

# Southeast Volusia Economic Development Strategic Plan 2022



SOUTHEAST VOLUSIA  
MANUFACTURING & TECHNOLOGY COALITION  
VOLUSIA COUNTY, FLORIDA USA



TEAMVOLUSIA  
GREATER DAYTONA REGION



CEO BUSINESS ALLIANCE



Report prepared by East Central  
Florida Regional Planning Council

**Southeast Volusia Economic Development  
Strategic Plan**

**2022**

**TABLE OF CONTENTS**

Executive Summary.....3

Purpose and Scope .....4

About Southeast Volusia .....5

Economic Framework .....7

People .....8

    Demographic Characteristics .....8

    Economic Trends .....9

    Occupational Characteristics .....11

Prosperity .....12

    Economic Structure .....12

    Largest Employers .....13

    Measuring Economic Competitiveness.....14

    Economic Clustering .....15

Places.....16

Workshop Results .....17

Planning for Economic Development.....20

SEV Regional Economic Strategic Plan .....22

Conclusion .....34

# EXECUTIVE SUMMARY

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

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



SEV Economic Development Summit, 2022 (Brannon Center)

## Acknowledgement

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

# PURPOSE AND SCOPE

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

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

## STRATEGIC PLAN GOAL

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

## REGIONALLY SHARED VISION

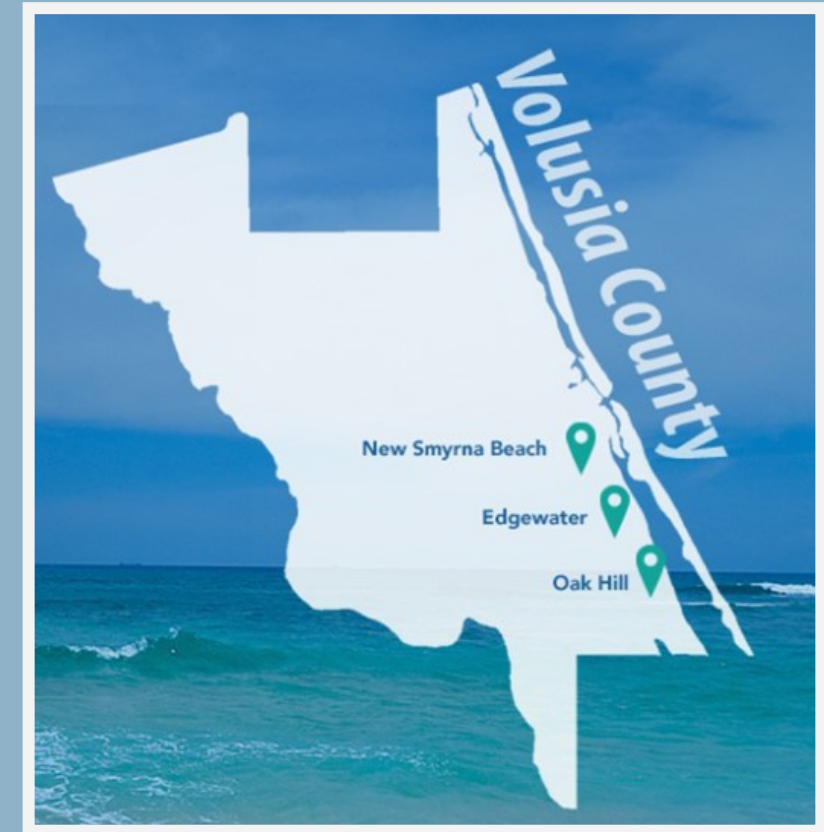
Southeast Volusia is recognized globally as competitive, business-friendly, economically strong community with a high quality of life.

## ABOUT SOUTHEAST VOLUSIA (SEV)

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

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

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



## SEV HIGHLIGHTS

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

# ABOUT SEV (CONT.)

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

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



Flagler Avenue



Atlantic Center for the Arts



Mosquito Lagoon

# ECONOMIC FRAMEWORK

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

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

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

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



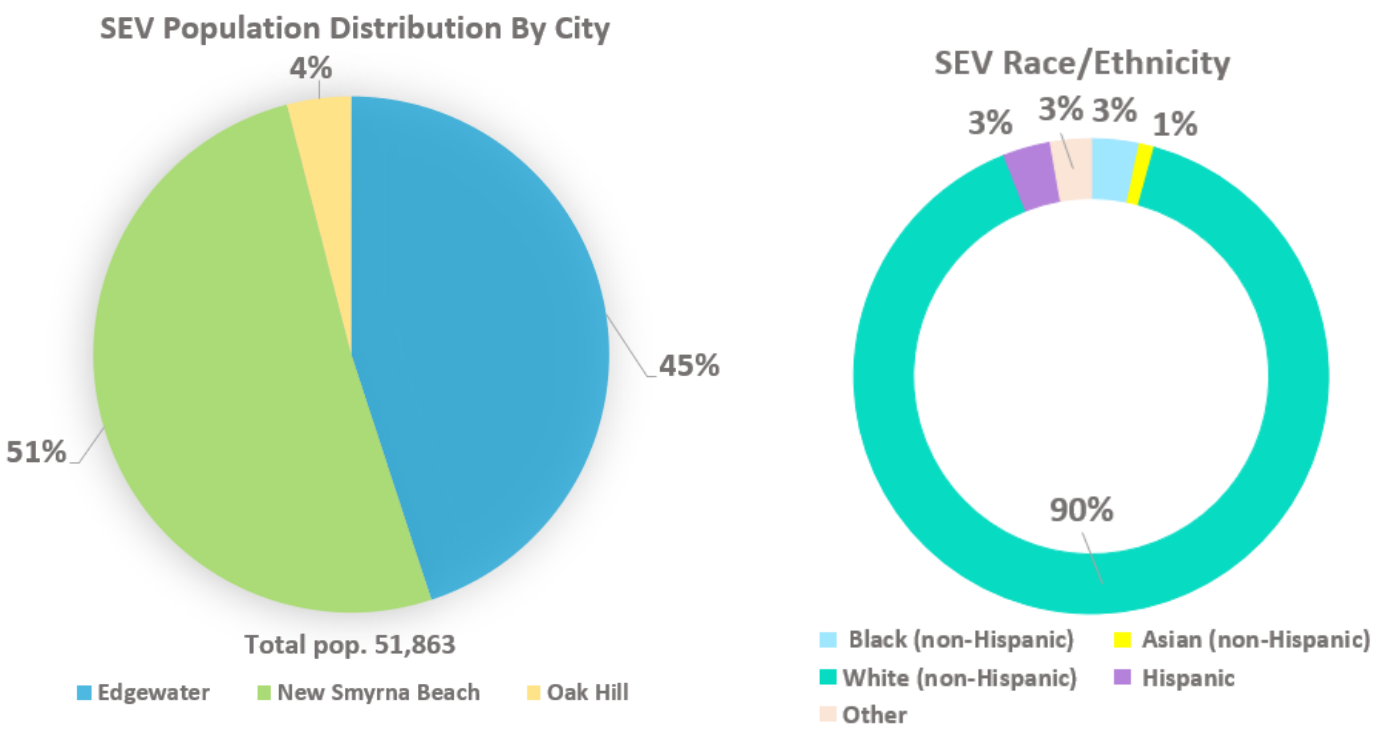
DEMOGRAPHIC CHARACTERISTICS

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

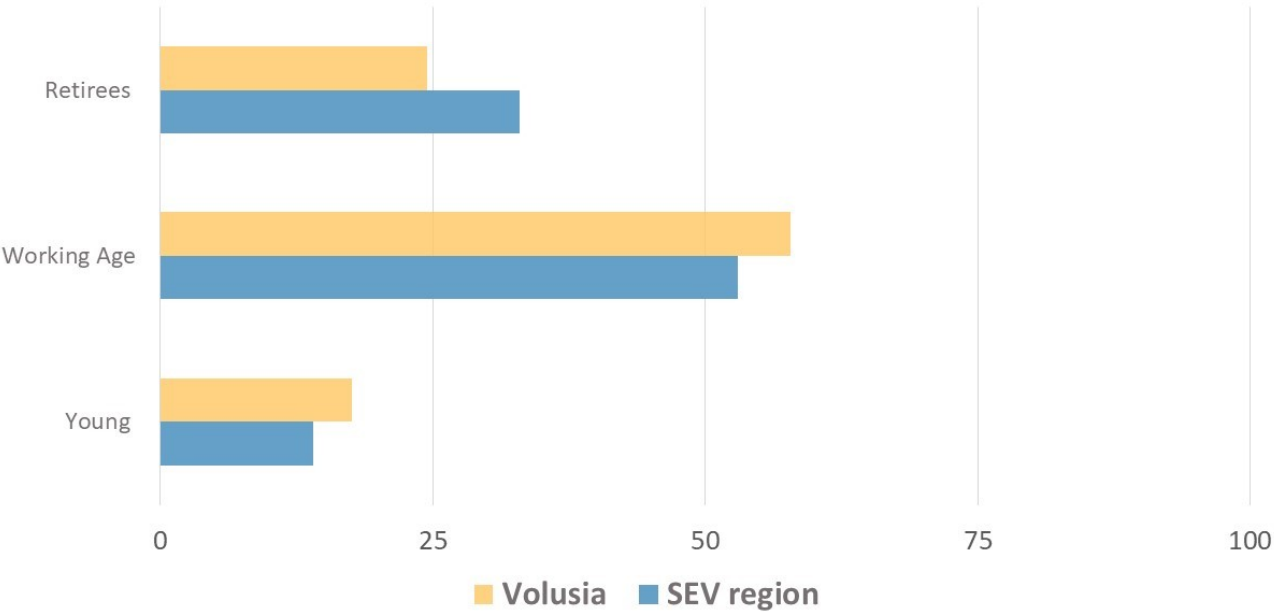
As a region, the female population makes up about 53% of the SEV residents from which 15% (4,098 residents) are 18 years old or younger, and 85% (23,578 residents) are 18 years old or older. The male population constitutes the remaining 47%, from which 14% (3,370 residents) are 18 years old or younger,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

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

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



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



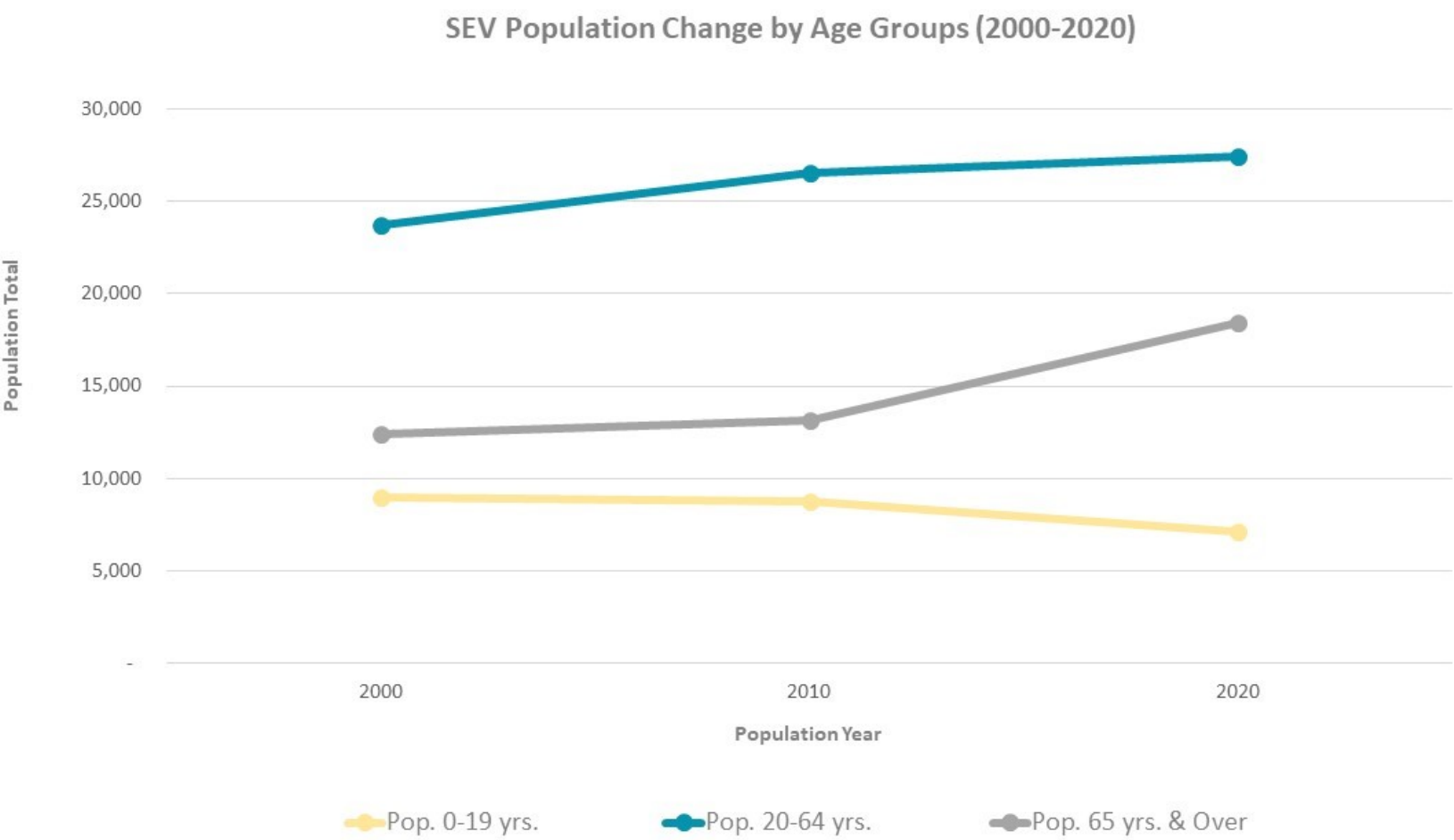
Source: mySidewalk, US Census ACS 5-year 2015-2019

DEMOGRAPHIC TRENDS

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

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

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

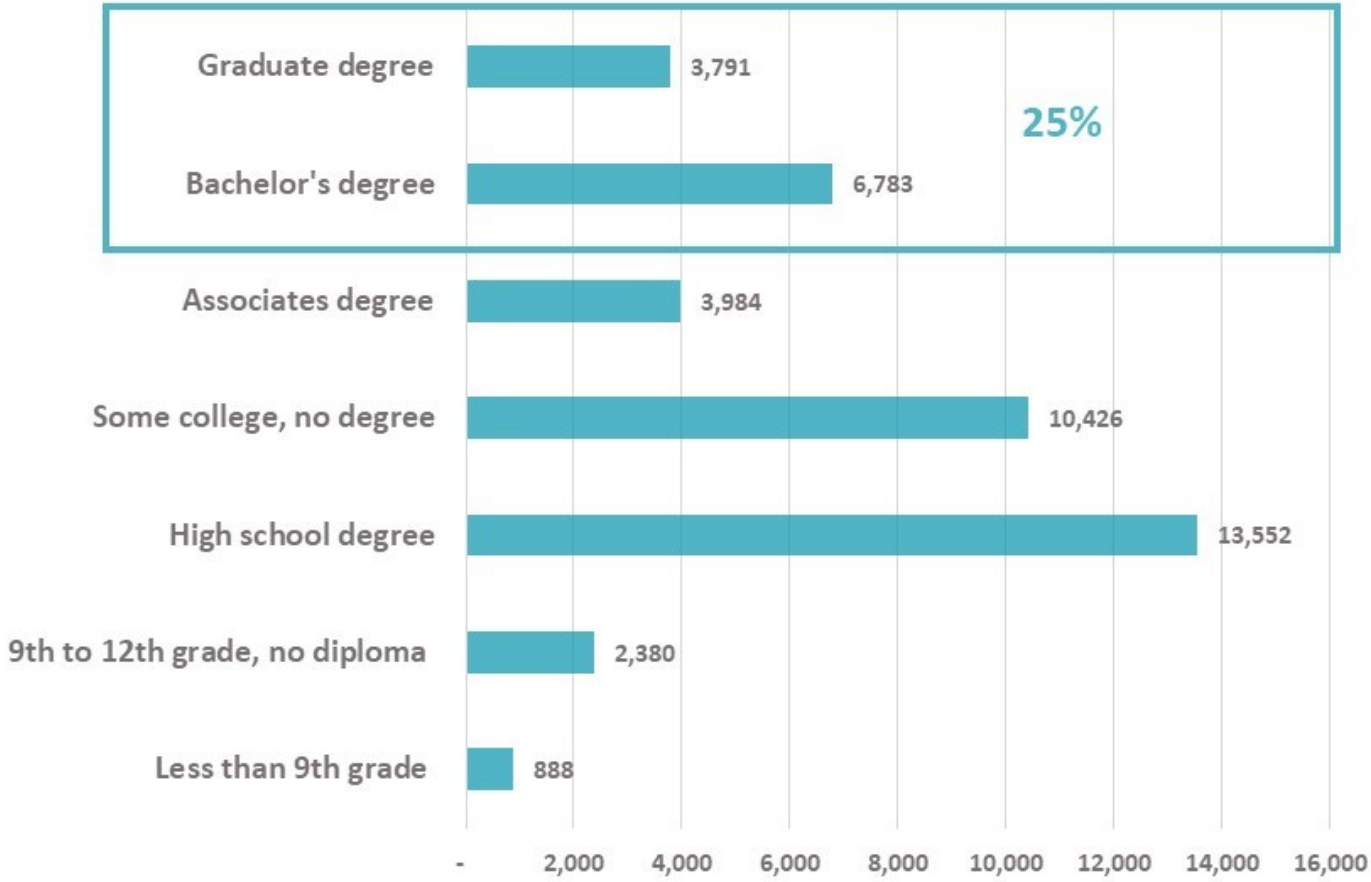


DEMOGRAPHIC CHARACTERISTICS (CONT.)

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

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

SEV Workforce Population Educational Attainment



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

SEV Median Household Income By City

Edgewater	New Smyrna Beach	Oak Hill
\$49,878	\$57,043	\$49,639

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

OCCUPATIONAL CHARACTERISTICS

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

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

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

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

Source: JobsEQ, 2021Q4

## ECONOMIC STRUCTURE

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

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

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

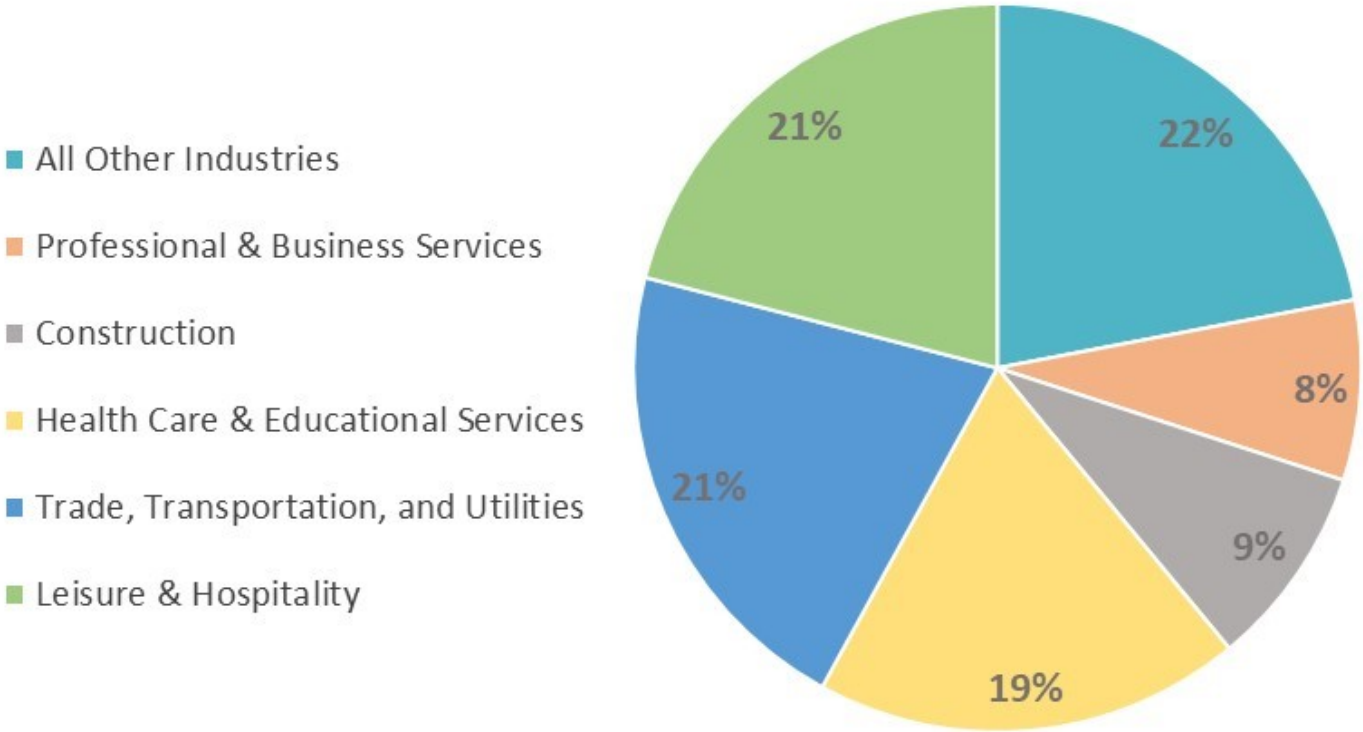
### Industries Difference

#### Traded Industries

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

#### Non-Traded Industries

- Provide Local Services
- Mostly Local Consumption
- Regional Conditions



Source: JobsEQ, 2022

LARGEST EMPLOYERS

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

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

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

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

Source: Data Axle/Infogroup, 2022

MEASURING ECONOMIC COMPETITIVENESS

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

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

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

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

Source: JobsEQ, 2021Q4

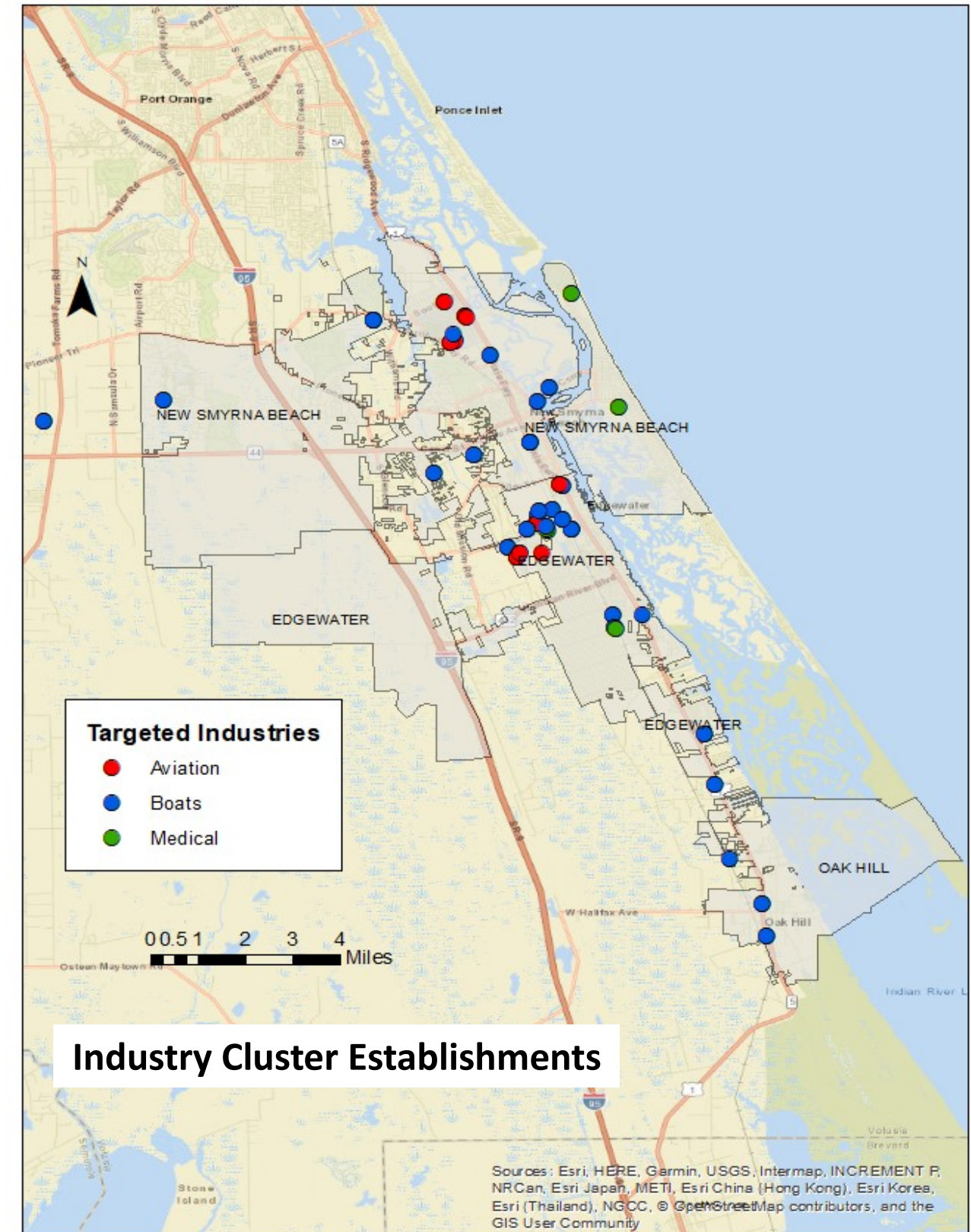
# PROSPERITY

## ECONOMIC CLUSTERING

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

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

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



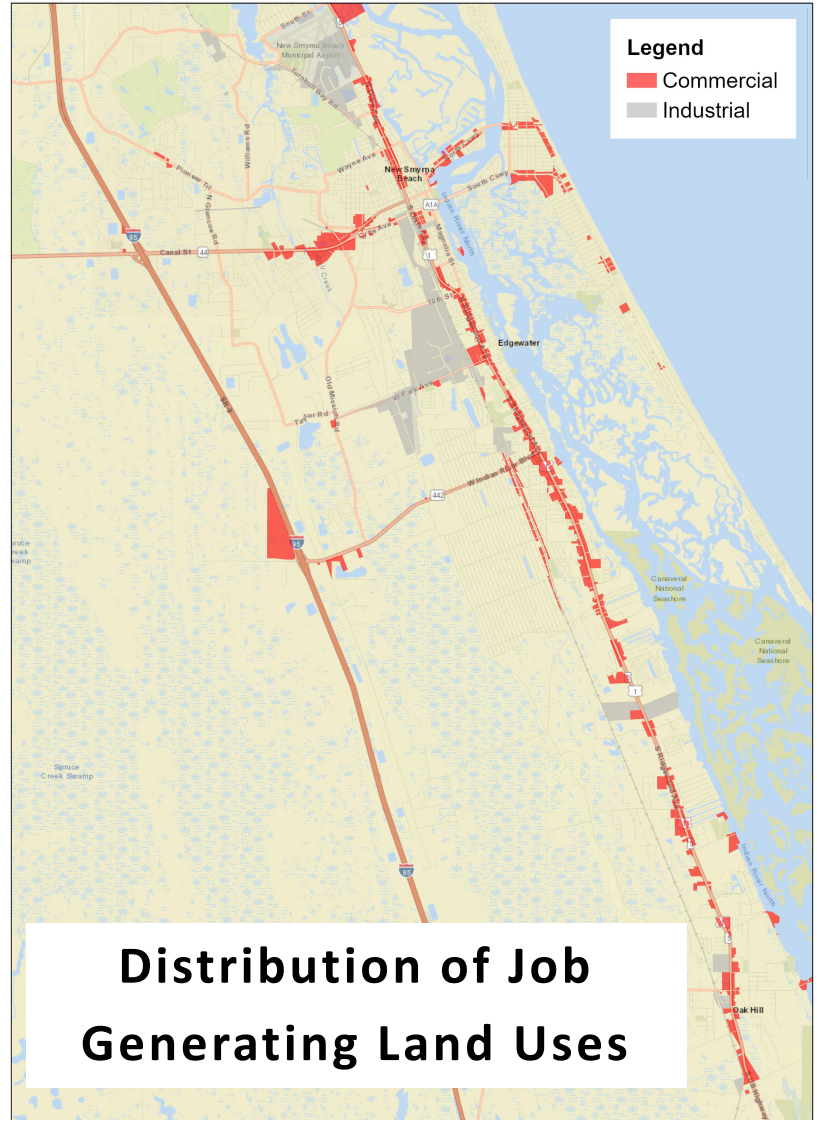
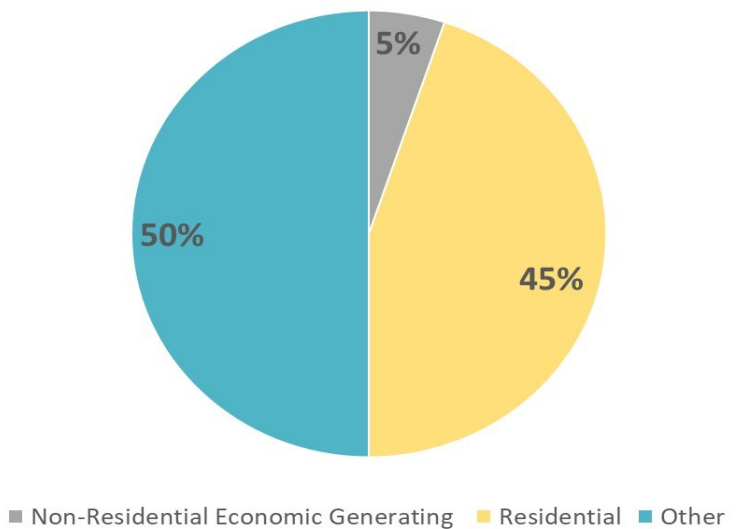
## LAND USE PATTERNS

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

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

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

Southeast Volusia County - No conservation



# WORKSHOP #1 RESULTS

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

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

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

- Workforce
- Proximity to Kennedy Space Center
- Land
- Climate
- Training opportunity/workforce development
- Community
- Open for business
- Access (Cape Canaveral, transportation, ports, rail)
- Diversity
- Existing businesses
- Real estate product

- Support programs
- Recreation
- Low cost of living
- Family Orientated
- Available land
- Light industry
- Schools/education
- Infrastructure
- Pad ready
- Quick permitting
- Career and Technical education
- Incentivize new business
- Can do attitude
- Wage increase

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

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

## WORKSHOP #1 RESULTS (CONT.)

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

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

## WORKSHOP #2 RESULTS

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

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

### Proposal for North

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

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

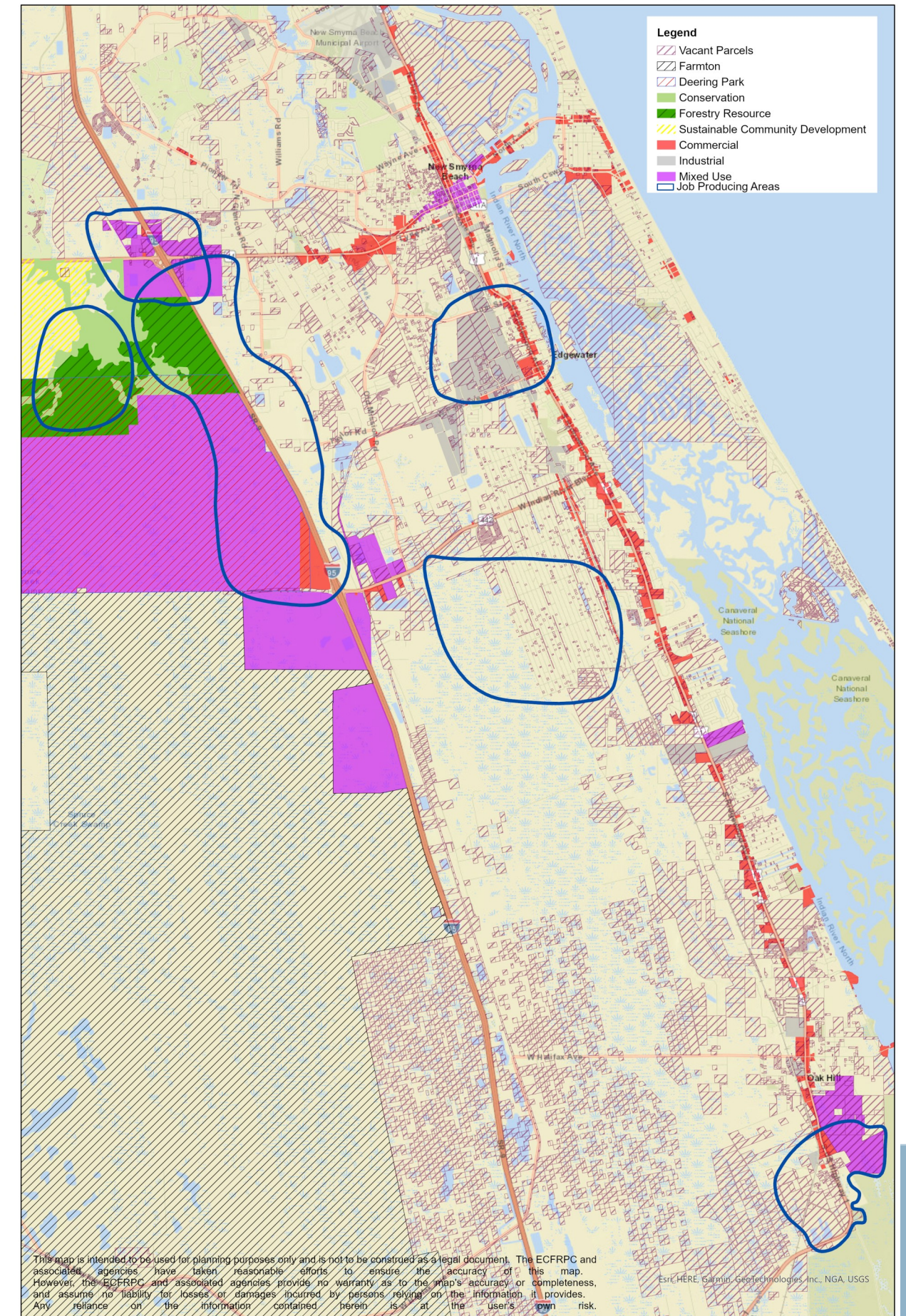
Office spaces can fall under other designation- mix uses for the most part allow for this kind of use.

### Proposal for South

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

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

## Southeast Volusia FLU and Vacant



# PLANNING FOR ECONOMIC DEVELOPMENT

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

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

## Goal

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

## Objectives

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

# PLANNING FOR ECONOMIC DEVELOPMENT (Cont.)

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

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

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

## The Strategic Plan Considers:

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

# SEV REGIONAL ECONOMIC STRATEGIC PLAN

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

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

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

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

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

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

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

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

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

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

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

Strategies	Actions	Time frame			
		Short-term	Mid-term	Long-term	On-going
3.b. Continue to collaborate with stakeholders to assess progress recruitment and training recommendations and identify new partnerships, opportunities and strategies to advance recommendations in Re-recruitment and Retention Gap Analysis and Strategy Plan.	3.b.i. Continue to host roundtable session(s) to include educational and training entities, elected officials and industry representatives. Key stakeholders include those included in the development of the plan and NextGen Leaders, Burns Science and Technology Charter School, Sacred Heart School, Southeast Volusia School of Science and Technology, New Smyrna Beach High School, Daytona State College, Career Source, etc.		3-5 years		
	3.b.ii. In roundtable sessions, engage in dialogue to continue to identify private – public partnerships, non-profits and other organizations including 501 c(3), faith-based organizations, and others to advance strategies and opportunities to help close the recruitment and retention gap.		3-5 years		
3.c. Develop recruitment, retention, and expansion tools for regional industry growth.	3.c.i. Volusia Business Resources (VBR) and Team Volusia should continue to host the existing website with online resources for business expansion and retention. The Cities, partners and VBR should continue to update this website with new information, partnerships, etc. that emerge from the above engagement.				X
	<u>Note:</u> VBR website <a href="https://www.volusiabusinessresources.com">https://www.volusiabusinessresources.com</a> & Team Volusia <a href="https://www.teamvolusiaedc.com/">https://www.teamvolusiaedc.com/</a>				
	3.c.ii. Continue efforts and information accessibility for recruitment of new industries and perspective entrepreneurs through easy to access and navigate website and include for example the development of a crosswalk of business installation prerequisites, services available, and infrastructure or resources required from the region to help expedite business residency in SEV.				X
	3.c.iii. Include on the VBR website a regional service provider and business directory by category.	2-3 years			28

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

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

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

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

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

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

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

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

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

# CONCLUSION

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