



# City of Edgewater

## Comprehensive Economic Development Strategy (CEDS)

### *Strategic Goals, Objectives, and Action Plan Implemented 2010 and Updated 2015*

*(Status Update January 2025)*

#### **GOAL 1. EXPANDING BUSINESS AND INDUSTRY IN EDGEWATER**

The City of Edgewater recognizes the need to diversify and expand its economic base by attracting and sustaining new businesses, industries, and other economic activities that increase and upgrade employment opportunities for local residents, that 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. The following objectives are designed to implement this goal.

#### **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 approved projects at SR442 / I-95 Interchange and redevelopment of US1. 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 companies such as Boston Whaler, Sōlace Boats, Everglades Boats, EdgeWater Powerboats, and 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 the planned East Central Florida Regional Rail Trail, a multi-use trail traversing Edgewater and connecting to Brevard and West Volusia Counties, and Edgewater's Paddling Trails and proclamation as a Blue Way Community through Florida Paddling Trails Association. 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. Edgewater Welcomed Factory Direct Marine & RV in 2021 to 4100 S. Ridgewood Factory Direct with future plans to relocate their Corporate Headquarters to Edgewater FL and company is expanding to the north to build a destination camp ground, lazy river, etc.

- ***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. Upcoming projects at the SR 442 / I-95 Interchange, 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, paddling launch areas for access to Edgewater's Paddling Trails and marsh environments. Attraction of non-resident visitors and spending to Edgewater is also a function of types of future commercial development and travel-related facilities near the I-95/SR422 interchange. ~~(Update 12-4-17 The FDEP (Florida Department of Environmental Protection) Office of Greenways and Trails currently updated has identified multiple land and paddling trail opportunities on the FGTS Opportunity and Priority Trail maps will appear in the 2018—2022 Florida Greenways and Trails System Plan, published <https://floridadep.gov/parks/ogt/content/florida-greenways-and-trails-system-publications>) February 2021~~ Additionally, Edgewater welcomed Factory Direct RV & Marine & RV purchased 4100 S. Ridgewood and surrounding properties to build a Corporate Headquarters, Sales & Service Center and a destination RV Park.
- **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 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". ~~The Three Cities and SEV (Southeast Volusia) Chamber of Commerce and partner groupss like Team Volusia, have been working together and working in tandem have created SEVMTC (Southeast Volusia Manufacturing & Technology Coalition), which is— a private not for profit organization formed January 2021. Continuing efforts with SEVMTC, Space Florida Update November 9, 2021. Economic Development Summits with SEV Chamber May 2021 and Feb 2022, June 2023 to create a Regional Economic Development Plan with East Central Florida Regional Planning Council. Additional efforts resulted in 83 aAcres in ParkTowne Industrial Park pPurchased by Onix Group, with the assistance of Team Volusia in order to building 1 million sq. ft. of spec space, with the expectation ; endthat the end user(s) will be in the commercial space industry.~~



### **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, 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, Sōlace Boats, Everglades, 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-Deering Park North development group 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-Deering Park North 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. These efforts have resulted in the Edgewater New Dunkin Donuts is-being LEED Certified. *(ONGOING)*

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. *(ONGOING)*

### **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. Through workIn collaboration with SEVMTC, ads have



~~run ads been run~~ in Livability Magazine 2020, 2021, 2022, 2023, 2024 with plans to continue advertisements. Other promotional ads have been placed into ~~and into the future as well as Site Selector Magazine and Florida Trend.~~ Edgewater completed promotional video to place on YouTube, which can be found via the following link. ~~channel~~ [https://www.youtube.com/channel/UCI\\_r0uHACBVupYf2sIPWXkw](https://www.youtube.com/channel/UCI_r0uHACBVupYf2sIPWXkw) . (ONGOING)

**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 space commerce supply chain, aviation, aerospace, technology and manufacturing. The Southeast Volusia Manufacturing & Technology Coalition (SEVMTC) was created in 2016 to advance this effort (ONGOING) ~~Ongoing (SEV Manufacturing & Technology Coalition)~~

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~~ WITH ONGOING UPDATES IN 2020 AND 2021) ~~(New updated web site 2020, ONGOING) (Updated again end of 2021)~~

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. An Economic Development video series was created in 2021 and is located on the City YouTube channel. (ONGOING) ~~Video was created 2021~~

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 ~~r~~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 / New site design and host completed for 1<sup>st</sup> QTR 2017.)~~(updated ONGOING) New wWebsite launched in January 2019. Videos ~~being produced at this time~~completed ~~(COMPLETED / ONGOING)~~

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. ~~(Contract with Team Volusia FY 2016, FY 2017, FY 2018, FY 2019, FY 2020, FY 2021, FY 2022, FY 23, FY 24)~~ ~~(COMPLETED / ONGOING)~~

C. Maintain ~~Establish~~ a relationship with a point of contact at ~~FL Department of Economic Opportunity and at Enterprise Florida~~ Team Volusia, SEMVTC, SEV Chamber of Commerce ~~and~~, Volusia County Economic Development Department and State Agencies 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, 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. ~~(Created Southeast Volusia Marketing Initiative, now Southeast Volusia Manufacturing and Technology Coalition (SEVMTC); each C-city passed Resolutions to work together to create a marketing plan and brand; meet monthly with city ED staff and EDAB chair and Chamber of Commerce to create marketing plan; three EDAB meet quarterly with partners and stakeholders to provide progress report and receive feedback as to ensure that we do not duplicate efforts)(Currently, Chamber is taking the lead working with a proposal from Jiloty and ZGraph to create brand, content and website) Website launched JanauryJanuary 2019. Currently working on video completed-. 2021 SEVMTC was founded as a private not for profit entity. Currently updating Web-Ssite, new social media campaign, manufacturing video visit www.sevolusia.com. Continuing efforts, work and financial support of SEMVTC to develop and update recruitment website, videos, advertisement and social media campaigns, workforce development events, job / career fairs. SEVMTC's key role is to fil the gaps where needed to with special care not to duplicate efforts of key organizations and resources~~ ~~(COMPLETED / ONGOING)~~

### **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 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 of~~ the Economic Development Board and staff. These businesses are already vested in Edgewater, they are easier to ~~access~~ ~~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. ~~(ONGOING)~~ **Working Ceounty—wide with Volusia County Economic Development Department, Salesforce CRM Database sharing, MOU proposed, business visits, etc. (ONGOING)**

**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: Southeast Volusia Chamber of Commerce, SEVMTC, 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. ~~(COMPLETED / ONGOING) Due to COVID, Business Award Banquet was canceled. Looking to work with new leadership of the Chamber of Commerce to revitalize this program~~

1.3.4 (2011) Work with Daytona State College and others, including SEVMTC, SEV Chamber of Commerce, Team Volusia, 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 SEVMTC 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)-Continue to~~ ~~W~~work with these organizations and City Departments to create sense of community, walkability, and connectivity for pedestrians. An upcoming trail extension on SR 442 from Air Park Road to I-95 and sidewalk S. Air Park Road and Silver Palm to 30<sup>th</sup> Street. ~~In Nov~~November 2021 successfully approved SEV Regional Economic Development Plan with the grant from the East Central Florida Regional Planning Council. *(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) working with SEV Chamber for sign agreement for Chamber to place Welcome New Business sign in front of new member businesses.*

1.5.4. (2010) Maximize participation in Volusia County (DED), ~~River to Sea TPO~~ Volusia-Flagler TPO, and Southeast Volusia Chamber, SEVMTC 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.

While older residential areas are well connected, newer subdivisions and commercial areas sometimes are not. Ensuring connectivity of local roadways takes pressure off of major roads and makes it more efficient to provide municipal services.

### **Actions to implement Objective 2.1 included the following:**

2.1.1. (2011) Coordinate with the Volusia County ~~River to Sea TPO~~ Volusia-Flagler TPO and Deering Park North 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~~ Volusia-Flagler 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 ParkTowne Industrial Center Landowners area landowners, Daytona State College, and the Volusia County River to Sea Transportation Planning Organization (TPO) as necessary. *(Updated-UPDATED 2019 Removed County Planning on improving Mission Road from 10<sup>th</sup> to Park Ave- ONGOING)-*

2.1.5 (2013) Work with the Volusia County ~~River to Sea TPO~~ Volusia-Flagler 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 Deering Park 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. *(COMPLETED 2020)*

2.1.9 (2024) Work with Volusia County and the City of Oak Hill to extend Cow Creek Road to W Halifax Avenue. *(ONGOING)*

2.1.10 (2024) Work with Volusia County to designate S Glencoe Road as a collector roadway. *(ONGOING)*

2.1.11 (2024) Work with property owners along S Glencoe Road to extend S Glencoe Road to the North Side of SR442 to connect with Cow Creek Road. *(ONGOING)*

2.1.12 (2024) Work with Volusia County and adjacent property owners to widen and pave Volco Road. *(ONGOING)*

2.1.13 (2024) Work with adjacent property owners and Volusia County to extend Clinton Cemetery Road to the intersection of Volco Road and Beacon Light Road. *(ONGOING)*

2.1.14 (2024) Work with FDOT and Volusia County to extend Old Mission Road South of 442 connecting Old Mission Road with Cow Creek Road through either Eels Grove Road, Hoke Drive, or Lynn Road. *(ONGOING)*

2.1.15 (2024) Work with Deering Park to secure to over passes, one on Cow Creek Road and one on the potential extension of S Glencoe Road. *(ONGOING)*

2.1.15 (2024) Work with new residential and commercial development to ensure future connectivity of the roadway system for all uses. *(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)~~

2.2.4. (2024) Work with Volusia County to expand municipal service area and acquire County owned potable water and waste-water infrastructure to W Ariel Road from current boundary. **(ONGOING)**

2.2.5. (2024) Identify stormwater deficiencies and identify funding sources for improvements (ONGOING)

## **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 eC~~ 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—Completed Dougherty Mfg. / Sōlace Boats)**

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 Team Volusia 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—Fire Marshall and Building Official provide free walk through with potential buyers to provide feedback on buildings as requested→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 Deering Park 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. *(ONGOING)*

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)—The existing design of the tracks at this time do not have a switch to allow passenger rail service, in Edgewater 2019 move out five years(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. (~~Completed~~COMPLETED / ONGOING—updated continually)

### **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)~~ The Three Cities are working with DSC, ATC, SEVMTC, Volusia County Schools and local businesses to bring vocational training back to Southeast Volusia. New Charter Middle and High School is being planned from a group of local businesses partnering with Daytona State College (SEV Sci Tech) Daytona State College has partnered with the Federation for Advanced Manufacturing Education (FAME). (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) Three Cities and, Chamber of Commerce along with and area businesses have held meetings with Tom LoBasso, President of DSC and Volusia County Schools to make vocational skills training available to the residents in Southeast Volusia. DSC is starting a Fiberglass Fabrication Class in SEV January 2018- - located secured. More programs are being offered through Daytona State College. SEVMTC and Cities held a Career Fair April 2022, Job Fair at the NSB HS November of 2022', -and planning another Job Fair for March of 2023, and April 2024. (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) Three Cities and, Chamber of Commerce along with and area businesses have held meetings with Tom LoBasso, President of DSC and Volusia County Schools to make vocational skills training available to the residents in Southeast Volusia. Deb Denys Dist 3 County Council and Rep Santiago have also met with local businesses to discuss needs. Daytona State College South Campus is very helpful and assists with bringing specialized training to accommodate businesses in Southeast Volusia~~



Region and partnering with the proposed SEV Sci-Tech Middle and High School to co-locate at the South Campus of DSC. (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 or~~ Main ~~s~~Street 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~~Main Street. Missing in Edgewater is a central place that is comfortable and attractive for people to walk, socialize, and do business with streets, buildings, and public spaces of social or historic significance—with the streetscape and architectural ambience and mix of civic and commercial uses that characterize traditional ~~downtowns~~Main Streets. A strong public desire for a ~~downtown~~Main Street Edgewater was expressed through the original 2008 recent Envision Edgewater community visioning process and affirmed in the 2024 vision update. ~~The~~ result is a vision for ing inthe creation of a ~~downtown vision~~Main Street involving redevelopment infill of vacant lots and some redevelopment onof the Park Avenue corridor between the ~~FEC Railroad~~U.S. 1 and the Indian River. This location is unique in that it is one of the few locations in the historic portion of the City where nonresidential uses are located close to a public water access (George R. Kennedy Memorial Park).

#### **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~~main street where no definable urban core existed





previously. Updated to provide more flexibility on the 50% requirement for capital projects in December 2020. (COMPLETED – COUNTY COUNCIL RESOLUTION 2014-159 DELEGATION OF AUTHORITY TO CREATE EDGEWATER CRA NOVEMBER 20, 2014) Updated to loosen up 50% requirement for capital projects in December 2020.

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) Fall 2016 City expressed interest to owner of property located at Air Park Rd and SR 442. Ongoing, discussions with Miami Corporation via Glenn Storch Esq. to include new city hall and facilities in Deering Park North in the future. Currently, City~~ The City purchased 70 acres on SR 442 for future city hall complex including public safety and other community uses. (ONGOING)

3.1.6 (2025) Amend the comprehensive plan and land development code to implement area specific plans to create distinct districts to help facilitate a sense of place. (ONGOING)

3.1.7 (2025) Evaluate the potential to use vacant City owned properties on Park Avenue as catalyst sites for establishment of a Main Street by soliciting developers to build small mixed-use buildings on these lots. (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. ~~Working with Miami Corporation to build in Deering Park Center and Deering Park North~~

#### **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 Deering Park North . 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.~~ The City purchased 70 acres on SR 442 for future city hall complex including public safety and other community uses. (ONGOINGCOMPLETED 2024)

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. More professional health-care providers are seeking locations in Edgewater.- (ONGOING)

**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 AdventHealth 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 Deering Park North Project. (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. ~~Proposed Trail Extension by FDOT on SR 442 from Air Park Road to I-95 Fall of 2021 to begin. Also, TPO for a sidewalk on S. Air Park Road and Silver Palm to 30<sup>th</sup> Street and FDOT Trail Extension from 3A to 30<sup>th</sup> Street through Florida Shores to tie into the trail head at Rotary Park.~~

**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. Proposed Trail Extension by FDOT on SR 442 from Air Park Road to I-95 Fall of 2021 to begin. Also, Volusia-Flagler TPO for a sidewalk on S. Air Park Road and Silver Palm to 30<sup>th</sup> Street, and FDOT Trail Extension from 3A to 30<sup>th</sup> Street through Florida Shores to tie into the trail head at Rotary Park. (ONGOING - 2022+ hired a Grants Administrator)



3.4.3. (2024) Require street and walkway/bikeway connectivity in new residential and commercial development.

**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-roadway, trail, and public transportation services that improve service and connectivity throughout the community.

**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 housing serving household at a variety of price points including nice-market-rate 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. *(ONGOING)*

3.6.2 (2015) Communicate the wishes and need for such development to Commercial Realtors and such Developers *(ONGOING)*

3.6.3 (2015) Coordinate efforts with Development Services for ease planning and permitting said developments. *(ONGOING)*

*3.6.4 (2024) Amend the comprehensive plan to increase density in specific locations that have access to goods and services within close proximity. (ONGOING)*

*3.6.5 (2024) Amend the land development code to allow for smaller lot sizes in specific locations to facilitate the supply of affordable housing. (ONGOING)*

3.6.6 (2024) Amend the land development code to allow for diverse housing types including townhomes and small multiplexes in specific locations that have access to goods and services within close proximity. (ONGOING)



3.6.7 (2024) Amend the land development code to including design/form standards for higher density housing types to including streetscaping requirements, multimodal access, building orientation, and architectural compatibility. (ONGOING)



#### **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))~~ Kennedy Park improvements completed October 2020. New lighting at Kennedy Park 2022. 2022- 2023 Upgrading Lake & Alice Park. 2023 YMCA playground upgrades. Proposed pickleball courts at Hawks Park currently working on the bid documents for Phase 1. *(Some included in CRA Plan and some areas (ONGOING))*

4.1.3. (2015) Encourage Parks & Recreation 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. ~~(ONGOING)~~ South Boat Ramps and Park planned for 4155 S. Ridgewood for 5 boat ramps, 100 boat trailer parking areas. FWC FBIP grant submitted April 6, 2021 for permitting & design. Seeking funding sources. *(ONGOING)*

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. *(ONGOING)*





#### **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—Main Street 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. ~~(Completed—Purchased by Boston Whaler. City has 5 acres of usable property at this site for future boat ramp and park area.)~~ *(COMPLETED)*

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)—Edgewater Marina at Boston Road and S. Riverside Drive, proposed project at the end of Jones Fish Camp Road (north side) and prospecting—And Other prospects for other properties.~~ *(ONGOING)*

4.2.5. (2025) Encourage the inclusion of public accommodations in new waterfront development such as retail shops, restaurants, marine facilities providing for boat storage and access, fishing charters, sightseeing tours, water-based eco-tours, common areas, walkways, and bikeways. *(ONGOING)*

4.2.5. (2025) Encourage the inclusion of waterfront public accommodations in inland developments on natural lakes or constructed ecological waterbodies. Such waterfront spaces are being considered in Deering Park. The proposed Civic Center site on S.R. 442 is an inland lakefront site with the opportunity for activities with water views. *(ONGOING)*



### **Objective 4.3. Identify strategies to support improved water quality in the Indian River**

Maintenance and improvement of water quality in the Indian River is a key issue for tourism, property values, and continued enjoyment of the waterfront by City residents. Opportunities to support water quality in the Lagoon include investments in stormwater infrastructure, citizen education efforts, and maintenance of appropriate development standards.

#### **Actions to implement Objective 4.3 include the following:**

4.2.1. (2025) Identify opportunities to incorporate green stormwater infrastructure into park, streetscape, and roadway projects.

4.2.1. (2025) Identify opportunities to educate citizens and commercial landscapers on proper use of fertilizers to avoid excess nitrogen including reductions for users of reclaimed water. (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-infill 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. (~~approved~~ APPROVED /~~and~~ ONGOING)



### **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-main street 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. (ONGOING)

#### **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. (~~COMPLETED~~ - *Not eligible – City Limits of Edgewater*)

5.3.4. (2011) Review eligibility criteria for Florida Office of Tourism, Trade and Economic Development (OTTED) funding and determine if Edgewater is an eligible jurisdiction and if individual projects qualify for funding; follow up accordingly. *Edgewater Opportunity Zone was created in 2018. Promoted OZ Prospectus to Team Volusia, County, HUD Developers List. Ongoing(ONGOING)*

5.3.5. (2011) Work with the Volusia County ~~River to Sea TPO~~ *Volusia-Flagler 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)**

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. (Ongoing)

#### **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. (~~ONGOING~~—*Interlocal Service Boundary Agreement with Volusia County to Annex; Annexation fees lifted temporarily*) (*ONGOING*)

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. *Information is included on City WebSite* (~~Completed—on the web site~~ *COMPLETED*)

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. (~~Completed—ongoing—~~ *Worksheets are created using individual tax bill, services cost, and fire insurance to show savings by annexing into Edgewater*) (~~COMPLETED~~ / *ONGOING*)

#### **Objective 5.5 Support and Manage the Redevelopment Plan – Edgewater CRA**

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. *(Complete and constantly updated COMPLETED / ONGOING)*

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. *(ONGOING)*

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

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 [2008 Vision Book](#) [and the 2025 Vision Update](#) 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. *(ONGOING)*

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.

**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. (~~Ongoing~~ONGOING)

**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. (~~ONGOING~~)(Received ECHO Grant for Whistle Stop Park Project.) ~~ECHO Program voted in by the voters November 2020 election. County is currently revising program~~ New ECHO Program is up and running, changes now require engineered plans to be in place prior to submission. ~~ECHO grant awarded 2024 for Phase 1 Pickleball Court and Amenities at Hawks Park.~~ (~~ONGOING~~)

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. (~~ONGOING~~)