partnership representing Volusia County and its 16 cities which comprise the Deltona-Daytona Beach-Ormond Beach metropolitan area. Incorporated in August 2010, the formation of Team Volusia EDC is evidence of a community-wide, collaborative effort to diversify the local economy and ensure economic prosperity for its residents.

As a 501(c)(6) not-for-profit, Team Volusia is funded by Volusia County, nine cities, over 40 local private sector companies, five higher education institutions, and Volusia County Public Schools. Businesses and industries being actively sought for the County include the following:

- Aviation & Aerospace
- Headquarters / R&D
- Manufacturing
- Film Production

EDGEWATER INDUSTRIES

Edgewater is a leading manufacturing center in Volusia County, if not the leader, with companies as diverse as Boston Whaler, EdgeWater and Everglades, brand names in family fishing boats headquartered in Edgewater. Additionally there is specialty food products manufacturer Tropical Blossom Honey, and Captain Foods, a wholesaler and private label co-packer.

Types of businesses and industries for which Edgewater is very well suited and capable of attracting and supporting include those already located here, including the following manufacturing and service industries:

- Power Boats – the major brands have well over 100 employees each and still expanding
- Marine Equipment, Supplies, and Services
- Machining, Machine Tools, and Metal Finishing
- Automotive and Aircraft Products and Services
- Metal and Plastic Industrial Components and Products
- Electrical and Medical Equipment
- Recreational Equipment and Supplies, including surfboards and racing gear
- Air Conditioning Contractors
- Car part and accessories retail stores
- Building Products and Construction Materials
- Specialty Food Products
- Electrical Contractors
- Sign Manufacturers

Many of the existing manufacturing and related service industries in Edgewater are listed in Table 7 on the next page. Estimated employment is also shown, where found, based on data from the Volusia County Economic Development Corporate Guide, www.hoovers.com, www.manta.com, City of Edgewater 2013 – 2014 CAFR and City of Edgewater business license records.

Table 7. Edgewater Industries

Name of Firm	Employees	Industry Type
Advanced Heat & Air	20 – 49	Air Conditioning Contractor
Anderson Performance Heat & Air	2	Heating & air conditioning systems / sheet metal contractor
Autozone	10 – 19	Car part supplier
B&C Signs	2	Signs manufacturer
Best Western Inn	2	Overnight accommodations
Boston Whaler, Inc.	620	Boat manufacturer
Brunswick Commercial & Govt Products	97	Boats for government use
Captain Foods, Inc.	7	Co-packing/private label/ wholesale
Cart Tech	20 - 49	Remanufactured shopping carts
Centroid Products	1 – 4	Flow meters and counting devices
Coast Chassis Design	1 – 4	Race cars and components
Complete Dewatering Pumps	16	Pumps
Custom Surface Works	1 - 4	Custom counter tops
Creative Form Products	5 – 9	Marine equipment/propellers/ship & boat
Custom Tube Products, Inc.	29	Precision metal tubing & assemblies for medical & aviation
D&S Camshaft	1 – 4	Aircraft engine component overhaul
Duct Fab Inc	1	Steel-structural manufacturer
ECO Wolf	5 – 9	Recycle fiberglass machinery / manuf. Seacast ^{FM} Transom
EdgeWater Power Boats	105	Boats manufacturer
Electrical Energy Systems, Inc.	20 - 49	Electrical contractors
Encore Cabinetry	5 - 9	Cabinetry
Fantastic Signs	3	Signs
First Response Disaster Team	10 – 19	Residential water damage restoration
Hydroplus Engineering	5 – 9	Manufacturer of vacuum former machines manufacturer
Island Dream Homes	10 - 19	Contractor building / roofing
IP Data Corp.	1 - 4	Online service providers

(continued)

Table 7. Edgewater Industries (continued)

Name of Firm	Employees	Industry Type
Lab Corp.	5-9	Medical lab
LMN Printing Co, Inc.	10 - 19	Commercial printing; publishing
Mac Marketing LLC	1 – 4	Wholesale furniture dealer
MIL Spec Metal Finishing, Inc.	5 - 9	Metal plating/finishing
Orion Surfboards	1 – 4	Surfboard manufacturer
PJR Enterprises of Volusia	2 – 4	Powder coating / industrial coating
Porta Fiberglass, Inc.	1 – 4	Boat builder / boat yard
Porta Products Corp.	3	Inboard / outboard motor boat builder / repair
Publix Supermarket	142	Supermarket
Pyramid Irrigation	5 – 9	Dry well contactor
RJ Dougherty /Everglades Boats	189	Boat manufacturer
Regency Elderly Care	5 – 9	Residential Care Home
Richenburg Surfboards	1 - 4	Surfboard manufacturer
Steelmaster Industries	20 - 49	Structural products / prefabs metal buildings / concrete
System 21, Inc.	10 - 19	Sign manufacturer
Smyrna Shooters Supply	1 - 4	Guns and gunsmith
Tarmac America, Inc.	20 – 49	Manufacture polyurethane products
Tropical Blossom Honey Co.	10 - 19	Honey
Viking Aircraft Engines	3	Aircraft manufacturer
WatersEdge SUP, LL	17 - 19	Manufacturers Stand Up Paddle Boards & Erie Surf Boards
Wheels and Wings, LLC	14	Steelworks, blast furnaces
World Housing Solution, Inc.	Not available	Sustainable housing

Sources: www.manta.com; City of Edgewater 2013-2014 CAFR; Volusia County Economic Development Corporate Guide and www.hoovers.com

BUSINESS AND INDUSTRY OPPORTUNITIES AND TARGETS

Business and industry opportunities for Edgewater include a range of manufacturing and service activities that relate very well to existing economic activities and resources in the City and Volusia County, as well as new and emerging services and technologies associated with the proposed Restoration DRI and Deering Park. Characteristics of a number of businesses and industries in Volusia County shown in Table 8 below provide a basis for identifying economic development opportunities in Edgewater. For example, leading manufacturing sectors in terms of jobs and wages are transportation equipment (particularly boats), non-electrical machinery, fabricated metal products, computers and electronics, professional / scientific / technical services and miscellaneous manufacturing (particularly medical devices).

Table 8. Details for Selected Volusia County Employment Sectors, September 2014

Sector and Industry	NAICS (1)	Establishments	Employment	Avg Wages (\$)
Manufacturing	31-33	466	9,696	45,596
Food Products	311	18	362	32,120
Printing and Related	323	59	479	34,116
Chemical Products	325	17	438	42,380
Plastic and Rubber Products	326	16	161,	48,256
Non-Metallic Mineral Products	327	30	443	37,240
Fabricated Metal Products	332	73	1,195	46,136
Non-Electrical Machinery	333	37	1,300	51,956
Computers & Electronics	334	31	1,723	52,100
Transportation Equipment	336	29	1,115	44,868
-- Boats	3366	8	856	47,896
Furniture & Related Products	337	34	239	26,112
Miscellaneous Manufacturing	339	64	1,275	51,104
-- Medical Equip & Supplies	3391	29	980	55,176
Information	51	168	1,651	42,548
Publishing	511	42	496	38,080
Telecommunications	517	56	854	49,636
Internet & Data Process Services	518	19	43	39,432
Profess/Scientific/Tech Services	54	1,483	6,498	43,988
Architecture & Engineering	5413	174	798	43,768
Computer Systems Design	5415	148	348	53,380
Mgmt & Tech Consulting	5416	356	1,064	47,528
Administrative Support Services	56	981	9,294	26,932
Office Administration	5611	56	211	44,580
Business Support Services	5614	86	1,753	33,764
Building Services	5617	616	3,738	24,860

(1) North American Industry Classification System

Source: Florida Department of Economic Opportunity, Florida Employment and Wages 3rd Qtr 2014

4. Strategic Goals, Objectives, and Action Plan

GOAL 1. EXPANDING BUSINESS AND INDUSTRY IN EDGEWATER

For many years, the City of Edgewater has recognized the need to diversify and expand its economic base. The original CEDS plan and this updated plan include goals, objectives and action plans to attract sustainable new businesses and industries. The Plan also addresses other economic activities that increase and upgrade employment opportunities for local residents; increase household incomes and standard of living; and that increase local tax revenues needed to provide expected levels of community services to residents and businesses. The City further recognizes the importance of retaining existing businesses and industries and needs they may have to maintain operations and expand. Per the NAWB (Nation Association of Workforce Boards) conference Washington March 2015, “83% of all jobs over the next 10 years will be created by companies of 25 employees or less”. Hence, “focus should refer to training and assistance to small businesses”. The following objectives are designed to implement these goals.

Objective 1.1. Identify Desirable Business and Industry Targets

Business and industry opportunities for Edgewater include a range of manufacturing and service activities that relate well to existing economic activities and resources in the City and Volusia County, as well as new and emerging services and technologies associated with the proposed Restoration DRI and Deering Park. The following business and industry clusters are the primary targets for attraction and retention efforts by and on behalf of the City of Edgewater:

- ***Boat Building and Marine Equipment, Supplies, and Services.*** Retention and growth of this leading industry in Edgewater is critical to the economic future of the City. Edgewater has a prominent regional and national role in the industry as headquarters of the widely recognized Boston Whaler brand and as the location for several other boat builders and producers of marine equipment and supplies.
- ***Recreational Equipment, Supplies, and Services.*** The Edgewater area has several small firms involved in the manufacture of recreational equipment and supplies, including surfboards and auto and motorcycle racing gear. Demand for sporting and recreational goods will increase with a growing regional, state, and national population and growing interest and participation in sports and recreation activities. Recreational assets and generators of demand in the region include: paddling trails in the Indian River and the East Central Florida Regional Rail Trail, a multi-use trail traversing Edgewater and connecting to Brevard and West Volusia Counties. Edgewater’s large presence in the boat building industry, proximity to NASCAR’s Daytona International Speedway and Daytona’s reputation as a motorcycle capital makes Edgewater a very marketable location for other sports and recreation- related businesses and industries.

- ***Commercial and Industrial Products and Services.*** The Edgewater area has a number of firms that produce equipment, components, parts, and supplies for and provide services to the electronics, computer, medical, automotive, aviation, and other industries. The fabricated metal products, machinery, computers and electronics, and medical products industries are leading manufacturing sectors in Volusia County. Broad segments of these industries rely on the type of labor force found in Edgewater.
- ***Green Industries and Technologies.*** Green industries include a wide variety of energy conservation and environmental protection and clean-up technologies, products, and services, including consulting and design services and energy-efficient building materials and equipment. The proposed Restoration DRI and Deering Park, with its orientation to the use of green technologies, is expected to put Edgewater in contention for a share of these industries, including firms that design, produce, install, and service energy conservation and environmental protection materials, equipment, and facilities.
- ***Entertainment, Recreation, and Leisure Services.*** Potential commercial access to the scenic Indian River provides Edgewater with opportunities to attract and develop commercial and marine uses of interest to tourists and that provide entertainment and leisure activities to residents. Desirable waterfront uses include restaurants, specialty retail shops, and marine activities such as charter fishing, sightseeing tours on the Indian River and Intracoastal Waterway, and eco-tours of river and marsh environments. Attraction of non-resident visitors and spending to Edgewater is also a function of types of future commercial development in the Restoration DRI, Deering Park and future development of other travel-related facilities near the I-95/SR422 interchange.
- ***Aviation and Aerospace Equipment, Supplies, Service, Supplies and Technologies.*** Edgewater is uniquely positioned to attract aviation related industries to its business parks and general aviation airport. Massey Ranch Airpark with its proposed Aero Tech Business Park is the City's public-use general aviation airport. Introduction of a plan to include more aviation and aerospace opportunities by increasing its relationship with Daytona State College, Embry Riddle Aeronautical University, and University of Central Florida to provide technical training and assistance. Edgewater's skilled workforce is compatible with new technologies available through ERAU. The high tech jobs created by these industries are high paying and will have a major impact on the local economy. Expansion of existing sites in these businesses and new endeavors should be actively pursued in the future. Additionally, work closely with Team Volusia, Enterprise Florida and Space Florida to provide potential site information for site selectors related to commercial space transportation and enabled industries as requested. Further foster open discussion with all cities in Volusia County to encourage everyone work together to attract these types of companies and jobs to the County. Promote "Volusia County is Open for Business".

Actions to implement Objective 1.1 include the following:

- 1.1.1. (2010) Compile up-to-date lists of existing firms and their employment levels in the Edgewater area that best represent these business and industry clusters as a basis for (a) designing and implementing marketing initiatives to attract new firms in these clusters and (b) carrying out business outreach activities aimed at retaining existing firms. *ONGOING*
- 1.1.2. (2010) Provide copies of this Strategic Plan, highlighting these target clusters, plus information on existing industries to county, regional, and state economic development allies, including the Volusia County Department of Economic Development, Metro Orlando Economic Development Commission, East Central Florida Regional Planning Council, Enterprise Florida, and other agencies and organizations that promote and facilitate economic development in the region. *ONGOING*
- 1.1.3. (2011) Meet with major boat manufacturers in the Edgewater area, including Boston Whaler, Brunswick, R.J. Dougherty, and Edgewater Power Boats, to discuss the outlook for the industry, opportunities to attract suppliers of equipment and parts used by these manufacturers to Edgewater, and actions the City and others need to take to ensure the long term maintenance and growth of the industry in Edgewater. *ONGOING*
- 1.1.4. (2011) Meet with representatives of the Restoration DRI to discuss opportunities to attract and grow businesses in Edgewater related to the proposed use of energy-efficient and environmentally-friendly “green” technologies in developing and operating the Restoration community. *ONGOING*
- 1.1.5 (2011) Meet with existing “green” industry firms in the area to discuss opportunities to expand this industry in Edgewater; coordinate with Volusia County Environmental Management and LEED officials on industry growth opportunities and grant programs.
- 1.1.6 (2012) Investigate use of “green” technologies and new design concepts in making housing more affordable and energy-efficient, and consider adopting land use policies and development regulations that allow and encourage use of these technologies and concepts in the City.

Objective 1.2. Market Edgewater to New Business and Industry

External marketing of Edgewater by direct mail, print media, and other means to site location consultants, corporations, and other business entities will be carried out primarily at county, regional, and state levels, all of which have much greater marketing expertise and resources than small municipalities. It is the responsibility of the City, however, (a) to ensure that county, regional, and state economic development allies are made and kept aware of Edgewater, (b) to

respond to requests for information professionally and promptly, and (c) to be adequately prepared for visits by allies and prospects to the community.

Actions to implement Objective 1.2 include the following.

- 1.2.1 ~~(2010) Establish and staff the position of Economic Development Coordinator (Manager) with an experienced and interested professional to help organize and guide the City's economic development program. (COMPLETED)~~
- 1.2.2 (2010) Task the Economic Development Coordinator with responsibilities to (a) network with county, regional, and state allies (economic development agencies) and local chambers of commerce; (b) provide information to allies on a regular basis and answer requests for information; and (c) help organize and host community visits by allies and prospects. (ONGOING)
- 1.2.3 (2011) Develop an identifiable brand or theme for economic development in Edgewater that conveys the assets and direction of the City with respect to growth of business and industry; consider sports/recreation industries and green technologies themes.
- 1.2.4 (2011) Update the City of Edgewater website to include economic development as a primary subject. Information provided on the website should include this Strategic Plan, profile of local economic assets, request for information form, link to Envision Edgewater documents, and links to websites for the ParkTowne Industrial Center, Massey Ranch Airpark, and other business/industrial properties. Update the website quarterly. (COMPLETED MAY 2015 with ONGOING UPDATES)
- 1.2.5 (2011) Prepare an attractive economic development brochure containing a brief demographic/ economic profile of the City, list of economic development targets, map showing major community assets, and contact information. Both organizations that the City of Edgewater has marketing / brochures that are used to promote Edgewater (Retail Strategies and Team Volusia). These "brochures" are electronic and can be updated continuously and printed out if necessary. (ONGOING)
- 1.2.6 (2011) Distribute brochure to county, regional, and state economic development allies and others and include with responses to requests for information.
- 1.2.7 (2012) Proposed plan to recruit targeted industries
 - A. Update and Revamp the City's Economic Development web-site to provide a resource for demographics, incentives, permitting and quality of life. Daytona State College's Marketing and Social Media classes are going to work on marketing plans for the City. The summer marketing class will create a Marketing Plan for Ecotourism and the Social Media

class will identify how the City can harness LinkedIn to support existing City businesses and how to promote Edgewater as an ideal location for business via Social Media and the city's website. (COMPLETED MAY 2015 / UPDATES CONTINUE)

- B. Affiliate with an economic development organization or firm that has the financial capabilities, expertise, resources and personnel to attend trade shows, network with site selectors and promote Edgewater through various printed and digital media to the targeted industries.
- C. Establish a relationship with a point of contact at FL Department of Economic Opportunity and at Enterprise Florida to obtain leads on companies considering relocation to Florida. (ONGOING)
- D. Assign an EDB Member on an as needed basis to be an advocate for prospect who is considering establishing a business in Edgewater and to assist in obtaining information on incentives, local regulations, permitting and to streamline the process to cut through red tape.
- E. (2015) Investigate and discuss any potential opportunities to work with the officials of the cities in Southeast Volusia (New Smyrna Beach and Oak Hill) and the Southeast Volusia Chamber of Commerce to create a regional approach to market Southeast Volusia as one market area to include but not limited to: location, transportation (ease of access to major highways I-95, I-4, SR528, air and ports), demographics, airports, infrastructure, communication infrastructure, industrial parks, retail, quality of life, education and other areas that interest site selectors. This effort will require a step by step plan, the design of a Southeast Volusia Identity and slogan or message, budget, advertising placement and schedule, etc. This effort will not duplicate the capabilities or efforts of Retail Strategies, Team Volusia, CEO Business Alliance, Enterprise Florida, Southeast Volusia Advertising Authority or any other entity promoting the area. For Example, collaborative marketing and advertising campaign in "*Site Selector Magazine*", "*Area Development Magazine*" or specific target industry periodicals.

Objective 1.3. Focus on Business Retention and Expansion to Existing Business and Industry

Retention of existing business and industry in Edgewater is as important as attracting new activity; and the time frame is more immediate than recruitment efforts. Per the NAWB (Nation Association of Workforce Boards) conference Washington March 2015, "83% of all jobs over the next 10 years will be created by companies of 25 employees or less". Hence, "focus should refer to training and assistance to small businesses". Edgewater does enjoy the presence of large businesses, but does also have 43% home-based businesses. It must be noted that these small businesses and home-based businesses should be the focus on the Economic Development Board and staff. These businesses are already vested in Edgewater, they are easier to access and we know how to reach the decision maker. Career Source Florida board meeting it was mentioned

that 90% of the jobs created in Florida were from business already here and 10% of the jobs created were from business recruitment. The home-based businesses need education and resources to help them grow and expand into more commercial spaces within the city. The City does have incentives available for expanding businesses as discussed in depth in Objective 5.1.

Actions to implement Objective 1.3 include the following:

- 1.3.1. (2010) Task the Economic Development Coordinator (Manager) with networking with existing businesses and industries to determine and help address their concerns and needs for assistance, including (a) technical and business planning assistance available through the local Small Business Development Center, (b) employment and workforce development assistance through Daytona State College and other providers, (c) financial assistance through the U.S. Small Business Administration, and (d) assistance from the City on various code, permitting, land use, and access issues, and (e) Team Volusia and Retail Strategies for business recruitment. (ONGOING)
- 1.3.2. (2010) Encourage and support privately-organized networking activities and special marketing events, for example: the Edgewater Expo, Inc., Southeast Volusia Chamber of Commerce, SCORE, Career Source, SBDC, et al for business programs / events / job fairs, etc. (ONGOING)
- 1.3.3. ~~(2011) In conjunction with the Southeast Volusia Chamber of Commerce, hold an annual industry appreciation day and awards banquet to recognize the contribution of existing Southeast Volusia industries to the local economy and community well being. (ANNUAL)~~
(2015) Coordinate with the Southeast Volusia Chamber of Commerce to provide businesses with the assistance, programming and events that will be the most helpful. At this time, a recent survey showed that businesses want and need educational programs. With this information, the Chamber of Commerce is partnering with Daytona State College, SCORE, and University of Central Florida to bring educational programs to the businesses. These have been quite successful and well attended. (ONGOING)
- 1.3.4 (2011) Work with Daytona State College and others, including Chamber of Commerce, Team Volusia, Enterprise FL, and GrowFL, to conduct meetings for small local businesses on subjects of potential interest, including available workforce services and the GrowFL concept of “economic gardening” for Florida-based firms with 10-50 employees and \$1-\$25 million in revenues. (ONGOING)
- 1.3.5 (2010) Coordinate with business retention specialists with the Volusia County Department of Economic Development on identification and implementation of best practices for fostering retention and growth of existing business and industry. (ONGOING)

Objective 1.4. Establish an Effective Internal Organizational Structure

Successful economic development depends to a large extent on how well a community is organized to deal with weaknesses that limit its ability to attract and retain business and to provide marketing support to county, regional, and state economic development allies. Actions to implement Objective 1.4 included the following:

- 1.4.1 (2010) As stated above under Action Item 1.2.1., establish and staff a new City of Edgewater position of Economic Development Coordinator (Manager) who has business and/or marketing experience and whose responsibilities will include (a) networking with county, regional, and state allies and local chambers of commerce; (b) providing information to allies on a regular basis, (c) answering requests for information; (d) helping organize and host community and site visits by allies and prospects, and (e) networking with existing businesses and industries and helping the City and other respond to their needs. (COMPLETED / ONGOING)
- 1.4.2 (2010) Review and update the charter and structure of the existing Economic Development Board and renew the Board as an active group of business people in the community who meet regularly to discuss issues affecting economic development and business vitality in Edgewater, (b) report to and advise the City Council on these issues, and (c) who play an active role in introducing Edgewater to firms interested in the City. (ONGOING)
- 1.4.3 (2010) Task the Economic Development Coordinator (Manager) to provide staff support to the Economic Development Board. (ONGOING)

Objective 1.5. Establish an Effective Inter-local Coordination Framework

Successful economic development is also dependent on the extent to which local governments and community and business organizations cooperate in addressing challenges and needs that cross jurisdictional boundaries and those that require coordinated actions and support by the public and private sectors.

Actions to implement Objective 1.5 include the following:

- 1.5.1. (2010) Develop and maintain an ongoing working relationship with Volusia County, including the County Council, Department of Economic Development (DED), and River to Sea (TPO), Team Volusia and Enterprise FL such that the County is well versed on economic development and transportation needs and opportunities in Edgewater and the City is knowledgeable of factors affecting its future. (ONGOING)
- 1.5.2. (2010) Develop and maintain ongoing working relationships with the adjacent Southeast Volusia Cities of New Smyrna Beach and Oak Hill, such that the economic development

and quality of life interests of Southeast Volusia County communities are coordinated and complementary and have optimal representation at the County level. (ONGOING)

- 1.5.3. (2010) Strengthen the presence of the City and Edgewater business community in the Southeast Volusia Chamber of Commerce by increasing local participation in and support of Chamber meetings and functions and providing facilities for holding more Chamber meetings and functions in Edgewater. (ONGOING)
- 1.5.4. (2010) Maximize participation in Volusia County (DED), River to Sea TPO, and Southeast Volusia Chamber meetings and workshops by Edgewater City Council members, City Manager, Economic Development Board members, and/or Economic Development Coordinator (Manager). (ONGOING)

GOAL 2. POSITIONING EDGEWATER FOR ECONOMIC GROWTH

The City of Edgewater recognizes the need to become a more competitive and attractive location for business and industry by taking full advantage of its existing assets and by correcting or minimizing factors that put the City at a competitive disadvantage to other communities and that may hinder its success in attracting new business and industry and retaining existing firms.

Objective 2.1. Improve Internal Road Access and Circulation

Edgewater identified deficiencies in its internal road network and in connectivity between existing industrial areas of the city and regional highways (e.g. I-95). Improvement of these deficiencies is necessary to maximize the development potential of existing industrial areas.

Actions to implement Objective 2.1 included the following:

- 2.1.1. (2011) Coordinate with the Volusia County River to Sea TPO and Restoration DRI developers to implement the extension of Williamson Boulevard south to SR442 in Edgewater. (ONGOING)
- 2.1.2. (2011) ~~Work with the Volusia County MPO and the Cities of New Smyrna Beach and Oak Hill to include in its long range transportation plans for the County the extension of Nova Road from Port Orange to and through Edgewater as shown on the “Conceptual Thoroughfare Plan for Southeast Volusia County.” (REMOVED 2012)~~
- 2.1.3 (2011) Work with the Volusia County River to Sea TPO and City of New Smyrna Beach to implement the proposed N/S Connector as shown on the Southeast Volusia Regional Transportation Study 2025 Plan, such Connector extending south from Old Mission Road in New Smyrna Beach through Edgewater ~~running parallel to Airpark Road.~~ (ONGOING)

- 2.1.4 (2012) Study the feasibility of a new connector road from Park Avenue to 10th Street adjacent to Daytona State College and plan accordingly; coordinate with ~~Park Towne Industrial Center Landowners~~ area landowners, Daytona State College, and the Volusia County River to Sea Transportation Planning Organization (TPO) as necessary. (Updated 2015 - ONGOING)
- 2.1.5 (2013) Work with the Volusia County River to Sea TPO to include an extension of Park Avenue over I-95 to Williamson Boulevard on long range transportation plans for Southeast Volusia County; coordinate with Restoration DRI developers as needed. (ONGOING)
- 2.1.6 (2012) In lieu of, or as part of, the proposed N/S Connector per Action 2.1.3. above, coordinate with Volusia County on plans to improve and upgrade ~~Airpark Road~~ Old Mission Road from Indian River Boulevard to Park Avenue in a significantly shorter time horizon. (Updated 2015 - ONGOING)
- 2.1.7 (2011) Work with the Florida DOT and Volusia County to provide a directional and informational signage to Edgewater industrial areas at the intersections of Indian River Boulevard and Airpark Road and Indian River Boulevard and Old Mission Road. (ONGOING)
- 2.1.8 (2015) Work with County and appropriate agencies for a smooth and quick completion of the Park Avenue Widening Project to 3-lanes from Dale Street to Old Mission Road. (ONGOING)

Objective 2.2. Improve Infrastructure

Edgewater has identified deficiencies in all types of infrastructure, but services are improving. Left uncorrected, gaps in services affect both the quality of life of residents and business efficiency, and may limit certain businesses from considering Edgewater.

Actions to implement Objective 2.2 include the following:

- 2.2.1. (2010) Meet with existing service providers to determine where gaps exist; reach agreements on an appropriate course and schedule of actions with these providers to close remaining service gaps; do the same with wireless providers in the area to increase coverage in Edgewater. (Internet, natural gas, reclaimed water, wireless service, and other utilities as needed – all infrastructure) (ONGOING)
- 2.2.2. ~~(2010) Study local implications and requirements for improved broadband service under the new National Broadband Plan and develop a plan to meet requirements in concert with state, regional, and/or county agencies having system-wide implementation responsibilities. (REMOVED)~~

- 2.2.3. ~~(2011) Study the feasibility of expanding coverage of the City's new wireless access area along Park Avenue from US1 to Riverside Drive to include industrial areas to the west in the Park Avenue corridor; study advantages and costs of citywide wireless service. (REMOVED)~~

Objective 2.3. Promote Development of Existing Industrial Properties

It is in the interest of the City to generate jobs and increase the property tax base by promoting and facilitating development, redevelopment, and reuse of existing vacant and underutilized industrial properties.

Actions to implement Objective 2.3 included the following:

- 2.3.1. ~~(2010) and cooperate as needed with the property owner, listing broker, Volusia County Department of Economic Development, and Enterprise Florida to promote and facilitate reuse of the Coronado Paint plant site on Old County Road. (ONGOING – OWNER CONTRACTED WITH NEW REAL ESTATE BROKER CNL IN EARLY 2015. CNL IS ACTIVELY PROMOTING THE FACILITY AS A WHOLE AND AS SEPARATE PARCELS TO MULTIPLE PROSPECTS)~~
- 2.3.2. (2011) Coordinate and cooperate as needed with property owners, listing brokers, and the Volusia County Department of Economic Development to promote and facilitate development of vacant industrial properties in the ParkTowne Industrial Center; encourage ParkTowne owners to improve their website and link to the County economic development website; encourage ParkTowne owners to ensure that available sites are listed on county and Enterprise Florida site databases. (ONGOING)
- 2.3.3. (2011) Coordinate and cooperate as needed with owners and listing brokers to promote and facilitate development and occupancy of other existing industrial properties and buildings, including those in Massey Ranch Airpark and other locations. (ONGOING)
- 2.3.4. (2011) Determine through these coordination and cooperation efforts if there are needs for public road and utility improvements and other urban services that would help promote and facilitate development and reuse of existing industrial properties, including development and restoration of rail sidings to promote rail-served industry in Edgewater. (ONGOING)
- 2.3.5. (2011) Work to ensure funding support for needed improvements and their inclusion, as appropriate, in City or County capital budgets and capital improvement programs. (ONGOING)

Objective 2.4. Identify and Plan New Business and Industry Locations

There are major opportunities in Edgewater to develop new high-profile locations for business and industry, particularly near the I-95/SR442 interchange. It is in the interest of the City to ensure that these areas are identified, planned, and reserved for future job and tax producing business and industry development.

Actions to implement Objective 2.4 included the following:

- 2.4.1. (2011) Work with developers and planners of the Restoration DRI to determine amounts, general locations, and phasing of potential office and industrial development and types of tenants/firms that are anticipated or may be targets of future marketing efforts. (ONGOING)
- 2.4.2. ~~(2012) Prepare a Small Area Plan or Special Area Plan, whichever is appropriate, for an approximate 2,500-acre area around the I-95/SR442 interchange for future development as a Regional Employment Center, consisting primarily of planned business parks with mixes of office, light industrial, and commercial land use; include unincorporated lands if needed and appropriate and enlist County and property owner support for the Plan. Assess the office, industrial, and commercial real estate markets as a basis for this Plan.~~ (COMPLETED)
- 2.4.3 ~~(2013) Adopt land use policies and regulations that reflect the type of business park development envisioned for the area and limit less desirable and productive land uses.~~ (COMPLETED)
- 2.4.4 (2014) Include in the Plan, provisions for the future improvement of Cow Creek Road as a major collector road paralleling I-95 and extending to Park Avenue. (ONGOING)
- 2.4.5 (2011) Work with the Florida East Coast Railroad (FEC), Volusia County, other jurisdictions as appropriate, and businesses and property owners adjacent to the FEC right-of-way to identify and provide an area for a passenger rail station and associated commercial development in connection with possible passenger rail service on the FEC rail line. (ONGOING)
- 2.4.6 (2013) Contact FDOT and request assistance in developing a more comprehensive airport zoning ordinance to prevent obstacles and incompatible development in compliance with FL Statutes and develop an airport zone to be depicted on the official zoning map. (ONGOING)

Objective 2.5. Attract and Prepare the Workforce for Tomorrow's Jobs

Edgewater's traditional industrial labor force is geared to types of business and industry identified as primary economic development targets under Goal 1, above. However, over the past five years,

there has been a shift toward more professional workers as technological advances are continuously made in the industrial sector to speed production, reduce labor costs, and service customers, attraction of more quantity of skilled workers and training of existing workers is needed to keep Edgewater competitive for these and other businesses and industries.

Actions to implement Objective 2.5 include the following:

- 2.5.1. (2011) Continuously communicate with existing industries in Edgewater to determine where there are deficiencies in the current labor force in terms of skills and other factors and how those deficiencies affect their business; help to direct them to organizations that can assist them find new skilled employees and / or assist them with training of their workers. (ONGOING)
- 2.5.2. (2011) To the extent that external training programs are needed by or are of interest to employers, enlist the guidance and support of Daytona State College, UCF, and Career Source and other organizations in helping local employer meet workforce training needs. (ONGOING)
- 2.5.3. (2013) Coordinate with the Volusia County School Board and Daytona State College on the concept of developing a vocational-technical skills center as a special magnet high school in Edgewater for preparing high school students for careers in industrial trades. (ONGOING)
- 2.5.4. (2011) Coordinate and cooperate as needed with Daytona State College to ensure that adequate space, facilities, and personnel are made available at the Edgewater-New Smyrna Beach campus so that new engineering technology programs are available locally. (ONGOING)

GOAL 3. ELEVATING COMMUNITY IMAGE AND URBAN SERVICES

The City of Edgewater recognizes the close relationships between attracting and retaining business and industry and community quality of life, and is committed to improving the living and work environment and urban services for existing and future residents and businesses.

Objective 3.1. ~~Plan and~~ Develop a Downtown Edgewater

Deficiencies that Edgewater has in terms of community identity relate to the lack of a sense of place that comes primarily from not having a definable downtown. Missing in Edgewater is a central place with the streetscape and architectural ambiance and mix of civic and commercial uses that characterize traditional downtowns. A strong public desire for a downtown Edgewater was expressed through the recent Envision Edgewater community visioning process, resulting in

creation of a downtown vision involving redevelopment of the Park Avenue corridor between the FEC Railroad and the Indian River.

Actions to implement Objective 3.1 include the following:

- 3.1.1. (2010) ~~Study existing conditions in the corridor and prepare a “finding of necessary” report demonstrating that sections of the Park Avenue and US1 corridors are eligible for designation as a Community Redevelopment Area under Chapter 163, Florida Statutes.~~ (COMPLETED RESOLUTION 2014-R-08 ADOPTION OF FON RATIFYING THE CREATION OF THE EDGEWATER COMMUNITY REDEVELOPMENT AREA PURSUANT TO CHAPTER 163, PART III F.S.)
- 3.1.2. (2011) ~~Prepare a Community Development Plan for the area that reflects the downtown vision and establish a Community Redevelopment Agency with responsibility for implementing the Plan, per Florida Statute.~~ (COMPLETED RESOLUTION 2015-R-10 ADOPTING CRA PLAN)
- 3.1.3. (2011) ~~Establish the Community Redevelopment Area as a Tax Increment Financing (TIF) District and establish a Tax Increment Trust Fund for the collection and disbursement of tax revenues generated by increased property values and new development generated in the District for improvements and programs that benefit the District.~~ COMPLETED – RESOLUTION 2015-R-08 CREATING EDGEWATER CRA)
- 3.1.4. (2011) ~~Coordinate the above actions with Volusia County and enlist County support for the Community Redevelopment Area and Plan, and petition the County to make an exception to its policy of withholding the County tax revenue increment from Edgewater, given that the City has the unusual task of creating a new downtown where no definable urban core existed previously.~~ (COMPLETED – COUNTY COUNCIL RESOLUTION 2014-159 DELEGATION OF AUTHORITY TO CREATE EDGEWATER CRA NOVEMBER 20, 2014)
- 3.1.5 (2012) Develop plans for future City Hall Complex to be located either in Downtown Edgewater or to a new inland location... to relocate the Edgewater City Hall complex from its existing location on Riverside Drive to a new inland location. The City Hall property can be utilized more advantageously for waterfront commercial development and/or other community purposes anchoring the east end of the Community Redevelopment Area. (ONGOING)

Objective 3.2. Develop a New Community Civic Core Area

Potential relocation of the Edgewater City Hall complex to an inland site away from the Indian River presents the opportunity to plan and develop a new and expanded civic core for Edgewater, combining governmental, civic, educational, and health-related facilities and services. Actions to implement Objective 3.2 include the following:

- 3.2.1. (2012) Identify potential locations for a new civic core, considering future growth patterns and needs for expanded urban services in a growing community. Potential locations to be considered and evaluated include Indian River Boulevard near Airpark Road and near Old Mission Road. Depending on the scope and scale of facilities included in the core, need for a planned campus area of up to 100 acres should be anticipated. (ONGOING)
- 3.2.2. (2012) Prepare a master plan for this new public and institutional campus, to include sites for new City administrative and public safety facilities, new civic center/meeting hall for arts, cultural, and social activities and events, and new community hospital complex. (ONGOING)

Objective 3.3. Expand Health Care and Medical Services

Expansion of health care and medical facilities in Edgewater is a leading need and priority, particularly for a community hospital and supporting facilities. Such a hospital would be a catalyst for other health care facilities and services in the community, including medical offices and labs, nursing care facilities, rehabilitation facilities, and assisted living facilities. The current and future population of the Edgewater area and limited existing facilities in Southeast Volusia County are such that planning for a new community hospital should be initiated.

Actions to implement Objective 3.3 include the following:

- 3.3.1. (2011) Meet with health care providers in Volusia County, including but not limited to Florida Memorial Hospital and Halifax Health, to discuss existing and future needs and opportunities for a community hospital and related medical facilities in Edgewater, their interest in pursuing the concept, and actions the City should take to move the planning process forward. (ONGOING)
- 3.3.2. (2011) Determine the extent to which major health care facilities are anticipated or planned in the Restoration DRI. (ONGOING)
- 3.3.3. (2012) Present and discuss the master plan for the new community civic campus with potential health care providers. (ONGOING)

Objective 3.4. Improve Bicycle and Pedestrian Circulation

In discussions with the Economic Development Board, it was determined that quality of life in Edgewater would be enhanced greatly by having an adequate system of bicycle paths and pedestrian trails and walkways. To the extent that residents are not able to walk or bicycle conveniently and safely in and between neighborhoods and other areas of the community, needs and costs to improve existing non-automotive circulation in the City should be studied and plans for improvement should be prepared and implemented.

Actions to implement Objective 3.4 include the following:

- 3.4.1. (2012) ~~Identify and assess needs for and costs of improved bicycle and pedestrian circulation in the City and prepare a Bicycle and Pedestrian Master Plan that addresses needs for new and upgraded bicycle and pedestrian paths, trails, and walkways that improve service and connectivity throughout the community.~~ (COMPLETED – RESOLUTION 2013-R-03 BICYCLE/PEDESTRIAN MASTER PLAN)
- 3.4.2. (2013) Identify priorities and develop a program to fund and make improvements over time within available financial resources, including outside grants. (ONGOING THROUGH GRANTS COORDINATOR)

Added
Jan
2015

Objective 3.5. Improve Transportation Services for Residents

During the workshop, it was determined that quality of life in Edgewater would be enhanced greatly by having an adequate public transportation system. To the extent that residents are not able to conveniently and safely transport themselves to Daytona State College for training, potential jobs, healthcare facilities or shopping areas. Needs and costs to improve public transportation circulation in the City should be studied and plans for improvement should be prepared and implemented.

Action to implement Objective 3.5 include the following:

- 3.5.1 (2015) Identify and assess needs for and costs of improved transportation circulation in the City and prepare a Transportation Master Plan that addresses needs for new and upgraded transportation system including rail, water, air, highway and public transportation services that improve service and connectivity throughout the community.

Added
Jan
2015

Objective 3.6. Improve Inventory of Affordable Housing, Upper Scale and Nice Apartments

During the workshop, it was determined that quality of life in Edgewater would be enhanced greatly by having an adequate inventory of affordable housing, upper scale housing and also nice apartments. To the extent that residents are unable to find such housing in Edgewater. Areas for these above-mentioned needs should be identified and the City should provide this information and identified needs to private developers of housing through networks of Commercial Realtors and Developers.

Actions to implement Objective 3.6 include the following:

- 3.6.1 (2015) Identify potential properties and ideal locations throughout the City for these different types of housing.
- 3.6.2 (2015) Communicate the wishes and need for such development to Commercial Realtors and such Developers
- 3.6.3 (2015) Coordinate efforts with Development Services for ease planning and permitting said developments.

GOAL 4. INCREASING WATERFRONT ACCESS AND ACTIVITY

The City of Edgewater recognizes the importance of the Indian River making the community an attractive place to live and work and in promoting the City as a potential visitor destination. The City further recognizes needs to provide increased access to and enjoyment of the River and to promote and facilitate development of certain waterfront properties for commercial and marine uses attractive and inviting to residents and visitors alike.

Objective 4.1. Improve Existing Public Access Facilities

Edgewater is a waterfront community with extensive frontage on the Indian River with views over the River and wide coastal marshlands to the barrier island beyond. Physical and visual access to the waterfront should be maximized to benefit existing and future residents. Toward this end, existing public access facilities, including waterfront parks, boat ramps, dockage, marina facilities, paths and trails, and viewpoints should be inventoried, improved, and operated in such manner as maximizes public enjoyment and public safety.

Actions to implement Objective 4.1 include the following:

- 4.1.1. (2011) Inventory and assess all existing public access facilities along the Indian River, including roads, paths, parks, boat ramps, and vacant publicly-owned lots as to their condition and needs for improvement. (ONGOING)
- 4.1.2. (2012) Develop a plan and program for improving these facilities and sites to make them more accessible, user-friendly, and safe, including provision of adequate directional and informational signage and surveillance. (Some in Included in CRA Plan and some areas ONGOING)
- 4.1.3. (2015) Encourage Leisure Services Staff and City Council when the time is right; when the City possesses sufficient funding; to create a goal to establish a maintenance schedule and replacement schedule with appropriate levels of funding for the amenities located in public parks.

Added
Jan
2015

- 4.1.4. (2015) At a time in the future, when there is sufficient funding available and an opportunity arises, encourage the City to coordinate efforts to add more waterfront public access points.

Objective 4.2. Identify and Promote Development of Waterfront Sites

Edgewater has yet to take advantage of its scenic waterfront location as a commercial asset with shops, restaurants, and marina facilities attractive to residents and visitors alike. These facilities are common in most waterfront communities and contribute to local quality of life, as well as providing jobs and generating tax revenues. Opportunities for compatible waterfront commercial development should be pursued in Edgewater to provide additional recreation/leisure activities for residents, while allowing the City to attract non-resident visitor activity and spending.

Actions to implement Objective 4.2 include the following:

- 4.2.1. (2011) As part of the Community Redevelopment Plan for downtown Edgewater, including potential relocation of the City Hall complex, make a determination of how the City Hall property can be reused and plan for and promote development accordingly. (ONGOING)
- 4.2.2. (2011) For the ~~60-acre former waterfront industrial site at the end of the City~~; any of the waterfront sites at the south end of the City; meet with interested property buyers to discuss their intentions and expectations for the property. Express to those potential buyers the interest of the City in seeing the property developed with a mix of commercial and residential uses as a waterfront destination area. (Including but not limited to: retail shops, restaurants, marine facilities providing for boat storage and access, fishing charters, sightseeing tours, and water-based eco-tours, etc.). Approach appropriate parties as to whether they would be interested in a public/private partnership with the City. (ONGOING)
- 4.2.3. (2012) Review existing “mixed-use” land use and zoning designations for the property and determine if such designations and policies and standards that implement the designations are appropriate to this particular property and reflect its development opportunity; amend land use/zoning classifications, land use policies, and development standards as needed to better reflect redevelopment visions for the property. (ONGOING)
- 4.2.4. (2013) Identify other vacant and developed properties that may have potential for waterfront redevelopment and facilitate their development as needed. (ONGOING)

GOAL 5. INVESTING IN THE FUTURE OF EDGEWATER

The City of Edgewater understands that extensive private capital is needed to acquire and develop existing industrial sites, to acquire and develop new commercial and industrial sites, to redevelop downtown and waterfront properties, and to start new business ventures. The City further recognizes needs to be competitive with other communities and areas and to seek and provide incentives, financial and otherwise, to attract and leverage private investment, and will do so within the limits of available resources.

Objective 5.1. Establish Local Incentive Policies and Programs

Incentives have become common at all levels of government in attracting new business and industry to an area or community. Most incentives are employer-driven, particularly those at the state level and funded by government grants, in that they are based on the number of jobs created and averages wages of those jobs, generally in relation to the average wage level or median household income in the area. Local incentives, which typically are in the form of property tax rebates for a period of years, generally are more flexible, in that they can be both developer- driven and employer-driven.

Actions to implement Objective 5.1 include the following:

- 5.1.1. (2011) Continually communicate to stay up to date with local economic development incentive policies and programs in other Volusia County communities and other comparable communities to determine best practices in competitive communities. (ONGOING)
- 5.1.2. (2012) Be open to add to or change the existing programs and incentives policies for Edgewater to ensure that the City is competitive with its peers and can be implemented within available resources that may include an economic development tool that will allow a deferment of taxes to be paid back to the City with interest at a later date. (ONGOING)
- 5.1.3. (2015) Promote the Ad Valorem Tax Abatement incentive program to attract new business and the expansion of existing businesses in Edgewater. (ONGOING)

Added
Jan
2015

Objective 5.2. Develop New Public Financing Mechanisms

Tax increment financing is an invaluable tool for funding improvements and programs that directly benefit Community Redevelopment Areas, including use of these funds as financial incentives to property owners, developers, and businesses for facade improvements, new construction, and working capital, among other uses. The tax increment financing concept can also be adapted for other uses, as recommended below.

Actions to implement Objective 5.2 include the following:

- 5.2.1. ~~(2011) Per Action Item 3.1.3. above, establish a Tax Increment Financing (TIF) District for the downtown Community Redevelopment Area, as permitted by Florida Statute, to raise property tax revenues from increased property values and new development in the Redevelopment Area for the purpose of reinvesting these funds in the Redevelopment Area for various public improvements, incentives, and programs that directly benefit the Redevelopment Area. (COMPLETED 1ST QTR 2015 Resolutions and Ordinances 2015-0-04, 2015-R-10, 2015-R-08, 2015-R-09)~~
- 5.2.2. ~~(2012) Consider development and implementation of a targeted funding program under which a percentage of annual local property tax revenues generated by the Restoration DRI and other future DRI scale developments (a minimum of 25 percent is recommended) would be allocated for transportation projects and other public improvements that improve access and services to and within existing and potential employment areas in Edgewater, including use of these targeted funds to help leverage county and state funds for needed improvements. (REMOVED)~~

Objective 5.3. Actively Seek Federal, State, and County Financial Support

Funding is available from Federal and state sources for community economic development projects, including the U.S. Economic Development Administration (EDA), U.S. Department of Housing and Urban Development (HUD), Rural Development Program of the U.S. Department of Agriculture, and Florida Office of Trade, Tourism, and Economic Development (OTTED).

Additional funding support for needed public projects is provided by the Florida Department of Transportation and Volusia County Council. The City is actively seeking financial support from these sources to promote economic development in Edgewater.

Actions to implement Objective 5.3 include the following:

- 5.3.1. (2010) Develop and annually update a list of needed and otherwise desirable economic development projects, including public infrastructure projects that provide and improve access and utility services to existing and potential business/industrial areas. (ONGOING)
- 5.3.2. (2010) Meet initially and periodically with the East Central Florida Regional Planning Council to present and discuss the Edgewater Economic Development Strategic Plan and potential projects needed, present an annual list of projects for consideration for funding under their Comprehensive Economic Development Strategy (CEDS), and discuss the eligibility of Edgewater projects for EDA funding and associated application requirement and procedures. (ONGOING)

- 5.3.3. ~~(2011) Review eligibility criteria for USDA/Rural Development funding and determine if Edgewater is an eligible jurisdiction and if individual projects qualify for funding; follow up accordingly. (Not eligible – City Limits of Edgewater)~~
- 5.3.4. (2011) Review eligibility criteria for Florida OTTED funding and determine if Edgewater is an eligible jurisdiction and if individual projects qualify for funding; follow up accordingly.
- 5.3.5. (2011) Work with the Volusia County River to Sea TPO to include Edgewater economic development road projects in the long-range transportation plan and short-term work program; and enlist support of the Volusia County Council in financing County road improvements in the Edgewater area. (ONGOING)

Objective 5.4. Focus on Annexing Enclaves (per Comprehensive Plan)

Added
Jan
2015

Identify enclaves within the City limits and develop a plan to educate and communicate to those property owners the benefits of annexing into the City.

Actions to implement Objective 5.4 include the following:

- 5.4.1 (2015) Coordinate efforts with GIS and Development Services to identify enclaves throughout the City and develop a map and list of property and owners.
- 5.4.2 (2015) Develop informational/educational talking points that can be used to prove to the property owners the benefits of annexing into the City.
- 5.4.3 (2015) With the above-mentioned talking points, develop a notification/educational program or plan to the targeted property owners and educate the City staff, elected officials, and volunteers alike so that the message is consistent. Program can use a combination of print and/or electronic media venues. For example, in recent years, Edgewater taxes have decreased to be comparative to County taxes; hence if the property is annexed into the City, the owner receives more services for the same amount of money.

Objective 5.5 Support and Manage the Redevelopment Plan – Edgewater CRA

Added
Jan
2015

May 5, 2014 the Finding of Necessity was approved with Resolution 2014-R-08. The Delegation of Authority was granted by the County Council November 20, 2014 with Resolution 2014-159. As of June 1, 2015, the City completed all the requirements to create the CRA Agency Resolution 2015-R-08, Appoint the CRA Governing Board Resolution 2015-R-09, Approve the CRA Plan Resolution 2015-R-10 and Create the CRA Trust Fund Ordinance 2015-R-04. Moving forward,

the challenge will be; how to successfully complete the redevelopment projects outlined in the CRA Plan with such a short time frame of 20 years as mandated by the County of Volusia. All the projects identified in the Plan total more than \$57 Million over 40 years. By year 20, the estimated Revenue Projections total \$6.9 Million. Creative funding sources will be needed to accomplish the goals set forth.

Actions to implement Objective 5.5 include the following:

- 5.5.1 (2015) Communicate and coordinate redevelopment efforts as outlined in the Community Redevelopment Plan. Work together with property owners within the CRA District to provide information, resources and assistance for redevelopment efforts. (Please refer to CRA Plan).
- 5.5.2 (2015) Provide information to the public regarding the plan, budget, annual reports, and all other reporting and documentation as required by F.S. 163 Part III.
- 5.5.3 (2015) Coordinate efforts with City's Grant Coordinator for opportunities with other grant programs that may subsidize CRA TIFF collections in order to complete redevelopment projects as outlined in the CRA Plan.

Objective 5.6. Review Comprehensive Plan for Land Use, Zoning, and Consider Design Standards for CRA District and SR442

Added
Jan
2015

If taxable values of properties within the CRA district improve and Community Redevelopment Area (CRA) funds are collected, it will be imperative that the City is ready for not only new development but also redevelopment of key areas. The City staff and residents need to be assured that the City is ready to manage the influx of land development and redevelopment when it occurs. This will ensure that the City has a unique quaint small town charm as distinctly identified as a goal of the Vision Book while managing the growth in a fair, consistent and sustainable manner.

Actions to implement Objective 5.6 include the following:

- 5.6.1 (2015) Communicate and coordinate with Community Development Services to the review the Comprehensive Plan, Land Use and Zoning Codes. Ask the Planning and Zoning Board to work with the Economic Development Board to consider Design Standards for the CRA District for both land development and redevelopment. Work together with departments and boards to ensure that all rules and regulations meet the goals of the community while also being consistent, fair, and sustainable.

- 5.6.2 (2015) After the Economic Development Board has reviewed the above-mentioned rules and regulations and sure that the City is ready for the influx of growth and can manage the growth, develop a plan to communicate this to the residents and businesses in the City. This will help to diminish the fears and concerns of many of the longtime residents and also prove to the businesses community, that the City of Edgewater is truly open for business.

Added
Jan
2015

Objective 5.7. Investigate Opportunities for ECHO (Environmental, Cultural, Historic and Outdoor) Recreational Projects

As we review feedback from companies that encompass the targeted industries outlined within this document, it is clear that Quality of Life features are very important not only to existing businesses planning to expand, but especially important to companies that we try to recruit. Council members have also identified certain projects as goals for their tenure on the Council. To better define these projects, we utilize the already established Volusia County terminology; ECHO (Environmental, Cultural, Historic, Outdoor) Recreation Projects. Not only do these types of projects add to Quality of Life, but more importantly for this Economic Development Board, these projects create economic drivers worth Billions of dollars of new money into the community. Additionally, these types of projects encompass clean, green industry and promote healthy lifestyles, thus attracting young, educated professionals to our community.

Actions to implement Objective 5.7 include the following:

- 5.7.1 (2015) Determine the need for unique self-sustaining ECHO (Environmental, Cultural, Historic and Outdoor) related recreational projects that are not already available in the Southeast Volusia area. Once these projects are identified, initiate a focus group to create a business plan for the project to include (not limited to): statement of need, development plan, sustainability plan, interested partners, marketing and advertising plan, management plan, financial forecast, etc.
- 5.7.2 (2015) Identify and calculate the associated risks and potential returns for proposed ECHO projects so that the City can fully make strategic decisions with fully vetted proposed projects. Ideally, proposed project(s) will be self-sustaining and sustainable; not a burden on the tax payers.

Table 9. Economic Development Strategic Plan, City of Edgewater, Florida -- Five-Year Action Plan, 2016-2020

Goals and Objectives	Action Item				
	2016	2017	2018	2019	2020
Goal 1. Expanding Business and Industry in Edgewater					
Objective 1.1. Identify Desirable Business and Industry Targets	1.1.1	1.1.1, 1.1.5	1.1.1,1.1.6	1.1.1	1.1.1
Objective 1.2. Market Edgewater to New Business and Industry	1.2.2, 1.2.3, 1.2.7A,C,D,E	1.2.2, 1.2.5, 1.2.6, 1.2.7B	1.2.2	1.2.2	1.2.2
Objective 1.3. Provide Outreach to Existing Business and Industry	1.3.1, 1.3.2, 1.3.4, 1.3.5	1.3.1, 1.3.2, 1.3.4, 1.3.5	1.3.1, 1.3.2, 1.3.4,1.3.5	1.3.1, 1.3.2, 1.3.4, 1.3.5	1.3.1, 1.3.2, 1.3.4, 1.3.5
Objective 1.5. Establish an Effective Interlocal Coordination Framework	1.5.1, 1.5.2, 1.5.3, 1.5.4	1.5.1, 1.5.2, 1.5.3, 1.5.4	1.5.1, 1.5.2, 1.5.3, 1.5.4	1.5.1, 1.5.2, 1.5.3, 1.5.4	1.5.1, 1.5.2, 1.5.3, 1.5.4
Goal 2. Positioning Edgewater for Economic Growth					
Objective 2.1. Improve Internal Road Access and Circulation (ongoing)	2.1.3, 2.1.4	2.1.3, 2.1.4	2.1.3, 2.1.4, 2.1.6	2.1.3, 2.1.4, 2.1.5	2.1.3, 2.1.4, 2.1.7
Objective 2.2. Improve Infrastructure		2.2.1			
Objective 2.3. Promote Development of Existing Industrial Properties (ongoing)	2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.3.5	2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.3.5	2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.3.5	2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.3.5	2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.3.5
Objective 2.4. Identify and Plan New Business and Industry Locations (ongoing)			2.4.3	2.4.5	2.4.4
Objective 2.5. Attract and Prepare Workforce for Tomorrow’s Jobs	2.5.1, 2.5.2, 2.5.3, 2.5.4	2.5.1, 2.5.2, 2.5.3, 2.5.4	2.5.1, 2.5.2, 2.5.3, 2.5.4	2.5.1, 2.5.2, 2.5.3, 2.5.4	2.5.1, 2.5.2, 2.5.3, 2.5.4
Goal 3. Elevating Community Image and Urban Services					
Objective 3.1. Develop a Downtown Edgewater					3.1.5
Objective 3.2. Develop a New Community Civic Core					3.2.1, 3.2.2
Objective 3.3. Expand Health Care and Medical Services			3.3.3		
Objective 3.5. Improve Transportation Services for Residents				3.5.1	
Objective 3.6. Improve Inventory of Affordable Housing, and Apartments	3.6.1, 3.6.2, 3.6.3	3.6.1, 3.6.2, 3.6.3	3.6.1, 3.6.2, 3.6.3	3.6.1, 3.6.2, 3.6.3	3.6.1, 3.6.2, 3.6.3
Goal 4. Increasing Waterfront Access and Activity					
Objective 4.1. Improve Existing Public Access Facilities	4.1	4.1	4.1	4.1	4.1
Objective 4.2. Identify and Promote Development of Waterfront Sites	4.2.2	4.2.2	4.2.2	4.2.2	4.2.1, 4.2.2
Goal 5. Investing in the Future of Edgewater					
Objective 5.1. Establish Local Incentive Policies and Programs	5.1.1, 5.1.2, 5.1.3	5.1.1, 5.1.2, 5.1.3	5.1.1, 5.1.2, 5.1.3	5.1.1, 5.1.2, 5.1.3	5.1.1, 5.1.2, 5.1.3
Objective 5.3. Actively Seek Federal, State, and County Funding Support	5.3.5	5.31.1, 5.3.2, 5.3.4, 5.3.5	5.31.1, 5.3.2, 5.3.4, 5.3.5	5.31.1, 5.3.2, 5.3.4, 5.3.5	5.31.1, 5.3.2, 5.3.4, 5.3.5
Objective 5.4. Focus on Annexing Enclaves	5.4.1	5.4.2	5.4.3		
Objective 5.5. Support and Manage Redevelopment Plan (CRA)	5.5.1, 5.5.2, 5.5.3	5.5.1, 5.5.2, 5.5.3	5.5.1, 5.5.2, 5.5.3	5.5.1, 5.5.2, 5.5.3	5.5.1, 5.5.2, 5.5.3
Objective 5.6. Consider Design Standards for CRA District and SR 442			5.6.1	5.6.2	
Objective. 5.7. Investigate Opportunities for ECHO Recreational Projects		5.7.1	5.7.1, 5.7.2	5.7.1, 5.7.2	5.7.1, 5.7.2