

New Smyrna Beach

CRA Master Plan Update

Project Report | November 2010



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To all of the residents, business owners, and other vested parties who took time out of their busy schedules to meet with us and attend presentations. Your hospitality and input was invaluable in the development of this CRA Master Plan Update. Our sincerest appreciation to everyone who contributed ideas and time to this planning process.



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Prepared for:



COMMUNITY
REDEVELOPMENT
AGENCY



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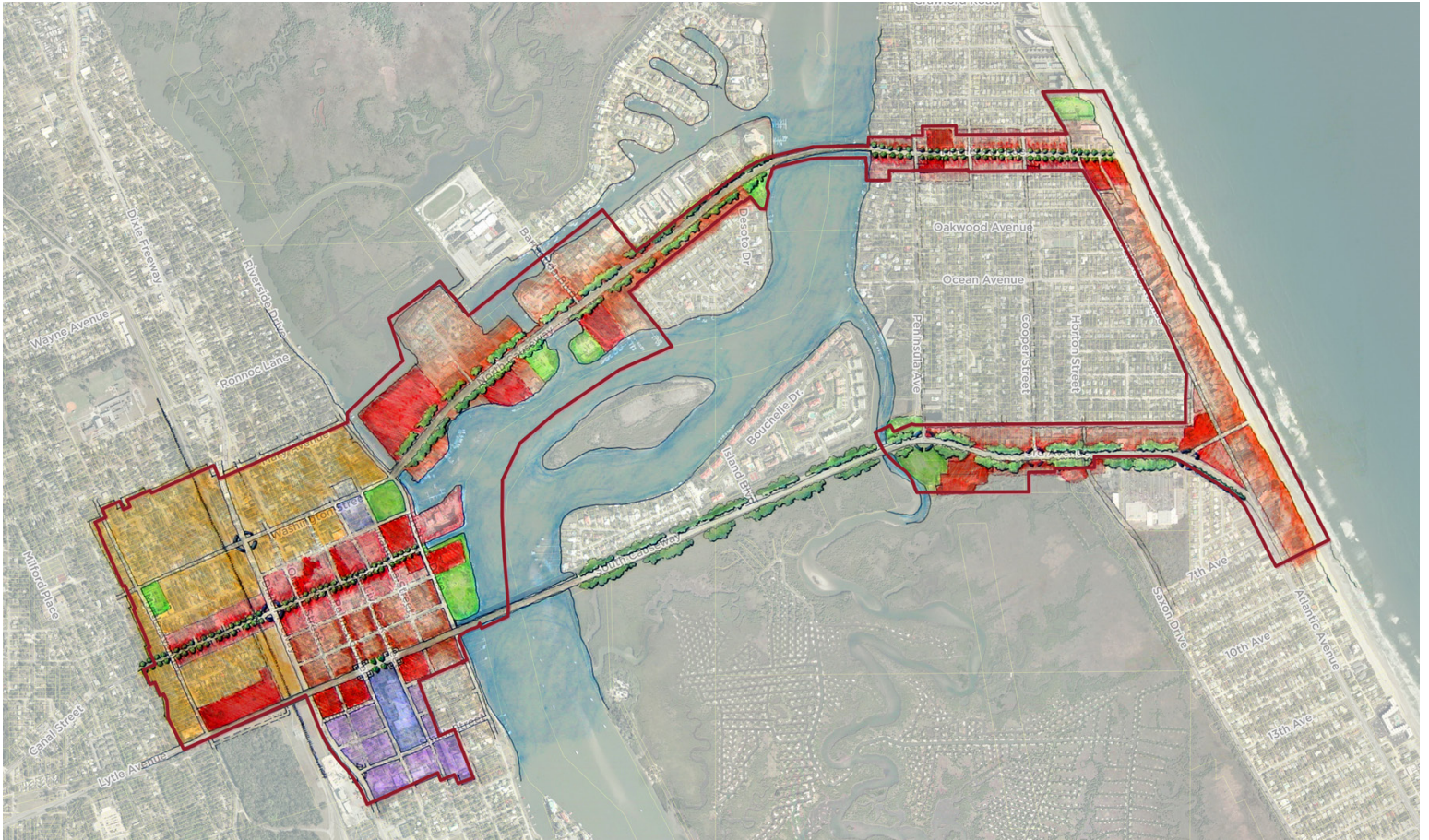
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Executive Summary and Project Overview

New Smyrna Beach CRA Planning Boundary



The Master Plan identified a wide range of recommendations that included Capital Improvements, Policy/Partnership, Investment Facilitation and Marketing.

Executive Summary

The downtown New Smyrna Beach CRA covers a historic, cultural and social landscape that provides a rich character and sense of place for the entire east Volusia region, and is well known throughout Florida and the Eastern seaboard of the United States.

Working collaboratively, the CRA Board and staff, City Commission and staff, business community and local residents participated in a nine month process to identify issues and strategies which will drive public and private investment in the CRA area over the next five years. The process is a guided discussion designed to focus numerous points of **Input** into **Themes** forming the basis of strategic **Frameworks**, which drive a prioritized **Action** list. For the New Smyrna Beach CRA, the Strategic Frameworks are critically important as they will guide both current and future initiatives:

- **Strengthen the Neighborhoods**
- **Support the Main Streets**
- **Create a Healthcare District**
- **Broaden the Tourism Market**
- **Enhance the Green and Blue Infrastructure**
- **Connect the Community**

Regarding action plan initiatives, the most significant ‘new idea’ coming out of the Master Plan process is simply the recognition that bricks and mortar public infrastructure investments alone are not enough to facilitate redevelopment – particularly in a challenging and competitive environment. ‘Build it and they will come’ is often misrepresented as an end to itself. Updated public infrastructure, while very important, often serves only to ‘set the table’ – creating a desirable address for investment. There are critically important additional steps to actually leverage the investment and create activity.

Successful redevelopment authorities take an active role in bringing ‘Feet to the Street’, creating positive energy while directly facilitating investment through engagement and collaboration with private interests. Two separate market analyses of this area indicated untapped retail purchasing power and residential investment opportunity. However, both studies identified barriers and challenges associated with realizing these opportunities. The New Smyrna Beach CRA (in collaboration with the City, Utility Commission, Volusia County and Bert Fish Medical Center) can and should take a dynamic role in leading these efforts within a productive and partnering environment.

These ideas and general parameters were organized into an Action List which was evaluated and ranked in three joint City Commission/CRA Board work sessions. The Action List comprises priority initiatives that are listed with estimated costs for the five remaining years of the current CRA. In addition to priority initiatives, other important activities are also listed, which could be pursued should additional funding become available.

Through the planning process, New Smyrna Beach’s elected officials, staff, citizens and stakeholders have provided leadership regarding the important role of the CRA within the City – and recognized the importance of partnerships, including **Volusia County, Bert Fish Hospital and Southeast Volusia Hospital District** who are critical strategic partners. A continued open minded and guided approach to leadership and project facilitation will be paramount for the recommendations of the CRA Master Plan Update to effectively leverage public policy and investment into new forms of economic development, investment and activity. Given this direction, the future of New Smyrna Beach is very bright.

Project Purpose

The City of New Smyrna Beach Community Redevelopment Agency (CRA) commissioned Glatting Jackson Kercher Anglin / AECOM to prepare a master plan update and implementation strategy for the New Smyrna Beach CRA area. The Glatting Jackson / AECOM design team included land use planners, landscape architects, transportation designers, and urban designers. In addition to the internal Glatting/AECOM team, Robert Charles Lesser & Co. (RCLCO), Gibbs Planning Group, and RMPK, Inc. have provided market, retailing, and funding evaluations, respectively.

The work was given particular focus towards identifying economic development opportunities, public projects and policy initiatives which can maintain and enhance the existing character of place by directly benefitting the local business community, adjacent residential and regional desirability. The plan puts in motion a number of ideas which are both feasible today and relevant beyond the May 9, 2015 sunset date, given the CRA maintains discussions with Volusia County and Bert Fish Medical Center to evaluate the mutual benefits of renewing the CRA designation and partnership.

CRA Background

The City of New Smyrna Beach, Florida, is a coastal community in eastern Volusia County, located south of Daytona Beach and north of Cape Canaveral. New Smyrna Beach has a population of over 22,000 residents but also serves as a destination point for countless visitors throughout the year, who come to enjoy the area's beaches as well as the historic downtown areas. The character of the community is best represented by the City's slogan "Catch the Charm." The goal of the City is to "enhance" the charm while making strategic and timely public improvements within the various business districts.

The New Smyrna Beach Community Redevelopment Area was created in 1985 to provide for the revitalization of the downtown areas, including Canal Street on the mainland and Flagler Avenue on the beachside. The original Redevelopment Plan was updated in 1995 to evaluate its goals, objectives and direction, and to update the capital improvements schedule and management plan. Since that time, a number of projects have been successfully implemented, including the Canal Street and Flagler Avenue Streetscapes, City Marina, Flagler Avenue Boardwalk, and various parks and parking facilities.

Today, the CRA is focused on translating those investments into new economic activity while continuing to accomplish strategic public enhancements. This 'translation' objective has driven a focus on **partnerships and collaboration** which can result in new CRA initiatives to facilitate local business and private development.



Left: Canal Street Historic Main Street
Center: Aberle Antiques, Canal Street business
Right: Flagler Beach, New Smyrna Beach, Florida

Guiding Vision Statements

As part of the CRA Master Plan Update, the team worked with participants to develop some guiding language to assist in providing focus for efforts during the project. These statements help to maintain the focus of all the public input, technical data and brainstorming ideas concerning the CRA's "reason for being". These statements were fluid and evolved as the project progressed.

Project CRA Mission Statement:

To Maintain and Enhance the Retail and Service Centers that are the Character amenity for the entire City and surrounding region.

Project CRA Strategy:

To identify and Implement Public Investments or Policy that will induce quality private investment response in order to reach the desired character and economic potential of the area.

Project Regional Benefit:

To perpetuate the long term viability of cultural and economic resources for the purposes of permanent and temporary residents, and to make environmentally responsible use of existing infrastructure and natural assets.

Community Vision

In any comprehensive and inclusive process, the input and opinions collected are numerous and wide ranging. Often, one issue is linked to another and there is a significant challenge to discuss about the specific parts in a way that reconciles relationships and connects to the whole. This process used several organizational systems to group issues into broad subject matter that could be discussed holistically, while making reference where appropriate to detail issues.

During the Issues and Opportunities portion of the work where large amounts of input was taken, the project steering committee and planning team established several "Citizen-based Themes" that provided the template for subsequent Strategic Frameworks and recommended Actions. The Themes and associated input are more fully detailed in Section 2 Citizen Driven Process.

Neighborhood Character – Desire to keep the small beach town scale, quiet streets, mix of housing types, and integration of arts and cultural community. New residential will be facilitated through re-investment and quality new development that is in-character with New Smyrna Beach.

Five Main Streets (West Canal/East Canal, Flagler Ave., US1-Dixie Hwy, 3rd Avenue) – Each has its own role as a retailing and service venue that facilitates economic activity within some context of community activity, pedestrian bicycle activity and the movement of vehicles. The presence of locally owned businesses is very important to the unique feel of New Smyrna Beach.

Bert Fish Hospital and Southeast Volusia Hospital District – The Hospital is an important community service and employment base that should be supported in its future growth plans and actively engaged by the community to create a healthcare area.

Hospitality – "High Quality" beach town character hospitality uses need to be expanded to provide accommodations for visitors and enhance the success of the retail businesses and recreational opportunities, while respecting adjacent residential neighborhoods.

Public Open Space and Cultural Venues – Existing open space and recreational facilities are popular, but need to be reinvested in and enhanced. The City lacks a significant event space for the performing arts, large events (weddings graduations) and could likely support more activity based on its Arts Community.

Redevelopment/Reinvestment – Significant redevelopment and reinvestment opportunities exist, but the approval process is difficult, unclear and time consuming. A general lack of cooperation by the governing entities leads many developers to look elsewhere (suburbs or other cities).

Frameworks for Change

Building on the Themes, the master plan organized several Strategic Frameworks to form the structure for new ideas. The many implementation ideas (Actions) were comprised of specific Capital Improvements, Policy & Partnerships, Investment Facilitation, and Marketing & Promotion initiatives –aligned to one or more of the Frameworks, often with multiple benefits to the community. (The magnitude of these benefits in support of the Frameworks provided a significant part of the rationale for the subsequent project prioritization list). The Strategic Frameworks are more fully detailed in Section 5 -Frameworks for the Future.

Strengthen the Neighborhoods – Initiatives include; street infrastructure and corridor enhancement projects, design standards, workforce housing, code enforcement, infusion of the Arts, and investment grants

Support the Main Streets – Initiatives include; additional parking capacity, streetscapes, retailing ‘best practices’, comprehensive wayfinding and signage, key parcel redevelopment, incentive programs, a Main Street Coordinator, outreach to Bert Fish Medical Center, marketing and promotion, and targeted business recruitment.

Create a Healthcare District – Initiatives include; pedestrian enhancements, parking, stronger partnership with the hospital, incentives for residential and medical office development, and marketing.

Broaden the Tourism Market – Initiatives include; branding “The Loop”, additional parking, wayfinding, gateway enhancements, strategic hotel development, incentives, and outreach.

Enhance the Green and Blue Infrastructure – Initiatives include; Seawall and boardwalk park enhancements, streetscapes, drainage solutions, parking fees, enhanced maintenance, public access to the water, and promotion of events.

Connect the Community – Initiatives include; wayfinding, sidewalk and bike lane enhancements, reconfiguration of the Canal Street and SR 44 split, West Side enhancements, and alternative transportation modes.

Action / Priorities Matrix

The compilation of projects recommended by the Glatting Jackson / AECOM team was assembled as a list of implementation initiative recommendations for consideration in capital improvement planning and budgeting. The list composes a “menu” of projects and an initial budgeting framework which is foreseen as a precursor to further detailed design and planning.

The Action / Priorities Matrix provided on the following page is predicated on all of the citizen driven input and collaborative work sessions with the CRA Board and City Commission. This project listing was prioritized based upon the projects feasibility, redevelopment impact, and benefit to multiple Strategic Frameworks. These prioritized projects were matched with the anticipated future budget projections for the remaining life of the CRA

Action / Priorities Matrix

CRA Initiatives	Joint City/ CRA MTG Priority 11.17.09	Comments
Development Assistance & Incentives	A	Specific program elements TBD by CRA Board
Policy & Partnership Funding	A	Specific program elements TBD by CRA Board
Marketing & Promotion Funding	A	Specific program elements TBD by CRA Board
Flagler Avenue Boardwalk Park	A	Possible grant opportunities
Signage / Wayfinding	A	CRA district wide
Washington Street Business District 529 Washington, NW corner of Dimmick St and Washington	A	Possible grant opportunities
Washington Street Improvements Washington Street from Myrtle to Riverside Drive	A	Possible grant opportunities
North Atlantic Avenue Improvements	A	Tied to Esther Street Park
Esther Street Park	A	Tied to North Atlantic Imps. legal requirement including new parking, beach access
Medical Services District Improvements	A	In partnership with BFMC
Flagler Avenue Parking	B	Additional parking in Flagler Ave. area
North Causeway Improvements	B	Landscape & trail beautification
Gateway Landscaping & Beautification	B	Annual landscape enhancement budget
SR44 Crossing Treatments (6)	B	Pedestrian & beautification enhancements
Riverside Park Seawall / Lighting	B	Initial budget repairs
Streetscape Canal Neighborhoods	B	Pedestrian lighting, walks, trees
Canal Street Parking	B	Additional parking in Canal area
Myrtle Avenue Infrastructure Project	B	Streetscape north of Canal
SR44 & West Canal Street Gateway	C	City lead
Transit Subsidy	C	Assistance to pedicabs, electric cars
Marina / Boardwalk Expansion	C	Open views, access to marina
3rd Avenue Streetscape	C	Palm trees, crossings, etc.
Water Taxi Subsidy	C	
3rd Avenue Gateway	C	To reinforce entry / exit
Mainland Splash Park	C	West neighborhoods
Canal Street Underground Electric	C	Partner with Utilities Commission
Julia Street Project	C	Added per Lynne Plaskett

02

Citizen Driven Process

The CRA assembled a steering committee consisting of community leaders and constituents actively engaged in the current issues. The committee included business owners, downtown residents, developers, professionals, and local institutions.



Top & Bottom: Issues & Opportunities Workshop
(May 12, 2009)

Process

The goal of the New Smyrna Beach CRA Master Plan Update was to prepare a shared community vision which embraced both the specific concerns of the local residents and more broad contemporary urban design principles. Glatting Jackson / AECOM assimilated community input, technical design evaluation, and shared principles of urban design to produce an implementable working master plan. The approach was to facilitate an iterative process that progressively funnels many points of **Input**, into **Themes** that can relate strategic **Frameworks** which will ultimately drive a prioritized **Action** list.

Technical Evaluation

In the initial stages of the project, the Glatting Jackson Team studied physical aspects of the CRA and the adjacent areas. The Team took inventory of existing information provided by the City, provided an analysis of the existing conditions, and prepared a Findings Technical Memorandum which is attached as an appendix to this report.

Community Involvement

The CRA assembled a steering committee consisting of community leaders and constituents actively engaged in current issues. The committee included business owners, downtown residents, developers, professionals, and local institutions. The steering committee established the basic themes under which Glatting Jackson engaged the overall community in several public meetings. Specific input and collaboration steps included:

- One on One interviews with a number of local stakeholders, including each of the CRA Board Members and City Commissioners,
- Steering Committee meetings and camera exercise,
- Issues & Opportunities Workshop and Findings Technical Memorandum,
- Bob Gibbs Retailing Analysis, Lecture and Report,
- RCL Co Market Analysis,
- Creation of citizen-based themes,
- Three joint City Commission and CRA Board meetings; including a 'walking audit' covering the study area,
- Design and Implementation Workshop with specific recommendations,
- City Commission/CRA Board collaboration on prioritized initiatives for the remaining CRA Budget Years, and
- Project Website

The core values, or citizen-based themes, which precipitated from the public involvement exercises provided the basis for the planning and design recommendations prepared by Glatting Jackson.



Top:
Issues & Opportunities Workshop
(May 12, 2009)

Center & Bottom:
City Commission & CRA Board
Walking Audit/Site Tour
(September, 2009)

Seven themes emerged from discussions with stakeholders, city staff, and the public-at-large. Collectively, the issues were vetted in public meetings and each theme represents a wide cross-section of community perspective including residents, business owners, boaters, shoppers, and developers. The following themes are the backbone of the master plan recommendations.



Steering Committee Camera Exercise
Thematic Imagery Boards
(April 23, 2009)

01 Neighborhood Character

Likes

- Small town / beach town scale
- Quiet streets
- Mix of housing types
- Mix of 2nd and 3rd homes
- Historic architecture
- Integration of arts/cultural community

Dislikes

- Conflicting architecture
- Height transitions
- Dilapidated buildings / vacant lots
- West side drug/crime issues, neighborhood stabilization needed
- Not enough for kids to do

Preliminary Ideas

- Direct cash subsidy for new housing units delivered
- Workforce housing subsidy
- Code re-write (form based for all areas of CRA, if not City)
- Art in key visible areas (waterfront, parks, gateways, retail districts)



Top: Little Drug Co.
(small town character)

Bottom: Flagler Avenue
(vacant lots)

02 Five Main Streets

(West Canal/East Canal, Flagler, US1, 3rd Avenue)

Likes

- Stable market
- Different roles / services for each retailing venue
- Historic/traditional main streets
- Events and activities (farmers market, parades, art shows, car shows, etc)
- Historic buildings
- Small town, locally owned social fabric

Dislikes

- Stagnant market
- 'my neighbor doesn't get it' (inconsistency among retailers)
- Parking/access
- Poor wayfinding /access – no gateways, poor visual appearance on regional roads
- Dilapidated buildings / or quiet properties
- Fear / concern about regional competition
- Reduced services (want more small grocery, daily needs services)
- Neighborhood impacts
- Difficult reinvestment / redevelopment environment (businesses have moved)
- Lack of clear central location for all Main Street information (too much 'word of mouth')
- Separation from hospital

Preliminary Ideas

- Land assembly (several areas)
- Hire a Main Street Coordinator (for Flagler and Canal)
- Stronger partnerships between businesses
- Take initiative on improvement projects
- Self-policing on proper "Rules of Retailing"
- Moderate streetscape enhancements on 3rd Ave
- Events support



Top: Canal Street
(Historic Main Street)

Bottom: Flagler Avenue
(Historic Main Street)

03 Connectivity / Walkability

Likes

- Bike lanes / trails
- Beach access
- Main streets (very walkable)
- Walkable neighborhoods and open space
- Boat tours / Water Taxi

Dislikes

- Regional roads act as barriers to retail, separate neighborhoods and are unsightly
- SR 44 is a highway (non-stop bypass) to the south beach area
- Main Streets very separated from each other
- Separation of Hospital to Canal Street
- Lack of crosswalks
- Lack of sidewalks on west side
- Lack of wayfinding

Preliminary Ideas

- Transit vehicles subsidy – motorized golf cart ‘jitneys’ or pedicabs?
- SR 44 pedestrian crossing improvements
- City wide gateway elements/enhancements (especially at key large road intersections)
- City-wide wayfinding
- Possible re-configuration of the SR 44 ‘split’
- Water Taxi Subsidy – advertisement and expand



Top: Bicycle accommodations at the Marina
New Smyrna Beach



Bottom: North Causeway (bike lane/trails)

04 Bert Fish Hospital and Southeast Volusia Hospital District

Likes

- Community service
- Employment base
- Potential for a 'Medical District'
- New expansion buildings
- Potential for Canal Street

Dislikes

- Stagnant/unsightly surrounding property
- Fear of incompatible development (size/scale) with neighborhood
- Street/Pedestrian access to hospital
- Access to proximate retail
- Fear of losing the hospital
- Concern (on the part of the hospital) that the CRA is not focused on the Hospital

Preliminary Ideas

- Hospital area parking
- Hospital area land assembly and development assistance
- Hospital area pedestrian/street improvements/wayfinding
- SR 44 crossing improvements



Bert Fish Medical Center entrance
(community service)

05 Hospitality

Likes

- Riverside hotel (B&B)
- Condos on beach / family feel
- Want more hospitality options / marketing diversity
- Want potential of increased spending by hotel users
- ‘Nice’ hotel bar / restaurant
- No hotels on the beach

Dislikes

- Neighborhood compatibility issues
- Low rent/low quality places
- Unsightly parking (garages or surface lots)
- No hotels on the beach

Preliminary Ideas

- Need a place for events / weddings / graduation, etc
- Brannon Center redevelopment
- Potential large hotel/conference center on the North Causeway Administrative Office Building Site
- Flagler Avenue infill
- Potentially sell City-owned properties for development needs including the;
 - North Causeway Administrative Office Building Site
 - CRA property at Julia Street and Lewis Street
 - Property at Julia Street and Faulkner Street



Toni & Joe's Patio and
The Old Flagler House
(beachfront/Flagler Ave hospitality)

06 Public Open Space and Cultural Venues

Likes

- Riverside park (heavily used, looks nice)
- Brannon Center (big service to seniors and community)
- Beach Parking
- Fishing
- Boat tour is popular
- Boat ramp is popular
- Marine Discovery Center will bring intellectual focus on New Smyrna Beach
- Community theater

Dislikes

- Boardwalk area is missed opportunity with unsightly dated structures
- Esther Street flooding and public property remains unresolved
- Uncertainty on what to do with the Marine Discovery Center site
- Water Taxi doesn't dock in the canal at the end of Canal Street next to Riverside Park
- Brannon Center feels 'dated', may be missed opportunity for an updated activity center
- Boat ramp attracts lots of parked cars, trash, debris with very little income to retailers
- Need a performing arts facility
- Need new opportunities for art / artisans in community

Preliminary Ideas

- Boardwalk/seawall area (dune restoration, park, parking lot, including restrooms, etc)
- Boat ramp area (the whole property could be improved, possibly in conjunction with a boardwalk) and CRA/City could look at charging a small fee
- Balloon festival (2nd weekend after New Year's Eve)
- Create a regional attraction for boaters (New Smyrna Beach Boat Fest?)



Top: Riverside Park
(public open space)
Bottom: Canal Street
Farmer's Market
(event opportunities)

07 Redevelopment / Reinvestment

Likes

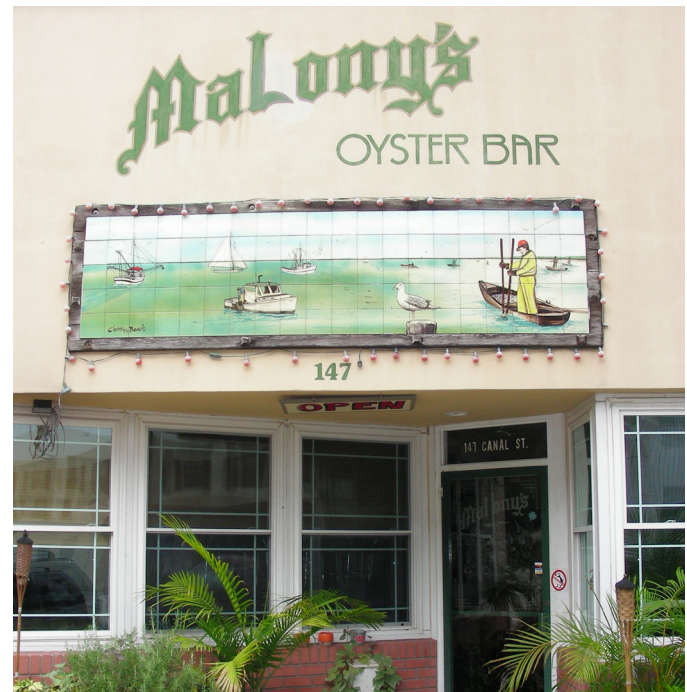
- Interest in special hotel opportunity
- Interest in new restaurants / services
- Several large sites available
- Several small / incremental sites
- Potential of Brownfield sites at historic rail/depot area
- Opportunities NOW for incremental infill, lofts, restaurant
- Opportunities NOW for hotels
- Reinvestment on Flagler Avenue
- Restored historic buildings

Dislikes

- Unclear development standards
- Parking constraints (real/perceived)
- Utility constraints (still need to confirm)
- Bookend properties on Canal are quiet/out of business
- Loss of bike/cycle shop on East Canal Street
- Poor linkage to Hospital employment / visitor base
- Concerns about character change
- Concerns about competition
- Lack of clear development 'ombudsman'
- Lack of incentives / partnering approach from City, CRA or Utility Commission
- Limited building activity on East Canal and Flagler Ave in the last 15 years

Preliminary Ideas

- Land assembly (several areas)
- Fill out the Canal Street district – focus on filling in the “missing teeth” (vacant land) and infuse residential and neighborhood commercial
- Brannon Center Redevelopment
- Incentive programs (including loan subsidy program)
- Direct cash subsidy for new housing units delivered
- Workforce housing subsidy
- Economic Development Coordinator, at least for CRA
- Consolidate parking



Malony's Oyster Bar
(main street reinvestment)

03

Market Review



Canal Street
New Smyrna Beach

The goal was to collect objective information which could indicate how the ‘market’ looks at New Smyrna Beach and the CRA.

Background and Objectives

Glatting Jackson / AECOM included two market professionals on the team to review and comment on current or potential activities. While the design team interacted with these professionals, they did not influence their analysis. The goal was to collect objective information which could indicate how the ‘market’ looks at New Smyrna Beach and the CRA. Gibbs Planning Group was retained to comment on the state of the Main Street retailing environment. RCLCO was retained to provide a market analysis for the New Smyrna Beach Community Redevelopment Area, eventually providing site specific program recommendations.

Additionally, RCLCO analyzed four selected sites, creating outline development programs that address the appropriate market position, achievable prices associated with that positioning, density appropriate for target market audiences, absorption potential, and timing given current market conditions. Once sites were selected, RCLCO prepared a schedule of land sales revenues based on the estimated absorption, timing, and residual land values at each site.

It is important to note, that in some cases, the anticipated cost of the land and cost of construction could not be supported by the likely end user / purchase price, indicating that without some outside incentive, those properties/ projects are ‘upside down’. Equally significant, however, is the recognition that some property owners may have unrealistic expectations for their property value (particularly coming out of the aberrant 2003-2006 market cycle) which are not in line with the likely price point of new construction going forward.

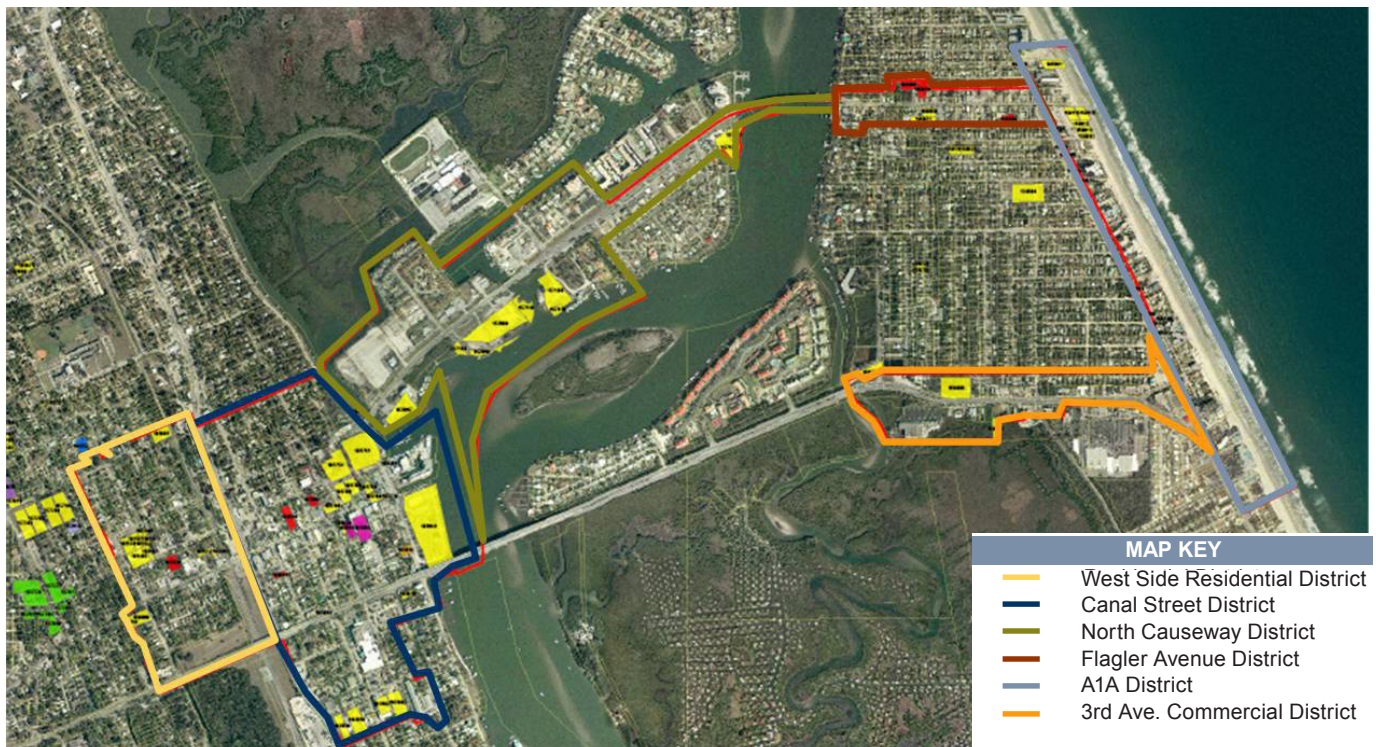
RCLCO’s complete preliminary market findings and site specific program recommendations are provided in the appendices of this report.

Preliminary RCL Co Market Findings

Despite current market conditions, employment and population projections indicate the current economic crisis will pass in the next 2-3 years – now is the time for the CRA to get in position for the next upturn by appropriately planning sites with economic development potential. The CRA has been losing market share to other areas in New Smyrna Beach (particularly the suburban corridors) yet is well-positioned from a market perspective to capture more of this demand. The CRA is comprised of districts defined by their own unique character each with its own special strengths and challenges. Capitalizing on these attributes will allow for complementary development opportunities in each area that will strengthen values for the CRA overall.

The New Smyrna Beach CRA is comprised of several districts that stretch from the ocean to the inland historic downtown area. Each of these districts offers its own unique strength.

RCLCO Market/real estate analysis



¹ Districts defined based upon character of surrounding development

The West Side Residential District



Although current land uses in the Residential District are most challenging, there are opportunities for redevelopment

Strengths

- Well-located near hospital and Canal Street Commercial District
- Strong access to US 1 and Canal Street
- Community Center centrally located in residential area

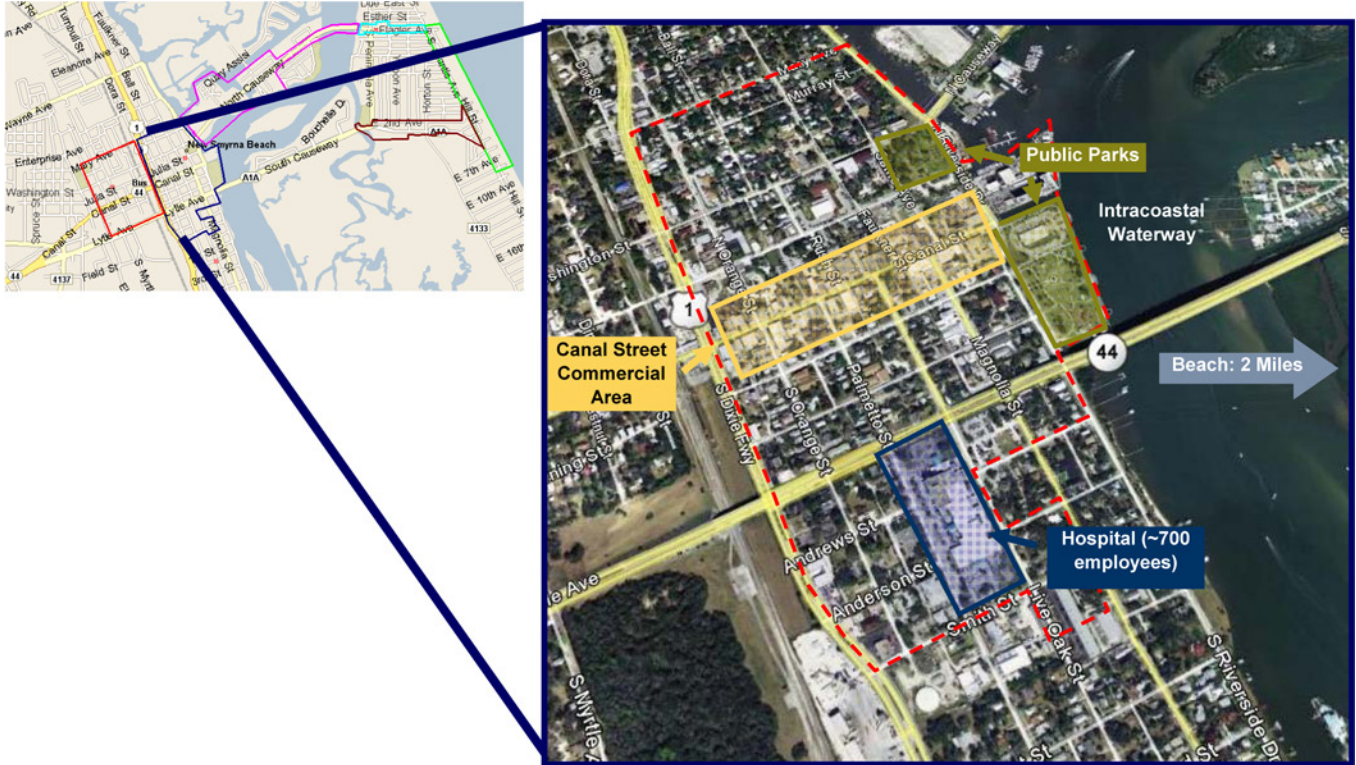
Threats

- Predominantly lower income residential land uses
- Older commercial uses do not blend well with neighboring Canal Street
- Lowest home values within the CRA
- Safety is a concern
- Railroad tracks could make it difficult to connect the Residential District to Canal Street

Opportunities

- Strong traffic counts on US 1 could potentially support neighborhood commercial
- Opportunity to build off Community Center - help build the social structure of the neighborhood
- Construct affordable / work force housing

Canal Street District



A strong employment base provides several development opportunities for the Canal Street District

Strengths

- Contains Bert Fish Memorial Hospital, a major employer
- Contains Canal Street Historic Downtown, a historic downtown area that offers several dining options and specialty shops
- Has two well-maintained public parks
- Area offers multiple views of the Intracoastal Waterway
- Several government offices located in the area, providing additional employment
- Strong access to both the South and North Causeways

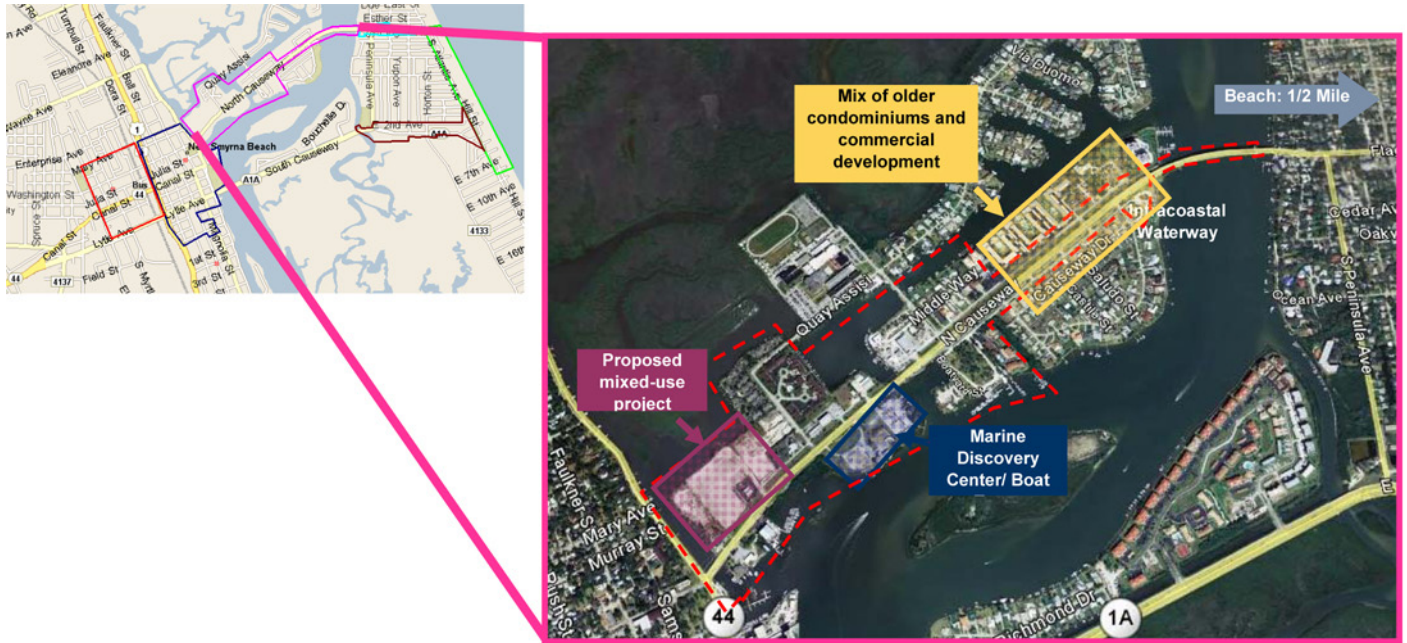
Threats

- Lack of connection between Hospital and Canal Street Commercial
- Area south of hospital is rundown and industrial
- US-1 Commercial is older and less appealing than Canal Street
- Area along US-1 and SR 44 is not walkable

Opportunities

- Potential to work with the Bert Fish Hospital and Southeast Volusia Hospital District on synergistic development opportunities (e.g. supportive retail, residential, etc.)
- Capitalize on the high daytime population from office users to support retail
- Create a stronger connection from downtown to the waterfront

North Causeway District



Undeveloped land with water orientation makes the North Causeway District appealing for high-value development

Strengths

- Strong Intracoastal Waterway orientation
- Surrounding residential areas are appealing; strong home values
- Less congested than South Causeway
- Located near the Flagler Avenue Commercial District, a popular tourist area
- Proposed new mixed-use development at northwest corner of the district
- Municipally-owned marina

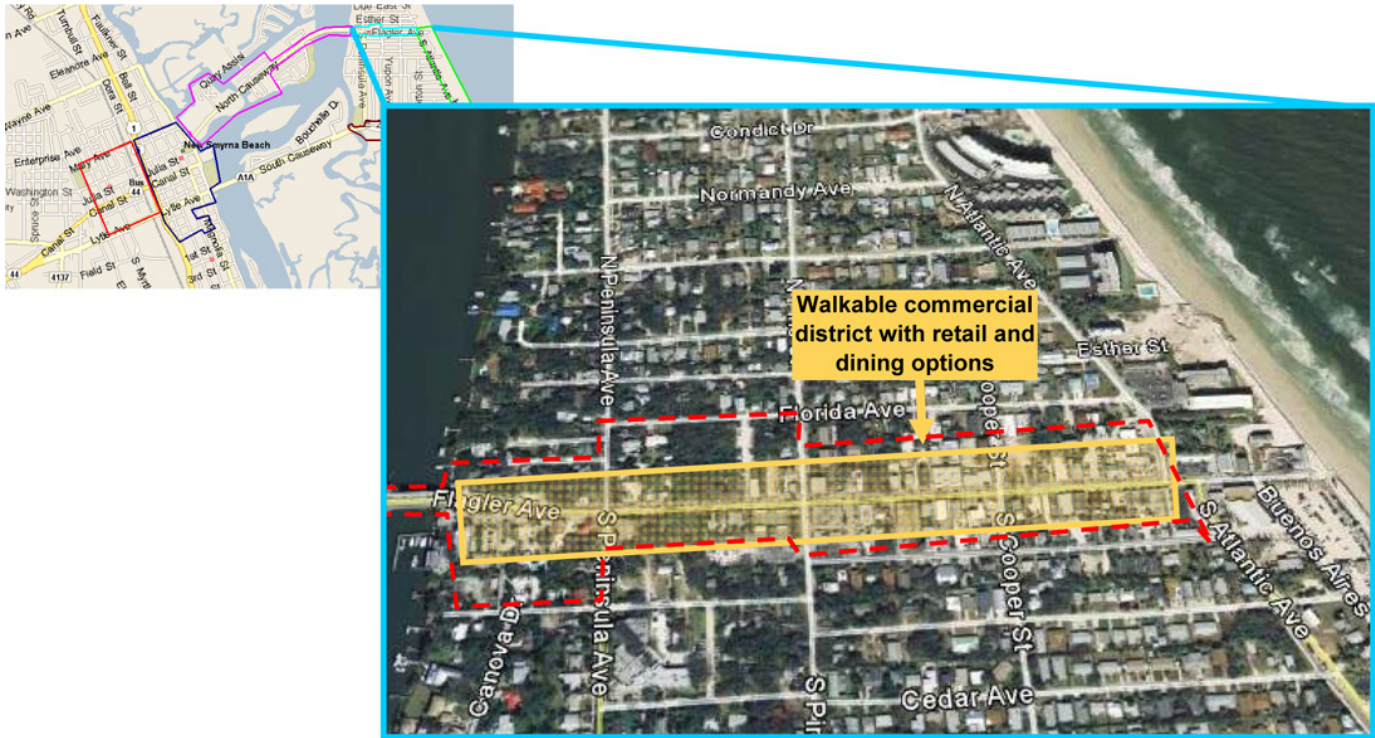
Threats

- South Causeway more popular route to beach
- No retail and services within the area

Opportunities

- Capitalize on excellent Intracoastal Waterway orientation
- Significant undeveloped large parcels of land

Flagler Avenue District



The Flagler Avenue District is currently a thriving retail district that caters to tourists; parking solutions could increase the retail potential of the district

Strengths

- Thriving retail district
- Popular tourist destination
- Strong beach orientation
- Favorable surrounding residential uses

Threats

- Lack of parking for retail patrons
- Area feels congested
- Thin strip leaves little opportunity for significant development

Opportunities

- Creating parking solutions would help retail tenants
- Utilize pedestrian foot traffic to attract retail tenants

A1A District



Due to its unique ocean orientation, the A1A District has potentially the highest valued property within the CRA

Strengths

- Developable oceanfront parcels
- Strong beach orientation
- Strong A1A frontage
- Connects two major commercial areas (3rd Avenue & Flagler Avenue)
- Multiple public beach entry points

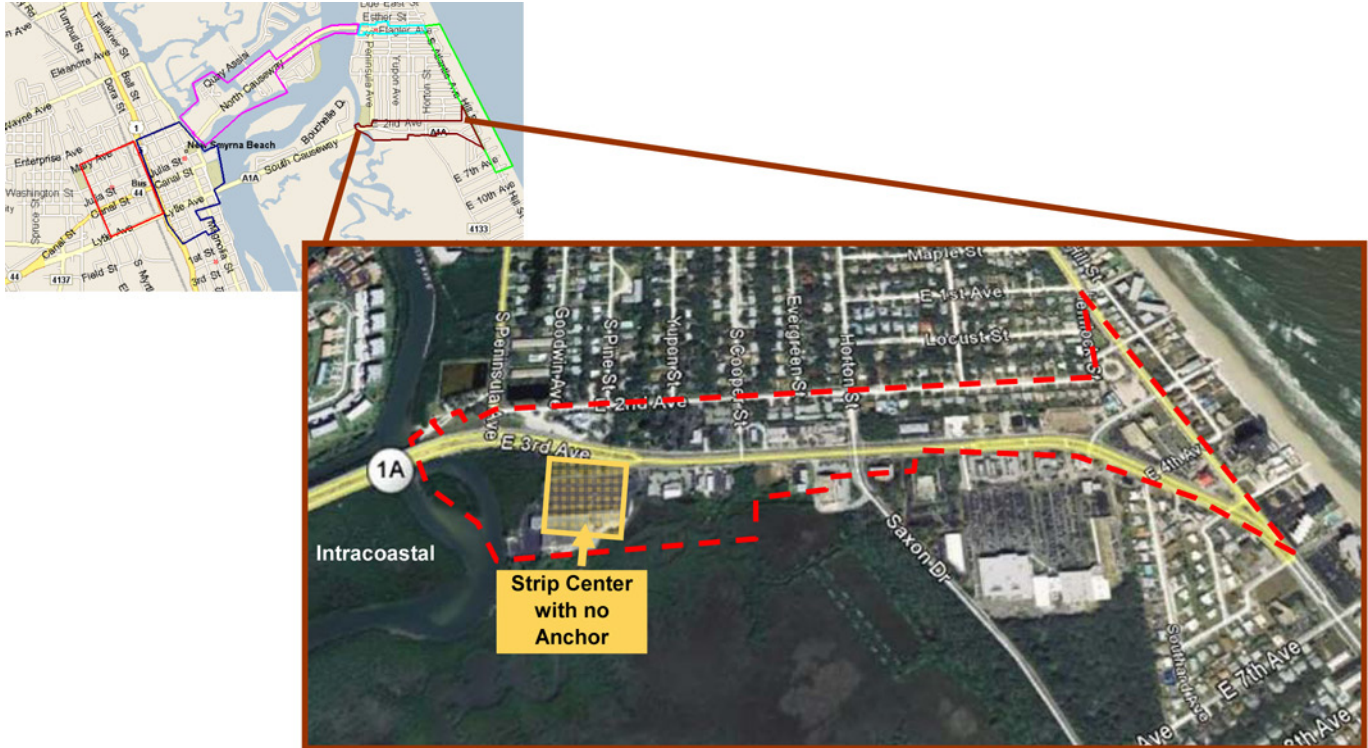
Threats

- Current uses are predominantly older condominium product

Opportunities

- Potentially the highest valued property within the CRA

Third Avenue Commercial District



Despite lacking connectivity, the Third Avenue Commercial District has the opportunity to utilize its strong traffic counts and proximity to the beach to drive retail development

Strengths

- Very high traffic counts
- Strong 3rd Avenue frontage
- Intracoastal water orientation
- Dense surrounding residential area

Threats

- Current commercial uses are old
- High levels of congestion
- Not pedestrian oriented
- Anchor tenant space vacant in strip center

Opportunities

- Redevelop older strip centers to increase appeal of 3rd Avenue
- Make the area more pedestrian friendly
- Increase connectivity from 3rd Avenue to the beach

Preliminary Assessment of Development Opportunity by Land Use and District

The table below indicates the potential development opportunity for each District analyzed by RCLCO in their preliminary assessment. Factors influencing the development opportunities include existing investment, future market projections, and typical development requirements/financials. This analysis indicates that some areas may need development incentives or partnerships in order for a specific land use product to be realized.

LAND USE	WEST SIDE RESIDENTIAL DISTRICT	EAST CANAL STREET	WEST CANAL STREET	NORTH CAUSEWAY DISTRICT	FLAGLER AVENUE DISTRICT	A1A DISTRICT	3RD AVENUE COMMERCIAL CORRIDOR
RESIDENTIAL	X*	XX	XX	XXX	XXXX	XXXX	X
RETAIL	XX	XXX	XXX	XX	XXXX	XX	XXXX
HOTEL AND EVENT SPACE	X	XXX	XXX	XX	XXX	XXXX	XX
SMALL PROFESSIONAL SERVICE OFFICE	X+	XXXX	XXXX	X	XX	X	X

X = Limited or no development opportunity, XXXX = Strong development opportunity

* Opportunity for affordable / workforce housing increases with partnering / financial assistance

+ Julia St. has potential for medical offices near the Health Department and the area could support an Adult Assisted Living Facility

Site Specific Program Recommendations

Building on the preliminary market assessment, CRA staff and the Glatting Jackson team identified four sites that are most ideal for future re-development. RCLCO analyzed these sites to; determine the appropriate market position, achievable prices associated with that positioning, density appropriate for target market audiences, absorption potential, and timing given current market conditions. The four sites included;

West Side Residential Sites

Two scenarios

- Single Family Detached
- Duplex

Market Opportunity

- Strong; Demand exceeds supply

Level of Incentives Needed to Spur Development

- Moderate to Strong

Potential Incentives

- Interest free down payment assistance through the CRA (in addition to SHIP down payment assistance)
- Money towards down-payment for those that live in and/or work in the CRA (i.e. Kissimmee provides \$10,000 through grants)
- Reduced or waived land costs through CRA participation
- Adjusted zoning/density regulations to better reflect housing requirements.



Residential infill and restoration,
New Smyrna Beach

The Badcock Building

Two scenarios

- Retail – new construction
- Retail – renovation

Market Opportunity

- Retail – new construction: Limited in the short term
- Retail – renovation: Moderate, although rent subsidies may be required

Level of Incentives Needed to Spur Development

- Retail – new construction: Moderate to High
- Retail – renovation: Low to Moderate

Potential Incentives

- Façade or interior renovation assistance
- Mortgage subsidy for at least the first year
- Offsite parking
- Opportunity for local arts anchor



Top: Badcock Building,
New Smyrna Beach

Bottom: City Arts Factory,
Orlando, Florida

The Bert Fish Medical Center Sites

Five scenarios

- Garden Apartments, Surface Parked
- Townhomes
- Retail and Medical Office
- Apartments with Structured Parking
- Assisted Living Facility

Scenario	Product	Market Opportunity
5	Assisted Living Facility	Moderate
4	Apartments with Structured Parking	Moderate
3	Retail and Medical Office (Speculative Space)	Limited
2	Townhomes	Limited
1	Apartments with Surface Parking	Strong (however site will not support)

Level of Incentives Needed



High

Moderate

Low

North Causeway Administrative Office Building Site

Four scenarios

- Garden Apartments with Surface Parking
- Apartments with Structured Parking
- Hotel and Retail
- Condominiums

Scenario	Product	Market Opportunity
4	Condos	Limited (short term)/Moderate (mid to long term)
3	Hotel and Retail	Strong (Hotel) /Moderate (Retail)
2	Apartments with Structured Parking	Moderate
1	Apartments with Surface Parking	Strong

Level of Incentives Needed



High

Moderate

Low

It is important to note that these scenarios are not intended to be hard and fast development analysis that can be 'taken to the bank' as a development pro-forma. Rather, they were quick studies to identify order of magnitude development parameters and to flush out the types of issues that would likely be relevant to certain development forms across a cross section of parcels around town. In all cases, the team identified that it is highly likely that modified zoning and land development standards could better position the land with rights more amenable to the market, while assuring character based design within a more easily accessed format to private development interests.

Additionally, it is noted that in nearly any envisioned redevelopment, utility service and building department services will be an important component of the development pro-forma and collaboration between CRA, City and Utilities Commission will be critical. Most development that will occur in historic areas such as the CRA will be incremental and simply cannot afford protracted processes and delays, or single handedly overcome needed retrofits to area infrastructure. This plays directly to the competition between 'downtown' and the suburban corridors which is discussed in Section 4 - Synthesis.

Gibbs Planning Group Retailing Analysis

Gibbs Planning Group (GPG) was commissioned by the City of New Smyrna Beach to conduct an independent third party analysis of the historic Canal Street, Flagler Avenue and west Canal Street commercial districts. The purpose of GPG's observations and recommendations is to explore potential opportunities and to increase commerce and retail sales in these historic areas. During this analysis GPG visited the general New Smyrna Beach region on May 11-15, 2009, touring each of the commercial areas, the surrounding shopping centers and neighborhoods. GPG also met with downtown property owners, business owners, the Chamber of Commerce, elected officials and city staff to gain insight into the local demographics and market preferences, and to hear their suggestions for the study area. GPG's recommendations are summarized below and the complete report recommendations are provided in the appendices of this report.

Overview

The CRA shopping areas consist of an interesting collection of small boutique stores and restaurants that appeal to local residents and recreational shoppers. However, the economic viability of the City's commercial areas is challenged. While some retailers have steady sales and

profits, many of New Smyrna Beach's specialty stores report declining sales, resulting in an unsustainable business model.

This study finds that the greater New Smyrna Beach community is generally underserved for many of its primary commercial goods and services, resulting in a potential to support up to 895,000 square feet of new retail development. This market growth potential is being artificially suppressed by non-market factors such as zoning, land use entitlements and a general public opposition to popular modern retailers and restaurants. Additional retail and restaurant development in or near New Smyrna Beach's commercial districts could improve sales for existing businesses by capturing residential and visitor spending that is leaving the region. For example, a new fishing equipment store that recently opened on Canal Street has had a strong opening by filling an unmet market void. Additional retail and restaurant development is needed for New Smyrna Beach's three historic commercial areas to be economically sustainable. Restricting new commercial growth to protect a few specific businesses is shortsighted and counterproductive for the region's economy as a whole.



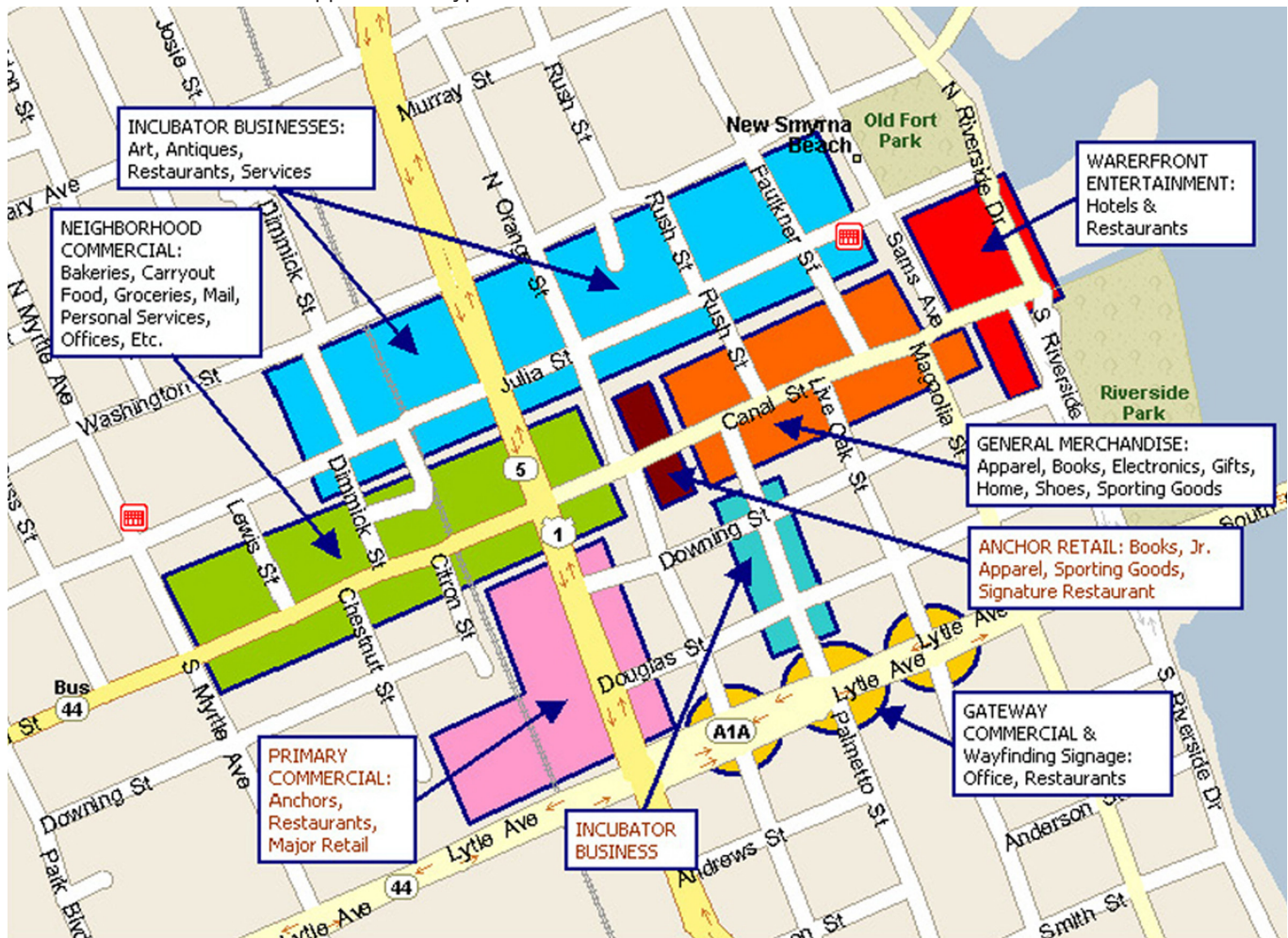
Left: New Smyrna Outfitters
402 Canal Street, New Smyrna Beach

Top: Southern Trends Home Furnishings
334 Canal Street, New Smyrna Beach

General Recommendations

- New Smyrna Beach's three historic commercial districts should attempt to establish individual niches that complement each other, and attempt to better serve the needs and desires of the residents, visitors and employees.
- As much as possible, the three commercial areas should attempt to retain their existing unique retail mix, while attracting new businesses that service local residents and tourists.
- The City should seek brands and price points that appeal to New Smyrna Beach's residents, workers and tourists.
- The City should develop an incentive to relocate first level office uses from prime retail corners.

The original Gibbs Planning Group analysis indicated the potential for incubator businesses on Washington Street and neighborhood commercial on East Canal Street to Myrtle Avenue. Subsequent community discussion has confirmed that these two corridors should support these type of uses.



Canal Street General Merchandising Plan,
Gibbs Planning Group, June 2009

East Canal Street Recommendations

- Expand Canal Street's neighborhood services, and return it to its historic role as New Smyrna Beach's primary shopping destination.
- Continue to promote office and governmental uses along Canal Street (upper building levels preferred).
- Attract hotels along Canal Street's waterfront
Note, these new hotels should be located within an easy walking distance of New Smyrna Beach's historic shopping districts.
- Encourage new appropriately sized and scaled hotels.
- Attract new neighborhood retailers such as banks, bakeries, carry-out food, florists, personal service, groceries, mail centers and restaurants along the western end of East Canal Street (U.S. 1 – Rush).
- Establish a general merchandise core of apparel, books, home furnishings, jewelry, sporting goods and shoes along the Canal's central area. Seek junior anchor stores along Canal Street's central area (Rush to Live Oaks).
- Promote restaurants and hotels along the waterfront (eastern) edge of Canal Street. Relocate existing governmental offices at the northwest corner of Riverside and Canal.

Flagler Avenue Recommendations

- Continue to reinforce Flagler Avenue's niche as a resort and tourist destination.
- Promote additional unique apparel stores, art galleries, restaurants, specialty gift shops and unique shops.
- Encourage new appropriately sized and scaled hotels.

West Canal Street Recommendations

- Attract businesses that reinforce the needs of the local residents such as carryout food, groceries, personal care, restaurants and neighborhood goods and services along Canal (Myrtle Ave. to U.S. 1), and along Washington and Julia Streets west of U.S. 1.
- Encourage and assist new start up businesses from local residents.
- Seek day care, medical, real estate and local service businesses.

Other Recommendations

GPG has provided other recommendations related to the following subjects. Detailed descriptions of these recommendations can be found in the appendices of this report.

- Small Business Operations
- Business Improvement & Recruitment
- Parking
- Building Facades
- Performance Measurements
- Tourism Expenditures
- Business Improvement District
- Marketing
- Wayfinding Signage
- Store Business Practices
- Store Maintenance

Commercial Demand

GPG estimates that presently New Smyrna Beach has the potential to support up to an additional 895,000 square feet of restaurant and retail growth. This opportunity reflects New Smyrna Beach's substantial residential, employment and tourism demographics, combined with its quality historic character. Note that this figure is higher than RCLCO's estimate that only included demand generated from the City itself.

This additional commercial development could have generated up to \$420 million in annual retail and restaurant sales in 2009, representing captured consumer spending that is presently leaking outside of New Smyrna Beach. Expanding New Smyrna Beach's market share will require numerous management and physical improvements to be implemented by both the private and public sectors.

04

Synthesis

Infrastructure Enhancement

+

Private Investment



"Penny Saver" Site Conceptual Redevelopment
(redevelopment assistance, design guidelines)

There is an untapped market potential for the area in virtually every business category.

Summary of Findings

Following the public input sessions, development of the Themes and reviewing the market studies, there were a number of collaborative meetings and workshop sessions (including the CRA Board and City Commission) to discuss the input, establish meaning and direction. Glatting Jackson / AECOM prepared a summary technical memo with several 'Findings' that provided comment as well as direction on several salient observations and issues:

- New Smyrna Beach has a physically attractive and culturally rich downtown fueled by the strong commitment of numerous resident business owners and community leaders who love the 'Small Town' activity and character.
 - The community envisions continued enhancement of the downtown social, cultural and economic activity & diversity while maintaining downtown's exciting character, but is widely divided in how to achieve this result.
 - It is more difficult to develop in downtown than in the suburbs. This is due to a variety of factors common in many historic Main Streets within regional growth areas.
 - Many of the existing businesses would not be commercially viable under conventional business modeling or market conditions. Many of the existing downtown businesses operate under special conditions (such as ownership of their building/low rent payments, low profit requirements, etc) that would not be possible for new investment or business owners to easily replicate.
 - The existing regulatory and policy structures are not well aligned with the downtown development uses or forms. As a result, the Merchants feel highly disenfranchised and the area is 'known' as being very difficult to implement new investment. (example: very little significant new private investment constructed during two recent building booms over a 15 year period of time).
 - There is an untapped market potential for the area in virtually every business category. There is a specific desire for 'Staple' commercial uses such as; grocery, clothing, restaurants, bank, mail, etc.
 - The realization of the potential is being inhibited by several factors which are generally controlled by the community.
 - Continued enhancement of activities in downtown will require additional strategies (some of which have already commenced) to engage the development community in new and dynamic ways.
 - Parking will continue to be an issue for discussion. Canal Street currently contains plenty of on-street and public / off street facilities, however, the CRA should seek opportunities to partner with development to increase the overall supply. Flagler Avenue has some parking deficit towards the east side, primarily driven by Beach visitors. New capacity can be achieved thru currently planned park enhancements and an enhancement of the Boardwalk Park, Esther Street Park, Jessamine Lot Expansion, and Cormeth Shared parking. Significant redevelopment opportunities may require structured parking in the future and should be taken into consideration when designing surface parking.
- BFMC will require more parking over time, and discussions have included the possibility for a parking deck which would both facilitate new development as well as 'clean up' the unsightly parking block immediately east of the hospital as well as many of the sporadic lots in the area. (see Appendix).



Left: Multi-family residential (downtown infill)
 Top Right: US 1 southbound at Canal Street (gateway)
 Bottom Right: Flager Boardwalk Park (signature park)

Challenges and Opportunities for Downtowns

Many of the issues identified in New Smyrna Beach are related to underlying challenges common to many historic downtowns. Several significant, but related events have occurred in the last fifty years that caused the deterioration of downtowns across the United States, and promoted new investment in outlying suburban areas. A discussion of this evolution reveals several critical factors that must be addressed in order to reverse the trend and bring vitality back to downtown.

Changes in transportation patterns to better access growth opportunities in outlying areas has been one of the most important factors affecting land use and downtowns. In New Smyrna Beach, the realignment and expansion of both US 1 and SR 44 have drastically de-emphasized the historic Orange Street, Canal Street and Flagler Avenue retail centers as the new highways are primarily designed to facilitate high speed through-traffic to new residential opportunities. These transportation changes happened at roughly the same time as many downtowns de-emphasized residential and jobs in the downtowns, particularly near 'dirty' industrial areas, in favor of 'clean' greenfield settings. Ultimately, the trend towards reduced downtown industrial in the United

States left a legacy of dysfunctional property and vacated residential neighborhoods. As historic downtowns faced decades of population loss and capital flight associated with these changes, many of the basic 'staple' commercial uses relocated to follow the new residential – and that retail began to package itself at a much larger scale commensurate with broader, lower density trade areas that could only be accessed by car. For many small towns and cities, the economic and social transformations of the last fifty years have left their once-thriving downtowns foundering and struggling to remain relevant.

The good news for downtowns is that today, with many large suburban areas now constructed, the fundamental 'sameness' and transportation dysfunction of the built-out suburban environment is creating a renewed interest in the character, human scale and individuality of historic downtowns. Small scale pedestrian oriented, urban places with diverse housing choices, proximity to work and shopping and unique public realm of parks and natural areas is growing in popularity as a lifestyle choice. These characteristics have always been mutually consistent with many of the most popular second home and tourism destinations. And even for those who choose to live in more suburban locations, they often identify strongly with the character downtown as being part of their 'address'. Therefore, the potential value and benefit of reinvesting in downtowns is significant.

Unfortunately for downtowns, it is often fundamentally easier to develop in the suburbs. Land is generally less expensive and available lots are large (allowing for ample, inexpensive parking), utility and roadway infrastructure is usually newer, access to roads with a lot of 'trips' satisfies retail investors, and zoning approvals are often less stringent due to the lack of physical character or NIMBY's to respond to. These factors, and others, make suburban growth generally easier on both the private sector and public sector to administer with generally predictable returns. However, in many cases, suburban development may not have as much 'upside' for long term increased value because it does not enjoy the unique character, specialization and adaptability to change as downtown.

In order to realize the unique potential of the downtown areas, the fundamental issues associated with the demise of downtowns must be addressed. Transportation patterns, while not reversible, must be tamed, with better access, choices and visibility to downtown. Residential and Employment must return to the downtown to re-establish proximate, sustainable purchasing power to support retail. Daily needs retail must be reincorporated into the downtown. This is often challenging because these uses have grown to develop primarily in large format, suburban patterns that cannot be accommodated on Main Street, and which may threaten physical character or economic viability of unique Main Street activities. Nevertheless, it is important for more of these uses to be at least near downtown to shift the shopping and circulation patterns to locations near to the historic center. Infrastructure must be re-established, often after decades of disinvestment because downtown was not growing. Buildings are often older, with expensive building code compliance issues and a public desire to decoratively enhance the historic character. And the Public Realm must be an attractive and superior alternative to what can be found in the suburbs.



Left: Restored single-family residential (downtown infill)
Center: The Shops at 421 Canal Street (main street retail)
Right: Flager Avenue Retail District (pedestrian activity)



**Main Street Bartow, Inc. & Citrus Sports
with Polk County Sports Marketing
Present**





**A two day cycling event including a three distance
On-Road Cycling Tour on Saturday and
a Florida Cup Point Series Twilight Criterium
featuring Pro Cyclists from all over the southeastern
United States on Saturday and Sunday.**

Saturday the 5th	Sunday the 6th
Central & Main Street	Criterium Starts 8:00am - 3:00pm
7:00 am Registration	Main Street
8:00am - 65 & 35 Mile Road Tour	Bring a picnic lunch or visit one of
8:15am - 18 Mile Family Fun Ride	our Downtown Restaurants.
Criterium Starts at 2:00 - 9:30 pm	Entertainment
Main Street	Come and see some
Kids Bike Rodeo 4:00-6:00	exciting cycling.
Sofa Kings 6:00-9:00	
Bring your lawn chair and come hang.	

**Labor Day Weekend
September 5th & 6th Saturday & Sunday**

For more info call 863-640-1024

Tour De Tow Even Flyer
Bartow, Florida
(marketing, branding, and events)

There are also many non-physical things, activities which would be helpful towards the goals of increased activity:

- **Marketing, Branding and Events** are critical to downtowns – to create activity in emergent areas and to compete with much larger and more organized advertising campaigns of the national retailers found in suburban centers.

- **Land Development Codes and Building Permit processes**, which are typically geared towards decades of conventional suburban zoning, must be re-written to be conducive to in-town development without being so complex or confusing that new development is driven to the simpler suburban alternative.

- **Strategic Land Assembly** is critical to create parcels large enough to accommodate redevelopment and its associated parking.

- **Organizations** such as Main Street, CRA or independent Merchants Groups - *properly funded and coordinated* - provide critical management structures to provide comparable functions to the well organized Property Management groups found in large suburban developments

- **Dynamic incentives** are often necessary to entice both individuals and small businesses to 'take the risk' in markets that are not fully established or in environments which are inherently more expensive or complex.

Partnerships are critical because without single, large land owners to comprehensively fund the solutions to - many individual players will be needed to accomplish new projects. Further it is important to note that most downtown development is accomplished by small, individual developers or property owners who have limited resources and less ability to survive a protracted process with unclear timeframes or requirements.

Downtowns are often critiqued in the face of these partnerships, because even small downtown projects are typically highly visible. Yet, suburbs often receive significant incentives to develop through the policies and new infrastructures which are put in place to facilitate new growth. Downtowns, which have been disinvested for so long, need new attention and tools to reposition themselves as not only competitive with the suburbs, but as attractive alternatives for a development and finance community that has 50 years of engrained experience doing 'conventional' projects. New tools and bold leadership are required.

Essential Elements for Downtown

The New Smyrna Beach CRA Master Plan Update Process has facilitated a dialogue about the character areas of the community. In order to foster the kind of vital, active and character driven downtown many participants have desired there are some essential elements for change, including:

Increased Residential (permanent and temporary) Development

- Support and enhance existing neighborhoods
- Provide varied residential development opportunities
- Include quality rental properties
- Broaden hospitality options
- Special incentives for high-quality West Side residential infill

Increased Activity

- More people living in the downtown
- More activities after 5pm
- Continued / frequent EVENTS in the downtown areas for both permanent and temporary residents as well as others within the region

Improved Coordination

- Improved communication efforts between NSB groups
- Improved coordination between Main Street Merchants
- Clear delineation/mutual understanding of respective missions & responsibilities
- Partner with the Utilities Commission regarding utility and infrastructure development
- Collaboration between CRA, City, UC, BFMC, Southeast Volusia Hospital District and Volusia County towards a common vision – reinvestment in downtown.

Shift from Regulation to Facilitation

- Recognize that urban development is inherently more complex than suburban development
- Seek to facilitate desired development projects of all sizes
- Cater to small development as well as large ‘developers’
- Update or change land development regulations to focus on “form” instead of “use”
- Create a more diverse incentives program to entice both individual property owners and larger organizations to invest.

Downtown Development Recruitment

- Develop a targeted business recruitment effort
- Coordination with Bert Fish Medical Hospital and Southeast Volusia Hospital District on infill office and residential potential and retail synergy
- Recognize the importance (and needs) of small scale development (and developers)
- Incentivize / catalyze activity
- Get quality movement on key parcels, especially the FEC properties, Dunn Lumber, “Penny-Saver”, Administrative Office Building site, and other critical properties.
- Support initiatives to re-establish rail transit in the area, including a station at/near the Historic Canal Street/Rail intersection.

05

Frameworks for the Future

While this plan identifies a need for continued physical improvements, the results of this plan include a much stronger emphasis on policy revisions, re-commitment to partnerships, dynamic incentive packages, and stronger marketing/events programs.

Synthesis: Vision + Design Frameworks

The New Smyrna Beach CRA Master Plan Update is a vehicle for discussing the community's shared vision and identifying initiatives to achieve that vision. Synthesizing the many points of input, the Citizen Based Themes evolved into a set of six Strategic Frameworks, as a flexible armature for achieving the community vision over the long term. The Strategic Frameworks include:

- **Strengthen the Neighborhoods**
- **Enhance the Main Streets**
- **Create a Healthcare District**
- **Broaden the Tourism Market**
- **Enhance the Green and Blue Infrastructure**
- **Connect the Community**

Specific Action Items and Design Concepts are presented for each Framework. The Actions are organized into four typologies:

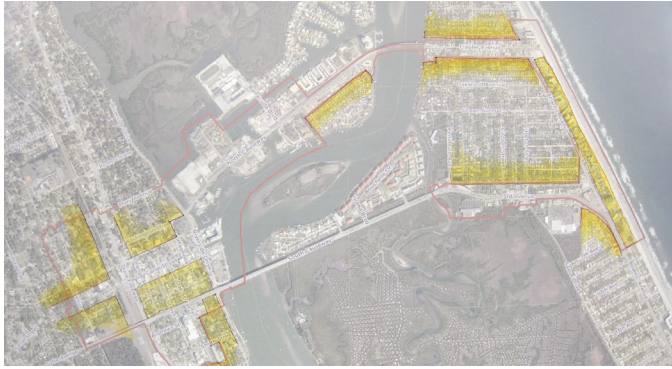
- **Capital Improvements**
- **Policy & Partnerships**
- **Investment Facilitation**
- **Marketing & Events**

It is important to note that some of the ideas appear in more than one Framework area, and this 'multiple benefit' characteristic became one of the important criteria points for prioritizing the final Action List.

Historically, much of the CRA program was geared towards capital projects. While this plan identifies a need for continued physical improvements, the results of this plan include a much stronger emphasis on policy revisions, re-commitment to partnerships, dynamic incentive packages, and stronger marketing/events programs.

Not all of these elements (such as the new Incentives package) have been fully developed as part of this project, however, budget numbers were developed based on successful comparable models reviewed by the participants (see Incentives Memorandum, Appendix). This was based both on internal stakeholder discussion, as well as interviews and case study review with other successful CRA directors in small and medium sized cities.

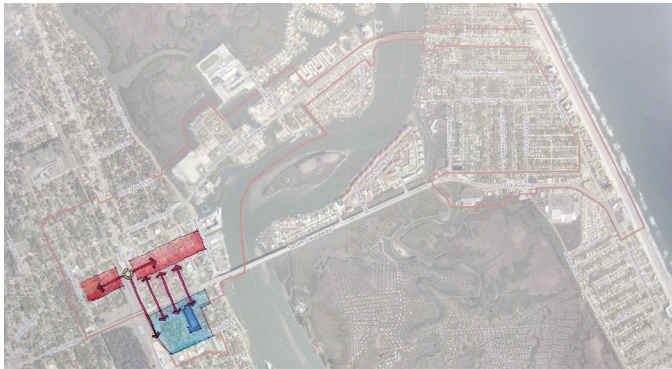
01 Strengthen the Neighborhoods



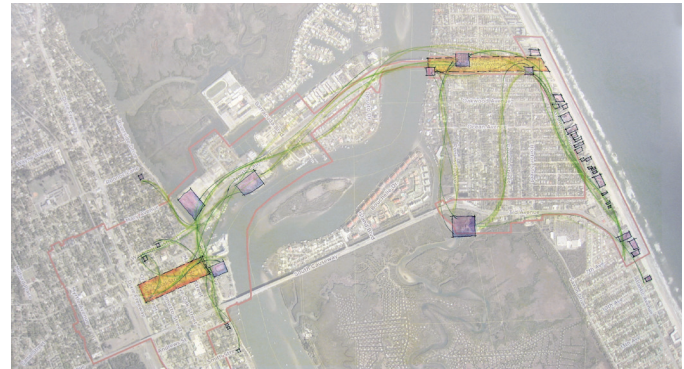
02 Enhance the Main Streets



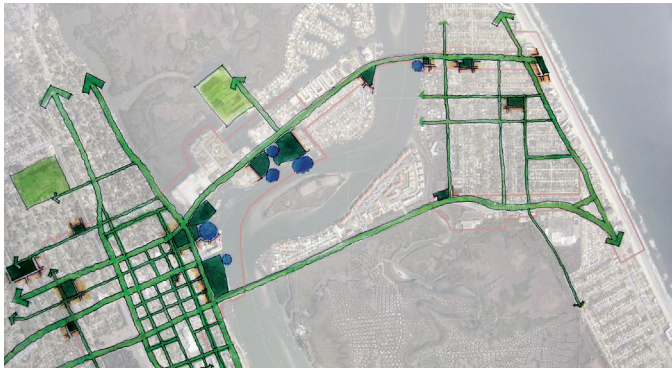
03 Create a Healthcare District



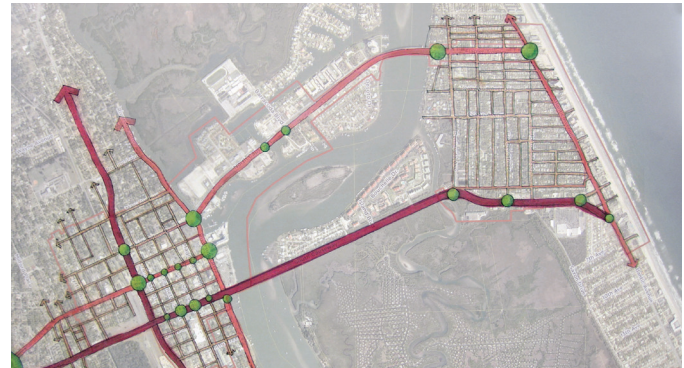
04 Broaden the Tourism Market



05 Enhance the Green and Blue Infrastructure



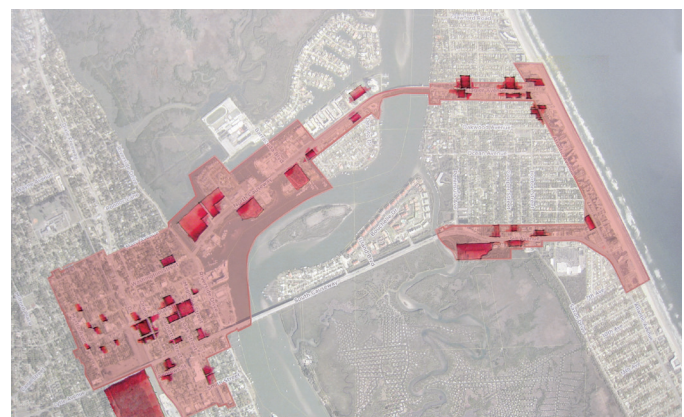
06 Connect the Community



Opportunity Sites

There are numerous opportunity sites for redevelopment within the CRA. Strategic initiatives like incentives, partnerships and facilitation will be key to realizing their highest and best use.

- Administrative Office Building
- Pennysaver Site
- Winn Dixie Plaza
- Badcock Building Site
- West side residential infill sites
- County Administration site
- Brannon Center site, Flagler Avenue sites, Medical Area Parking Lot, Smith Street Utility site



Strong Communities are invariably defined by strong neighborhoods. The basic infrastructure or “bones” need to be strong in order for a neighborhood to be healthy and active. Infill residential, streetscapes, utilities upgrades, and design standards are examples of these “bones”.



01 Strengthen the Neighborhoods

Capital Improvements

- Mary Street Infrastructure Project (underway)
- West Canal Street Infrastructure Project (underway)
- Myrtle Ave Infrastructure Project (street and sewer)
- Enhance Washington Street Gateway corridor
- Annual Budget for Sidewalk Crossings, Lighting and Trees
- Washington Street Business District
- Utility Capacity

Policy & Partnerships (successful community example)

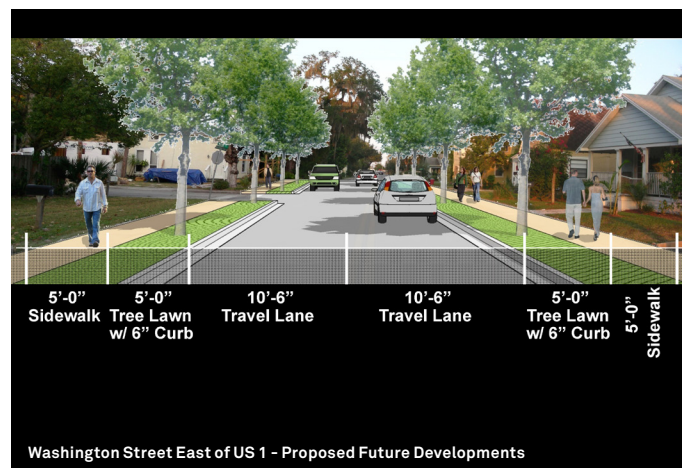
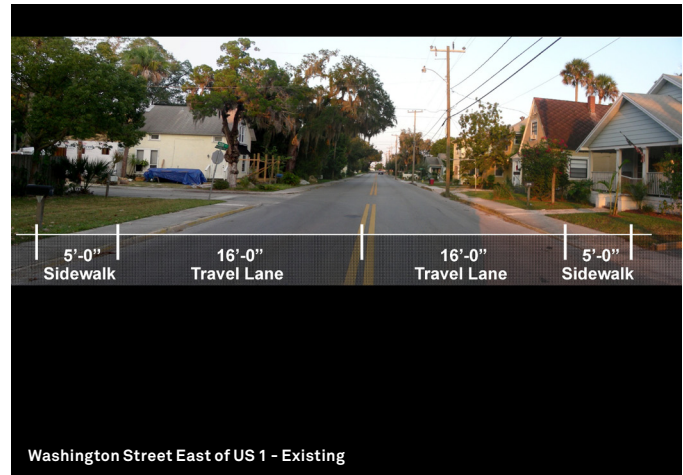
- Code enforcement (Delray Beach)
- Design Standards/Code Revisions (Eustis)
- Consider an Arts District overlay with incentives (Bradenton)
- Bonus Densities Program (Orlando)
- Revise Land Development Code to better serve infill housing (Orlando)
- Limit future commercial intrusion into residential (Orlando)
- Examine Housing Program Approaches – Option to develop/expand a Local Housing Organization to facilitate new units at attainable price. (Winter Park Land Trust)

Investment Facilitation (example community)

- Paint/Upkeep Grants (Kissimmee)
- Residential Investment Grants (Kissimmee)
- Impact fee assistance
- Art in key visible areas: waterfront, parks, gateways, retail districts, etc. (Lakeland)
- Arts Village Concepts / Events? (Bradenton)

This corridor serves the dual role of neighborhood connector and regional beach gateway. The existing large travel lanes, small sidewalks, intrusive utilities and lack of trees are easily addressed in incremental steps.

Washington Street
Streetscape
(Gateway to Beach and
Neighborhoods)





Washington Street Business District

Concepts include : purchase and renovation of historic commercial building to create business incubator; streetscape, sidewalks and utility burial; infill residential and neighborhood commercial accomplished through assistance programs.



Infill Residential/Neighborhood Commercial

Various forms of infill residential and neighborhood commercial are possible, particularly if the cost of land can be reduced. On Julia Street, the CRA owns several properties which would accommodate many forms of residential. New design standards could better guide the form of new buildings.



Washington Street, New Smyrna Beach
(single family re-investment)

Property Improvement Incentives

Incentives such as paint vouchers will assist homeowner based enhancements, beautifying the neighborhood and increasing a sense of pride of place and property.

Main Streets are the economic heart of the CRA. Active main streets are indicators of downtown economic health. Main Streets should welcome and excite its patrons thru events, partnerships, and a diverse retailing environment. Programs and partnerships to bring “feet to the street” and assist small business investment.



02 Support the Main Streets

Capital Improvements

- Parking on Canal / Flagler
- 3rd Avenue and North Causeway Streetscapes
- Drainage issues on Flagler
- Gateway Enhancements
- Wayfinding Signage to better identify the historic main streets, neighborhoods, BFMC, and key cultural destinations

Policy (Successful Community example)

- Design Standards/Code Revisions (Eustis, Lakeland)
- Bonus Densities Program (Orlando)
- Streamline Development Approval Process and Assistance (Lakeland, Eustis)
- Support strategic property redevelopment (Eustis)
- Consider future use of FEC Property
- Support Main Street Activities and Promote ‘Best Practices’ retailing (Bartow, Orlando, Kissimmee)
- Support Comprehensive Wayfinding / Signage (Bartow, Orlando, Bradenton)
- Facilitate Mixed Use in appropriate areas, with commercial on the first floor and residential on upper floors.

Investment Facilitation

- Incentives Program including Cash and Loan Subsidy (Sanford)
- Strategic Partnering / Incentives for key parcels (Bartow, Kissimmee)
- Fund a Main Street Coordinator (Bartow, Orlando)
- Market Available Sites (Sanford)
- Increased Façade Grant activity – outreach to ‘quiet’ sites (Kissimmee)

Marketing and Events

- Outreach to BFMC, Condos and Hospitality regarding Events
- Develop the ‘Circle’ geography (Canal-Flagler AIA-SR44 with visible iconography, streetscape and a comprehensive calendar of activities with clear funding sources and responsible parties. (Lakeland, Bartow)
- Develop a ‘Buy Local’ Program for CRA Businesses (Orlando)
- Recruit key businesses / uses that can act as a regional draw (Delray Beach, Bartow)

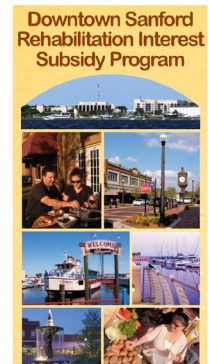
Procedures

The loan applicant must submit documentation to the CRA detailing the renovation to be performed as well as details concerning the proposed loan. If approved by the CRA Board, the CRA will then issue a letter approving the subsidy subject to normal underwriting criteria. Once the loan is approved, the applicant must submit full details to the CRA. The amount of the subsidy will be fixed and the funds will be released to coincide as near as possible to the effective date of the loan.

The CRA must be notified should the building be sold if the building applicant is the owner or the business is sold if the applicant is the tenant.

An example of how the program will work

A building owner needs to rehabilitate a structure at a cost of \$150,000. A market rate loan is currently available at 6.5% amortized for 20 years. The City would offer a loan subsidy of \$37,450 (effectively the difference between the 20 year payments required for a 6.5% loan and a 1% loan) into an escrow account. The escrow account would decline at the rate of 1/120 for each month over the 10-year period, as long as

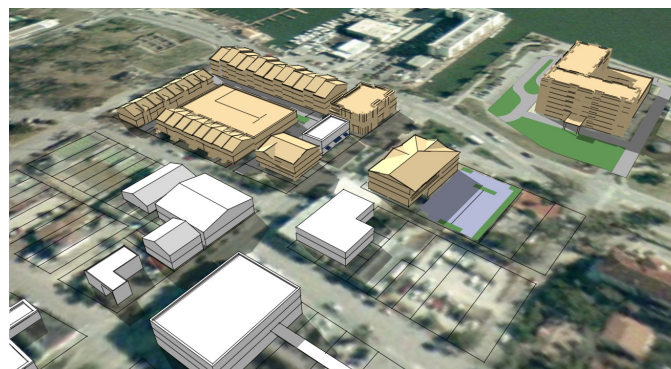
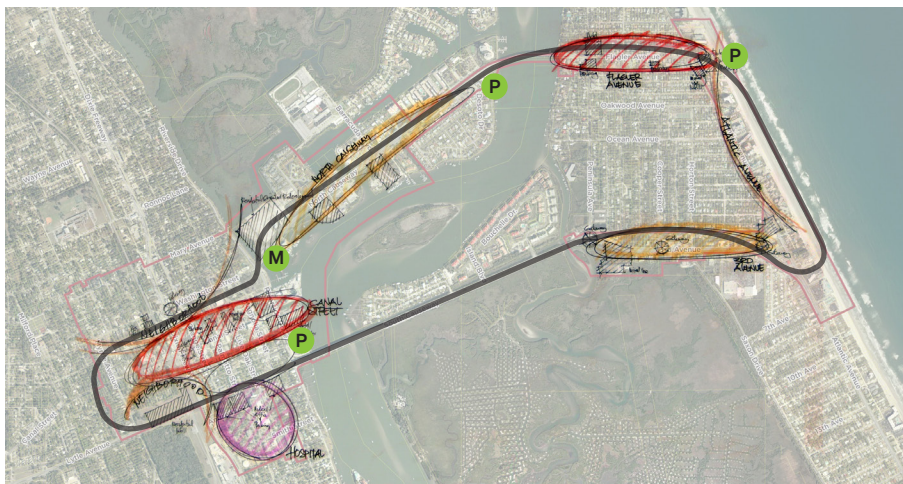


Top: Example redevelopment incentive program
Sanford, Florida

Bottom: Motorized golf cart jitney
Flagler Avenue, New Smyrna Beach

Branding the District

The “circle” is a geography of significant streets (driven by bridges and historic Main Streets) which links all of the character places within the CRA. The “circle” could be marketed as a place for shopping, festivals and events, such as road races and cycling exhibitions. The “circle” can also be reinforced through consistent district wayfinding, pedestrian treatments and landscape.



Redevelopment Example : Volusia County Site, Brannon Center, Bellsouth Site

Canal Street and Riverside Drive is a significant ‘Main & Main’ intersection for the downtown. The properties at this location have aging buildings that are not particularly active on the ground floor, or contributing towards the goal of increased residential. The above diagrams illustrate mixed use development opportunity on all 3 sites. The county site could accommodate new county buildings and maintain the historic Chamber of Commerce while incorporating retail and residential. The Brannon Center could be rebuilt as a waterfront hotel with publicly available meeting space.



“Pennysaver” site

This property, if combined with the adjacent public parking lot could easily accommodate new mixed use development. Incentives and Design Standards would assist in guiding this opportunity.



Healthcare Districts provide for community well-being and are significant economic engines. Bert Fish Medical Center is an important employment and industry base located downtown. Healthcare Districts need infrastructure for related medical development and continued investment from practicing physicians.



03 Create a Healthcare District

Capital Improvements

- District Branding with Signage and Wayfinding
- Sidewalk and Crossing Enhancements to calm traffic and improve walkability
- Andrews and Palmetto Enhancements and Infrastructure
- SR 44 Crossing Improvements
- Parking Garage (Andrews or Live Oak) with a mixed use project

Policy

- Design Standards/Code Revisions (Orlando)
- Streamline Development Approval Process and Assistance (Lakeland)
- Strategic/Regular 'Directors' meetings with BFMC and Southeast Volusia Hospital District (Ocoee)
- Support strategic property and Medical Office redevelopment (Ocoee)
- Support / Recruit teaching opportunity
- Support downtown residential, including ALF Senior Housing
- Approval process 'dream team' (Orlando)
- Support eventual relocation of Smith Street backup utilities
- Support nearby Hotel uses (Orlando)

Investment Facilitation

- Incentives Program for Residential and Medical Office (Kissimmee, Orlando)
- Strategic Partnering / Incentives for key parcels (Kissimmee, Orlando)

Marketing and Events

- Special opportunities for BFMC employees, patients or visitors
- District signage / branding
- Promote Healthy Living at NSB – 'Healthiest Beach Community'
- Outreach to Doctors regarding investment opportunities and needs



Top: SR44 and Palmetto intersection pedestrian crossing enhancements would provide a sense of character to this harsh intersection while emphasizing and entry point into the Hospital area.

Bottom: Hospital wayfinding and signage, Orlando, Florida



Hospital Partnerships

The City of Orlando has been working strategically with both Florida Hospital and Orlando Health to assist in campus development and to leverage the economic development potential of these significant economic engines. The Florida Hospital Health Village and Orlando South Downtown District Plans are yielding early results. Kissimmee and Ocoee are additional examples of communities beginning collaborative Healthcare District planning.



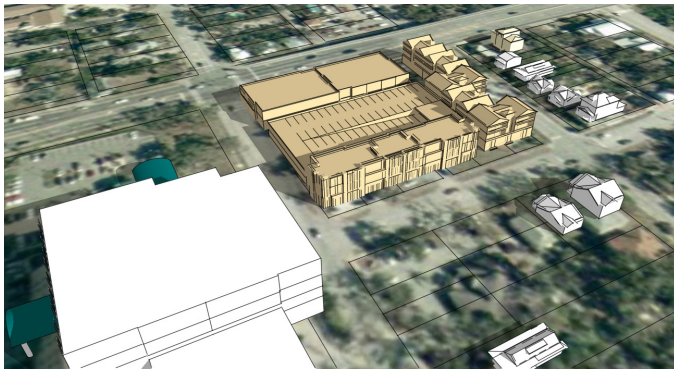
Florida Hospital redevelopment
Orlando, Florida



There are several properties east and west of the main hospital building that are ideal for new medical office and clinical development, possibly in conjunction with work-force residential and/or structured parking.

Many of the streets are served by minimal infrastructure or streetscape; this condition could be improved proactively, or in conjunction with a specific project through CRA, UC, City and BFMC partnership.

Revisions to the Land Development / Zoning Code and design standards could also better support a mixed use, urban development opportunity.



The Main Street merchants should provide outreach to Medical District patients, employees and visitors to capture this dining and shopping audience.



New Smyrna Beach is a major beach-side tourism destination. Embracing this through economic development, signature events, and marketing will enhance the viability of the Main Streets. Promoting the “Charm”, means maintaining and enhancing the offerings to potential visitors, who can support the CRA Main Street retailing establishments that define historic New Smyrna Beach.



04 Broaden the Tourism Market

Capital Improvements

- Landscape / Branding of the Loop Geography
- Potential Utility Upgrades if needed
- Assist with Parking Capacity
- Wayfinding on the ‘Loop’
- Street / Gateway improvements at Canal/44 and 3rd Atlantic

Policy

- Design Standards/Code Revisions
- Streamline Development Approval Process and Assistance
- Support strategic Hotel property redevelopment with minimized neighborhood impacts
- Consider Hotel / Height near the beach
- Consider Hotel uses for Flagler and Canal sites, and Hotel/ Convention Center for Administrative Office Building Site on North Causeway

Investment Facilitation

- Incentives Assistance with Assembly and/or Impact Fees (Kissimmee, Orlando)

Marketing and Events

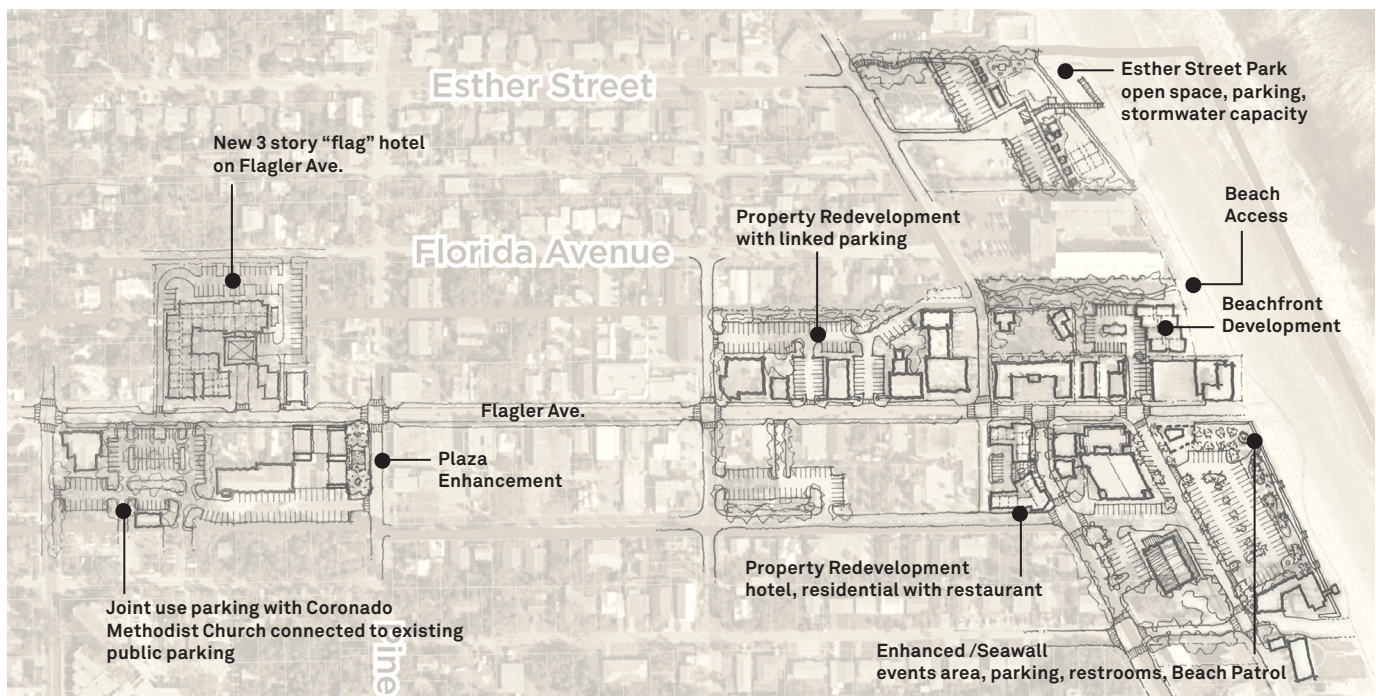
- Outreach to Hospital Visitors (Orlando)
- Outreach to Family rentals via events, activities, programs (Delray Beach)
- Special opportunities for BFMC employees, patients or visitors (Orlando/Disney)
- District signage / branding (Orlando)
- Outreach to Doctors re-investment opportunities / needs (Orlando, Ocoee)

In order to expand the tourism “net”, the following recommendations are provided :

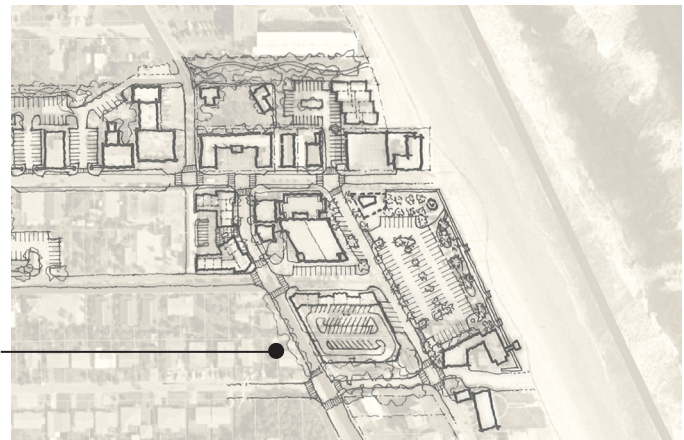
- Attract “Flag” Hotel to provide more short-stay / high turnover visitor accommodations to support singles / couples who typically employ a higher discretionary spending at restaurants and retail establishments
- Increase permanent and temporary residents to support retail and services
- Market key opportunity sites for redevelopment
- Consider modifying regulatory policies to incentivize high quality tourist related development and establish design standards to ensure development form is consistent with the character of New Smyrna Beach
- The mission is not to significantly alter New Smyrna Beach’s status as a family oriented destination, but to carefully broaden its offerings to a wider audience

The Design Team identified and studied potential development scenarios (i.e. Residential, Hotels and Mixed use) on key opportunity sites within the “New Smyrna Beach Circle”. These include Flagler Boardwalk Park, Flagler Avenue, North Causeway Administrative Office Building (AOB) site, Brannon Center, Volusia County site, Pennysaver site, 3rd Avenue Winn Dixie site as well as other sites within the CRA.

Conceptual Flagler Avenue enhancements with Flagler Boardwalk Park structured parking



Option for structured parking in partnership with new property redevelopment.



Conceptual North Causeway enhancements (Townhome option)



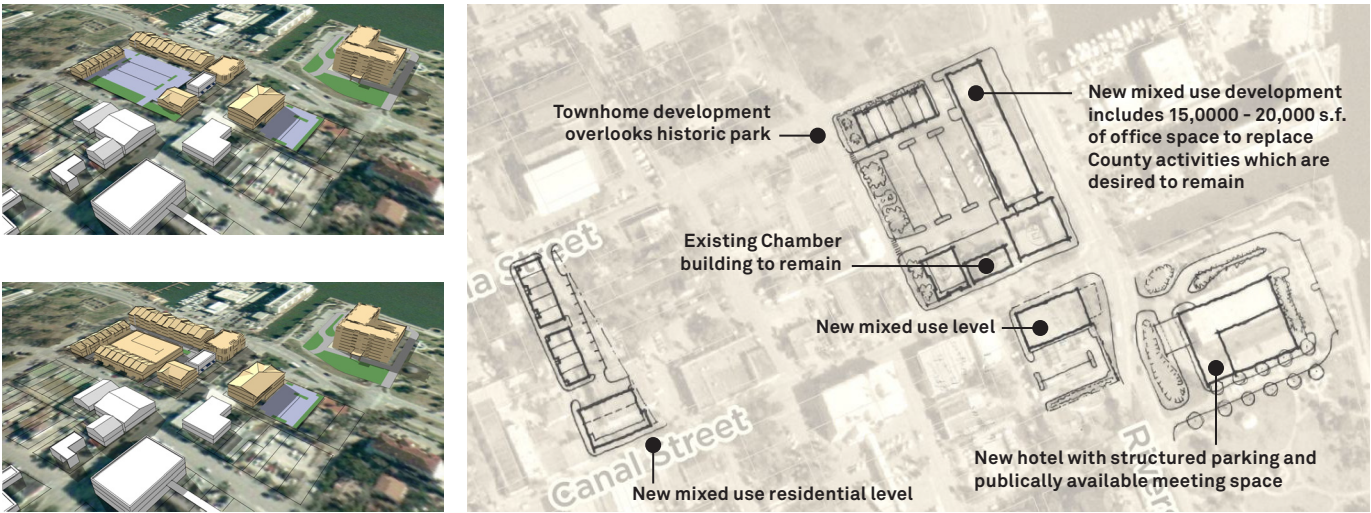
Alternate development layout with Townhomes and increased public access, boat dock and restaurant

Conceptual North Causeway enhancements (Hotel/Convention Center option)

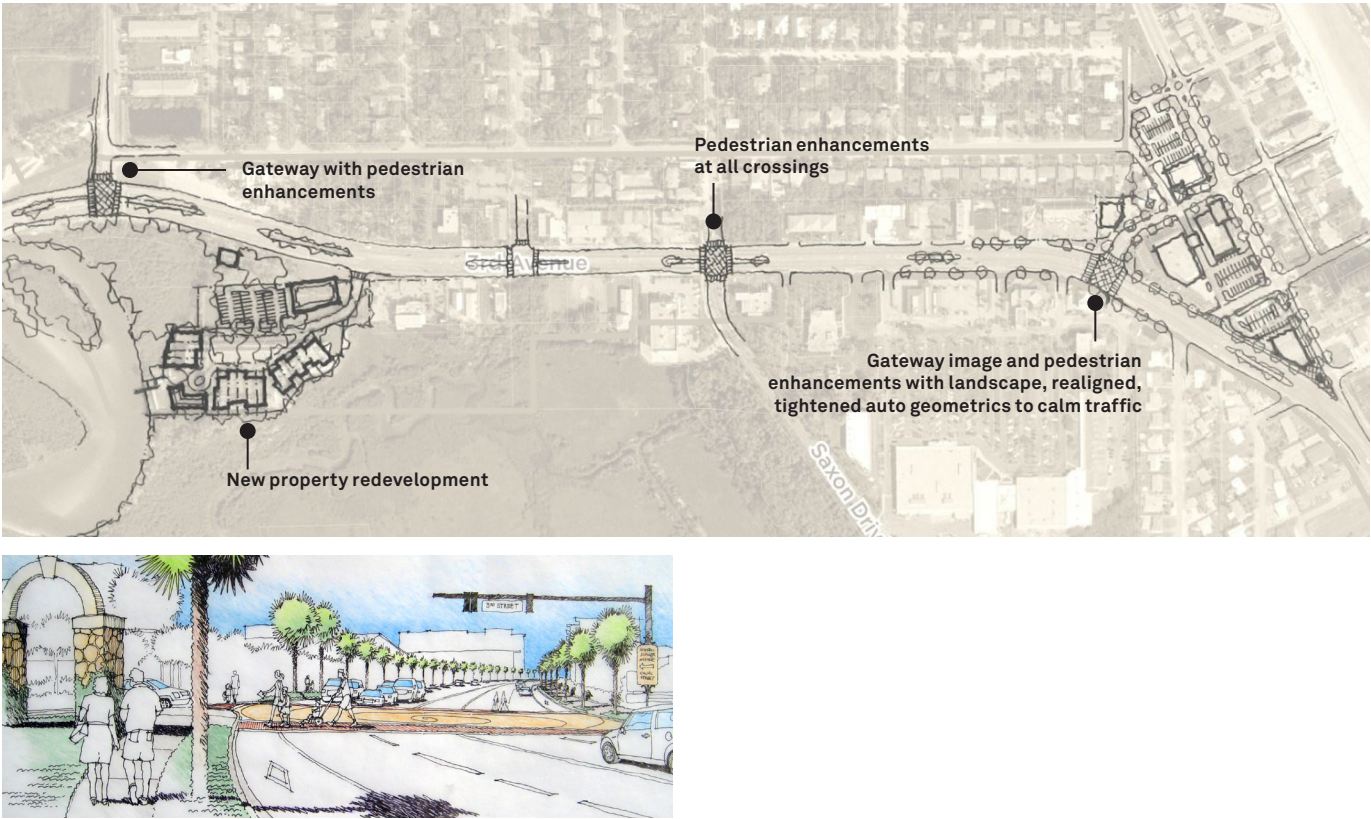


Property redevelopment in "Village" format with connections to Causeway and adjacent parcels.

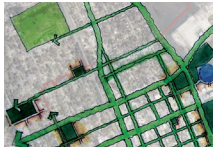
Conceptual East Canal Street enhancements



Conceptual 3rd Avenue corridor enhancements



Active places require recreational amenities to compliment the residential and retail areas. Enhancements to the CRA's blue and green infrastructure infuse character and sense of place throughout the community. These places are memorable to locals and visitors alike for "event" days and "every" days.



05 Enhance the Green and Blue Infrastructure

Capital Improvements

- Flagler Avenue Parking Improvements
- Seawall and Boardwalk Park Enhancements
- Esther Street Park drainage and parking
- Potential Marina / Boardwalk Expansion w cleared views to water
- Streetscape / Bike Lane Striping on key roads
- Enhance the 'Loop' Brand identity / trail system

Policy

- Consider Parking Fees at Public Boat Ramp
- Consider other nominal parking fees
- Increase maintenance / staff for CRA parks/streets
- Consider expansion / public access at Marina and AoB redevelopment
- Maintain Water Taxi – possible increased tie-up / access at Riverfront Park
- Collaborate with County on new/consolidated lifeguard Beach safety station and restrooms
- Consider an Arts overlay District with incentives

Investment Facilitation

- Incentives Assistance with Assembly and/or Impact Fees

Marketing and Events

- Increased events and promotion of New Smyrna as healthiest community thru biking, running, boating, fishing, surfing, ecotourism
- Promote the Arts in New Smyrna with Events and Promotions (Bartow, Bradenton, Lakeland, Sanford)





Enhancement of Coronado Plaza to be more open, multi-functional and attractive gathering space in the middle of the Flagler Main Street shopping.

New Smyrna Beach can provide cultural resources and its unique geography to the cycling, running, surfing, fishing, boating and ecotourism communities.



The workshop concept for Flagler Boardwalk Park represents a significant gathering space that is a node of activity between Beach and Main Street.

Features include: rebuilt seawall, new restrooms, administrative building, strolling and seating areas along the wall, increased pedestrian access, organized shell rock parking, multi purpose event/gathering space, iconic art opportunity, open views to ocean, xeric/dune planting, graphics and adjacent property investment redevelopment.



Areas can only grow and prosper if the community knows what is available and feels that everything is readily accessible. Connecting the community to the resources of the City and all its Frameworks will spur many direct and indirect benefits. This includes non-physical “relationship” or “program” connections, as well as physical connections to link activity areas.



06 Connect the Community

Capital Improvements

- Wayfinding
- Crossings at SR 44, US1, 3rd Ave, North Causeway
- Sidewalk and Bike Lane Improvements
- Reconfigure Canal / SR 44 split

Policy

- Consider possibly ‘slip’ road off of Myrtle / SR 44
- Promote enhancements on Canal west of Myrtle
- Evaluate better use of the water taxi as an ongoing use, possibly privatizing.
- Work together with the Utilities Commission to enhance the use of their building

Marketing and Events

- Brand the ‘Loop’ and conduct Events using that Geography
- Develop a ‘Pedicab’ or Motorized Jittneys for inexpensive, fun point to point transit (especially in conjunction with Hotel / Restaurants / Beach / Neighborhoods (Orlando)
- Increase marketing nationally, regionally and locally – especially the local family rentals and seasonal condos.
- Outreach to Bert Fish Medical Center for employee, patient, and visitor needs.

Connection through partnership. As an example, the CRA and Utilities Commission could work together to enhance the contribution of this important building to the Main Street retailing experience, while preserving this important Downtown employment base and service.



Wayfinding

Consistent graphics can both link and brand the community in ways that provide immediate character and marketing value. New Smyrna Beach struggles to make all of its character places and community features visible and accessible, particularly to visitors who are being “pushed” along US1 and SR44 because of the FDOT design configuration and speed of the roads and bridges.

A family of sign/graphics, with well-conceived “Wayfinding Logic” can brand the “circle” and route visitors to all the major points of interest from every approach direction. Experienced professionals can implement these systems within FDOT right-of-way.



Top Left: City of Bartow downtown signage



Bottom Left: City of Lakeland pedestrian directional signage



Top Right: Family of wayfinding signage

Middle Right: City of Bartow wayfinding kiosk

Bottom Right: Baldwin Park Village Center (Orlando) vehicular directional signage

Gateways and Walkable Streets

The New Smyrna Beach CRA area is linked by a series of regional roads which both bring people to the community, yet function to push cars quickly through without stopping. Further, these roadways significantly divide character activity areas, separating neighborhoods, medical, main street and open space assets.

From a property redevelopment point of view, these corridors bring significant traffic, but their character and appearance is not easily conducive to quality, mixed-use, urban format development. Moreover, their overall character significantly degrades the walking and bicycling safety of the areas and generally contributes to an unlivable blighted appearance.

All the major FDOT corridors could be enhanced with landscape and pedestrian improvements, and updated design standards could better guide quality new investment.

However, it is of paramount importance to address many of the key intersections. Each of these locations are **decision points** for travelers, **linkage points** within the community, and **image points** for future development. In general, these areas should be “traffic calmed” with reduced asphalt width through removal of unnecessary turn lanes, clear pedestrian crossings, attractive landscape to beautify the roadways, treated with vertical gateway markers, wayfinding signage, attractive pavement, colors and lighting/signalization.

Major Gateways include:

- SR 44 at Canal Street, Myrtle Avenue, Palmetto and Live Oak
- Third Avenue at Atlantic Avenue (at Walgreens)
- US 1 at Washington, Canal, and Smith

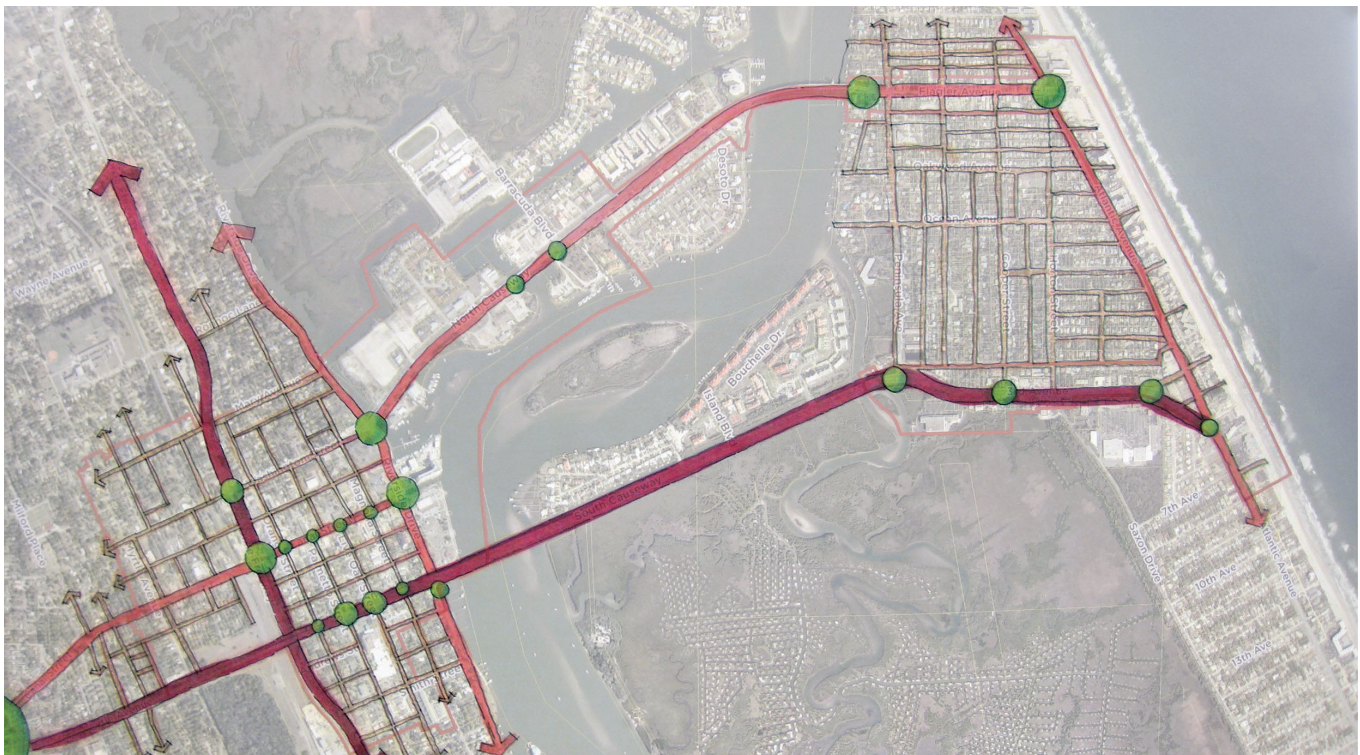
Minor/additional important crossings include:

- SR 44 at Orange Ave, Magnolia, North Riverside, Peninsula, and Saxon
- Washington Street at Myrtle Avenue and North Riverside
- US1 at Andrews



Left: SR 44 and Canal Street intersection redesign. SR44 has diverted away from Canal Street. Modifications to emphasize Canal Street and slip lane as well iconic gateway feature into Downtown New Smyrna Beach

Bottom: Road network connectivity and key intersections (decision points)



Gateway Concepts indicate clearly marked pedestrian facilities, landscape, gateway monuments, narrowed asphalt, graphics and signage



SR44 and Palmetto : Before



SR44 and Palmetto enhancements : After

Compilation:

Building Recommendations toward a Prioritized Action List

Following the collection of design ideas and strategic recommendations for each Framework area, the master planning team began assembling all the ideas for evaluation by the City Commission and CRA Board. All the recommendations for Capital Improvements, Policy, Investment Facilitation and Marketing/Events were compiled into a master list. In many cases, a given recommendation (such as wayfinding signage or refined design standards) appeared as necessary to more than one of the Frameworks. Therefore, the composite list was presented to the Commission and CRA Board with several evaluation points including: Relevance to one or more Frameworks; Partnership potential, matching/leveraging potential; potential economic/fiscal impact; Feasibility for Implementation. The composite list of Recommendations is listed below.

Capital Improvements

(existing budgeted and funded projects)

Redevelopment Plan Update
West Canal Streetscape/Drainage South Orange
Streetscape/Parking
Dunn Lumber Site Environmental Cleanup and Landscape
Southwest Corner of US1/Canal FEC Landscape Lease
Historic Restoration Program
Coronado Civic Center
Mary Avenue Streetscape
Flagler Avenue Boardwalk
North Atlantic Avenue Improvements
Riverside Park Seawall/Lighting

(potential projects for prioritization)

Flagler Avenue Boardwalk Park and Parking
Medical Services District Improvements
Flagler / Jessamine Parking
Canal Street Parking
Washington Street Improvements
Cormeth Parking
Esther Street Park and Parking
North Causeway Landscape Image Enhancements
Canal Street Utility Underground
Mainland Splash Park
Signage/Wayfinding throughout CRA
3rd Avenue Gateways
Annual Budget Misc Beautification
Streetscape Canal Residential Neighborhoods
SR 44 Intersection Crossing Treatments (6)
Medical District Parking
SR 44 & West Canal Street Gateway
Transit Subsidy (Motorized Jitneys?)
Myrtle Avenue Infrastructure Project

Washington Street Business Incubator
3rd Avenue Corridor Landscaping / Palms
Volusia County Administration Site
Marina/Boardwalk expansion

Investment Facilitation

Development Assistance (per year)
Development Incentives (per year)

Policy & Partnerships

Arts Overlay District
Planning / Engineering Studies
Housing Program Participation
Form-Based Code/Design Standards
Enhanced Code Enforcement/Policing
Streamlined Development Approval Process
Outreach to BFMC regarding strategic projects
Outreach to County regarding strategic projects

Marketing & Promotion

Main Street Coordinator (events funded per year)
Public Art (funded per year)
Economic Development Coordination

- Marketing of Available Sites
- Enhanced Business Recruitment
- Development Approval Assistance

Brand the “New Smyrna Circle” CRA geography
Consistent Marketing of NSB
Promote Eco-tourism Market
Promote “Healthy Living” marketing
Promote Cycling, Fishing and Surfing
Promote Arts Community
Market CRA incentive programs

New Programs and Policies for the New Smyrna Beach CRA

As stated in this report, one of the key findings of the master planning effort is the need to develop more dynamic programs and policies to both facilitate and assist future investment while leveraging existing activities. In short, bricks and mortar capital projects are not enough on their own to achieve the CRA goals established in the original Finding of Necessity or realize the objectives outlined in this plan. Therefore, the master planning process compiled benchmark comparison information of successful activities employed by peer CRA's to assist redevelopment. These collateral examples and case studies are included in the Appendix.

For the purpose of establishing an Action List, it was deemed important to provide a candidate list of Incentive programs and Policy Collaboration employed other CRA's that would be relevant to New Smyrna Beach. The following lists of activities are deemed suitable and appropriate for consideration for inclusion in Programs that should be developed for the CRA. In order to budget for these elements, several communities (including Kissimmee, Lakeland and Sanford) were benchmarked for funding allocation towards these endeavors. When the CRA has more fully designed its Programs, the budgets may be fine tuned to match. **However, it was deemed significant that when all the potential 'Action Items' were prioritized, the development and implementation of new Policies and Programs received strong support and top level ranking from both the City Commission and CRA Board.**

Development Incentives/Assistance Programs

Candidate Tools designed to provide flexible assistance for prospective investment

Impact Fee Assistance
 Matching Façade, Sign and Building Revitalization Grants
 "Dark" Window Replacement Grants
 Landscape Improvement Grants
 Local Consulting Services Reimbursement
 TIF Rebates
 CRA Low/No Interest Loans
 CRA Deferred Interest Loans
 Redevelopment/Development Assistance
 Paint Vouchers
 Conversion to Owner Occupancy
 Live Where You Work Grant
 Public Service Housing Assistance
 Business Relocation Assistance
 Myrtle Avenue Infrastructure Project

Policy / Partnership Activities

Additional Collaboration / Development opportunities and ideas

City/CRA Wayfinding Partnership
 Collaboration with County on Lifeguard station/maintenance building
 Collaboration with County on County Administration site
 Property Redevelopment
 Penny Saver Redevelopment Assistance
 Brannon Center Redevelopment (long term)
 Collaboration with Habitat for Humanity
 Community Land Trust (some funds from CRA)
 NSB Banking Consortium
 FEC Railroad Property Development Facilitation
 Create a "Buy Local" Program
 Strategic Meetings with Hospital
 Strategic Meetings with Utilities Commission
 Hospitality Investment
 Maintenance Staff
 Graduated Density Bonuses
 Downtown Residential Infill Policy
 Expedited Approval Processing, simplified Building permit services processes
 Support Senior Housing
 Replace Smith Street facility

Examples of Successfully Implemented Programs, Incentives and Policy

In the Appendix, the design team has identified several successful examples of communities and activities which may be applicable to a specific opportunity in the New Smyrna Beach CRA. It is a recommendation of this report that New Smyrna Beach and the CRA reach out to these and other communities to identify "lessons learned" and applications for the CRA. Cited CRA's include:

- Bradenton (Arts, Wayfinding)
- Kissimmee (Main Street, Incentive Program, Development Partnering)
- Lakeland (Development Services, Arts, Neighborhood Enhancement, Parks)
- Bartow (Arts, Wayfinding, Events, Main Street, Incentives)
- Delray Beach (Zoning Ordinances, Business Recruitment)
- Sanford (Property Loan Assistance, Design Guidelines)
- Eustis (Form-base Code)
- Orlando (Neighborhood Enhancement, Hospital Partnership, Utilities Partnering, Buy Local Program, Wayfinding, Design Guidelines)
- Winter Park (Neighborhood Enhancement, Community Land Trust, Wayfinding)

Implementation Strategy

The compilation of projects recommended by the Glatting Jackson / AECOM team was assembled as a list of implementation initiative recommendations for consideration in capital improvement planning and budgeting. The list composes a “menu” of projects and an initial budgeting framework which is foreseen as a precursor to further detailed design and planning.

The initial list of projects was reviewed and prioritized by both the CRA Board and the City Commission during a joint workshop. The CRA Board and staff has fine-tuned this initial project prioritization list and prepared a draft budget for review and approval that has reconciled project overlaps, created the new ‘programs’, and will fund the projects prioritized by the joint CRA Board/City Commission workshop.

The CRA Board stated during the workshop that it has to be an important initiative of the City to continue the CRA past 2015 in partnership with the County and the Hospital in order to continue providing programs and projects that enhance the economic vitality of the City of New Smyrna Beach. The full economic potential of the CRA area will not be realized in the next five years, particularly given the current market downturn, the extent of the remaining opportunities that the Area has at its disposal and the ongoing need for partnership and leadership to realize those opportunities.

CRA Budget

In order to understand the general budget parameters for the remainder of the CRA (2010 thru 2015), the following current and estimated CRA budget funding table (presented below) was included in the project prioritization exercise. The existing CRA funds and a very conservative estimate of future CRA funds, which utilizes a declining taxable revenue forecast for the next two years, establishes the total CRA funding of approximately \$22 million dollars thru the year 2015.

Current and Estimated CRA Budget Funding

ESTIMATED CRA BUDGET FUNDING	ESTIMATED TOTAL COST
Current CRA Funds (2009 Ending Balance)	\$10,413,886
Estimated CRA Funds (2010-2015)	\$11,082,102
Funding Total	\$21,495,988
Existing CRA Admin/Operating/Program Grants (2010-2015)	\$8,033,611
Existing CRA Debt Service (2010-2015)	\$1,537,244
Total (2010-2015)	\$9,570,855
Estimated Available for Capital Projects 2010-2015	\$11,925,133

Note: These figures are estimates based on revenue and expenditure projections , including the exemption of the Southeast Volusia Hospital District funding beginning in fiscal year 2010-2011.

Action / Priorities Matrix

The results of the project prioritization discussion at the joint City Commission and CRA Board meeting identified project priorities and potential funding sources. Using the initial ranking of the scored prioritization projects, the group identified their highest and lowest priorities using “A” as the highest priorities, “B” as medium priorities, and “C” as the lowest priorities. The new ‘programs’ were ranked as the first three priorities. These programs will consist of a menu listing of initiatives related to incentivizing redevelopment and developed by the CRA Board and staff.

In subsequent efforts, the CRA Board and staff refined the Action/Priorities Matrix to develop the resulting CRA Budget as summarized in the following table.

A Strategic Funding Plan was prepared by RMPK funding which summarized potential funding opportunities, timing, example projects, and priority funding strategies for specific projects identified in the New Smyrna Beach CRA Master Plan. These potential funding opportunities may provide financial assistance for projects mostly through grants, similar to the Environmental Protection Agency (EPA) Brownfield Grant awarded to the CRA for environmental site assessment. RMPK’s complete Strategic Funding Plan is provided in the appendices of this report.

Estimated Costs

Priority	Recommendation	Description	Estimated Budget	Potential Funding Sources (Other notes in parentheses)
A	Development Assistance & Incentives <i>Example Initiatives are provided in Section 5, Frameworks for the Future</i>	CRA Board and staff should prepare a budget package of incentive initiatives utilizing the comparables provided in this document and appendices that support the Frameworks for the Future.	\$1,379,533	(Specific program elements TBD by CRA)
A	Policy & Partnerships <i>Example Initiatives are provided in Section 5, Frameworks for the Future</i>	CRA Board and staff should seek to collaborate with other agencies to leverage CRA funding, hold strategic meetings with key investment stakeholders, and seek to modify regulatory policy to facilitate development activities.	\$186,000	(Specific program elements TBD by CRA)
A	Marketing & Promotion <i>Example Initiatives are provided in Section 5, Frameworks for the Future</i>	CRA Board and staff should seek to collaborate with other agencies to leverage CRA funding, hold strategic meetings with key investment stakeholders, and seek to modify regulatory policy to facilitate development activities.	\$465,000	(Specific program elements TBD by CRA)
A	Flagler Avenue Boardwalk Park	Replacement of existing structure with more natural landscaping and hardscape elements, seawall modifications, parking lot reorganization, and open-air event space.	\$2,000,000	CPI, LWCF, FRDAP, RTP, Florida Urban Forest Health Initiative (FUFHI), American Dermatology Academy (ADA)
A	Signage and Wayfinding	Branded and strategic signage and user wayfinding system throughout the CRA	\$279,000	
A	Washington Street Business District	Development of a business incubator and programs for local startup businesses	\$279,000	EECBG, CDBG, EDA, RTP, FUFHI, Transportation Enhancement Program
A	Washington Street Improvements	Streetscape and landscape improvements, parking lane(s), - Riverside Dr to Myrtle Ave	\$930,000	
A	Esther Street Park	Oceanfront park, retention, # parking, recreation and restroom facilities	\$869,550	CPI, LWCF, Florida Recreation Development Assistance Program, ADA
B	Gateway Landscaping & Beautification	Annual sidewalk, lighting and trees, street crossing improvements for CRA gateway corridors	\$60,450	U&CF, OTTED, Florida Urban Forest Health Initiative
B	Riverside Park Seawall / Lighting	Park design, existing seawall refurbishment and enhanced lighting	\$930,000	LWCF, Waterways Assistance (FIND)
B	Myrtle Avenue Infrastructure Project	Streetscaping, connectivity	\$465,000	
	West Canal Streetscape	Railroad to Myrtle, streetscape	\$1,000,000	FDOT, CRA
	Mary Avenue Streetscape	US 1 to Myrtle, (2 phases)	\$1,600,000	CRA, MPO, ARRA
	South Orange Ave Streetscape	Downing St to Lytle, with Improvements to the City Parking lot on Downing	\$1,200,000	CRA, ARRA
	Flagler Dunes Parking Lot		\$68,000	
	Chamber Restoration Project	Phase 1, 115 Canal St	\$200,000	ECHO, CRA
	Public Art	Pre-Approval required	\$13,600	CRA
A*	Flagler Avenue Parking	Additional public parking in the Flagler Ave area (Acquisition & development)	-	EECBG, FUFHI
A	North Atlantic Avenue Improvements	Drainage improvements to address flooding issues, this Project is coordinated with the Esther Street Park	-	
B*	North Causeway Improvements	Streetscape improvements, landscape improvements	-	
B*	SR 44 Crossing Treatments	Intersections of Myrtle, Live Oak, Palmetto, Peninsula, Saxon/Horton, & Atlantic Ave	-	
B*	Streetscape Canal Neighborhoods	Pedestrian lighting, safety, connectivity and circulation improvements	-	TEP, Highway Beautification Program, Florida Urban Forest Health Initiative
B*	Canal Street Parking	Additional public parking in the Canal Street area	-	EECBG, Florida Urban Forest Health Ini.
	Julia and Faulkner Parking Lot	Change to a Parking lot	-	CRA
	CRA Parking	Available for improvements	-	CRA
	Water Taxi Subsidy			
	Mainland Splash Park			
TOTAL			\$11,925,133	

* These projects may be considered at a later date, contingent on funding

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