



Economic Development Strategic Plan



City of Edgewater, Florida

Kimley-Horn and Associates, Inc.

URBANOMIC\$

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

May 2010

*Prepared for the
City of Edgewater, Florida
with assistance from the
Economic Development Strategy Committee*

*Consultants
Kimley-Horn and Associates, Inc.
and
URBANOMICS, Inc.*

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1. Report Scope and Summary

REPORT OBJECTIVES AND SCOPE

Under an agreement for continuing planning services with the City of Edgewater, Kimley-Horn and Associates, Inc., retained the economic consulting firm URBANOMICS, Inc., to assist in preparing an Economic Development Strategic Plan for the City. Objectives of the Plan are to position the City for long range economic growth by attracting new business and industry and to increase the visibility of Edgewater in a crowded and competitive economic development marketplace. This initiative was made possible with assistance and cooperation from the Volusia County Department of Economic Development.

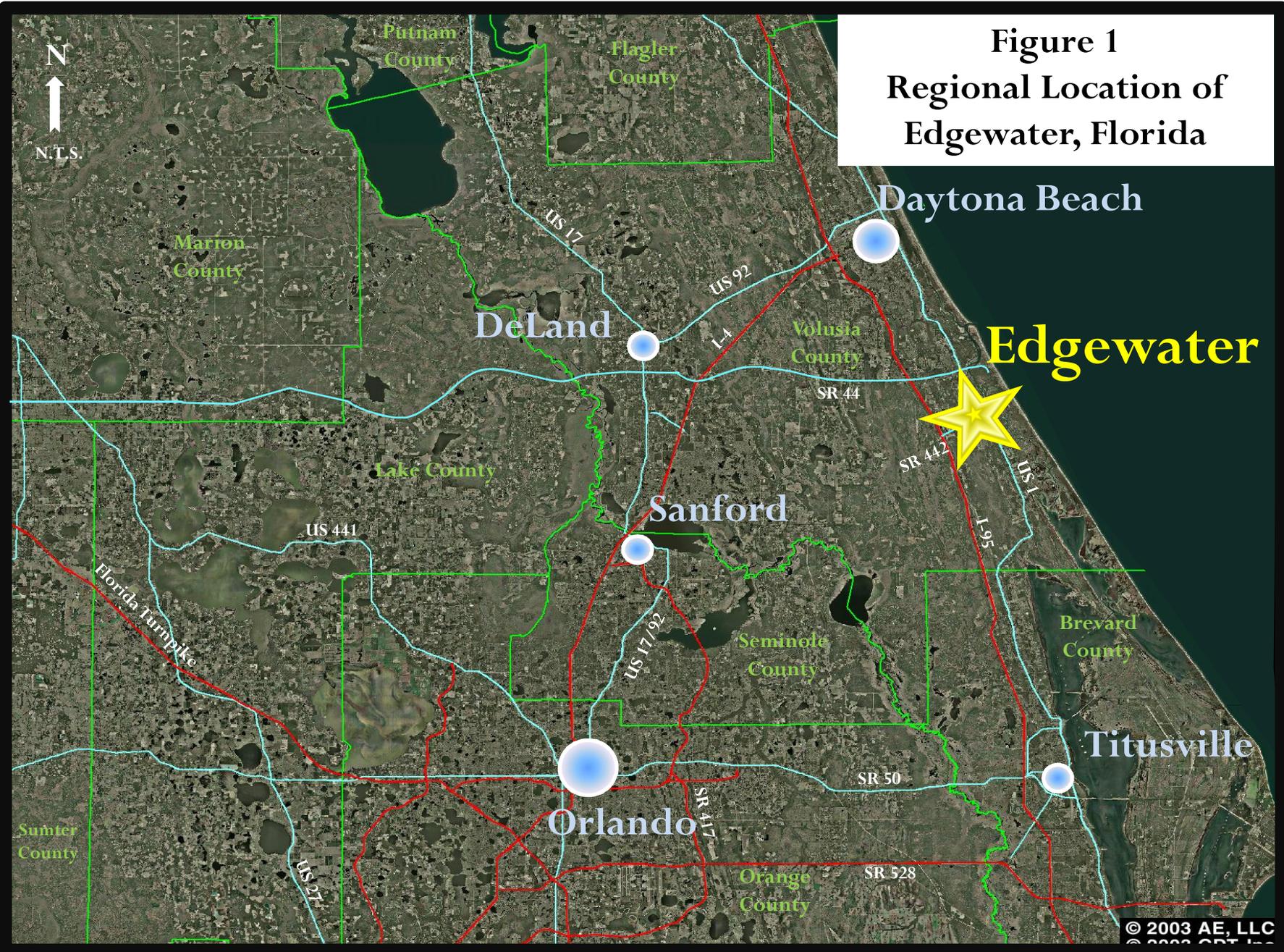
The Strategic Plan report is presented in four sections. Section 1, Report Objectives and Scope, includes a summary of findings and recommendations. Section 2, Economic Profile and Competitive Assessment, presents a review of the economic characteristics of Edgewater in relation to Volusia County and several other communities in the County as background for understanding and assessing impediments to and needs for economic growth and development in Edgewater. Competitive strengths and weaknesses are also identified and evaluated in Section 2, including review of assets and attributes that make Edgewater an attractive location for economic growth and review of liabilities and shortcomings that may hinder the City in attracting and sustaining economic growth.

Section 3, Economic Development Opportunities and Targets, identifies and profiles several types of business and industry for which the Edgewater area is well suited and can become more competitive. Long-range economic development goals and objectives and a short-term five-year action plan are presented in Section 4, Strategic Goals, Objectives, and Action Plan.

ECONOMIC DEVELOPMENT STRATEGY COMMITTEE

An Economic Development Strategy Committee (EDSC) of local business owners, real estate professionals, community leaders, citizens, and public officials was established to work with the consultants. A number of workshops were held with the consultants over several months, during which discussions focused on various aspects of an economic development assessment and plan, including community strengths and weaknesses, economic growth and development needs and opportunities, and strategies and actions needed to move the City forward. Workshops were

Figure 1
Regional Location of
Edgewater, Florida



advertised and open to the public to provide opportunities for public input. A representative of the Volusia County Department of Economic Development also participated in these meetings. Comments and recommendations by the EDSC are outlined in various parts of this report.

The EDSC was established by City Resolution No. 2009-R-26, which authorized preparation of a Comprehensive Economic Development Strategy (CEDS) for the City of Edgewater. The consultants want to acknowledge with sincere appreciation and gratitude the following EDSC members for their significant contributions to this Strategic Plan:

- Ted Cooper, Edgewater City Council
- Tracey Barlow, City Manager
- Darren Lear, Development Services Director
- Jerry Anderson, Realtor/Broker
- Marcia Barnett, Economic Development Board
- Douglas Feindt, Business Owner
- William Glasser, Former City Councilman
- Butch McCracken, Business Owner
- Bob McIntosh, Planning and Zoning Board
- John Proffitt, Banking/Finance
- Matthew Thurmaier, IT and Affordable Housing Specialist
- Bill Wetherell, Educational Administrator

SUMMARY OF FINDINGS AND RECOMMENDATIONS

Growth Trends and Economic Characteristics

Population Growth. The City of Edgewater population increased by 2,726 residents from 18,668 in 2000 to 21,394 in 2009. The City ranks seventh in size in the County, and maintained its 4.2 percent share of the Volusia County population from 2000 to 2009. The County is projected to grow to 693,000 in the next 20 years (2030) and to 860,000 by 2050. If the City's share of future countywide growth remains constant, a conservative assumption, Edgewater would reach a population of 29,300 by 2030 and to 36,500 by 2050.

Prospects for future growth are considerably higher as the proposed Restoration Development of Regional Impact (DRI) begins development and builds out over time. The DRI includes 8,500 dwelling units to be developed over 15-20 years. Full buildout would add approximately 21,000

residents to the City population, pushing it to well over 40,000-45,000 residents by 2030, double the current population. Doubling the City population by 2030 would generate demand for another 10,200 jobs for local residents, including those in the Restoration DRI, which is required to meet a jobs-to-housing ratio for each phase of its development.

Labor Force. Forty-eight percent of the Edgewater labor force is in white collar occupations; 52 percent is blue collar, reflecting the orientation of the Edgewater workforce to the services, construction, and industrial sectors. This is in contrast to Volusia County, in which only 42 percent of the labor force is blue collar. Volusia County also has higher percentages in white collar sectors, particularly professional and technical occupations.

Edgewater ranks significantly lower than the County and several cities in percentages of the population with bachelor and advanced degrees. This reflects the blue collar orientation of the local labor force and suggests that future economic growth opportunities for the City are likely to continue to be primarily in the traditional production and service industries already found in Edgewater. There are, however, a number of knowledge-based and technology-oriented manufacturers and service firms in the local area that, despite demographic statistics, indicate that the Edgewater area can also attract and support professional and technical workers and higher wage businesses and industries representative of the new economy.

Industry and Employment. Employment in Edgewater zip codes 32132 and 32141 is 2.7 percent of total private employment in the County, based on 2007 data, compared to the City's 4.2 percent of the County population. Average payroll in the two zip code areas was 98.3 percent of the countywide average in 2007.

Edgewater's economic development potential is closely related to the economy of Volusia County. The County economy is clearly driven by the needs and demands of the local population and visitors, as service sectors, retail trade, and local government accounted for 83 percent of all covered employment in the County in 2008 -- 90 percent with the construction industry included.

Other than the influence of seasonal visitors and tourists, the current employment base does not provide compelling evidence of significant economic activities in the County serving external markets. There are a number of medium-size manufacturing and service firms in the County that do serve external markets, and it is interesting to note how well Edgewater is represented in the manufacturing sector, particularly boat and marine equipment manufacturing.

Competitive Economic Strengths and Weaknesses

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

- Regional location and transportation linkages
- Industrial site inventory
- Existing industries
- Traditional industrial labor force
- Daytona State College
- Restoration DRI
- Business friendly environment
- Quality of life, including the Indian River

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

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

- Internal circulation and wayfinding
- Communications infrastructure
- Workforce preparation for technology sectors
- Community identity
- Waterfront commercial development opportunities
- Urban services and amenities
- Comparatively high property tax rates

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

Development Opportunities and Targets

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

Opportunities for the City were discussed with the Economic Development Strategy Committee, resulting in identification of several types of business, industrial, and other economic activities as recruitment targets for the City. Opportunities and targets recommended by the EDSC and consultants are:

- ***Boat Building and Marine Equipment, Supplies, and Services.*** Retention and growth of this leading industry in Edgewater is critical to the economic future of the City. Edgewater has a prominent regional and national role in the industry as headquarters of the widely recognized Boston Whaler brand and as the location for several other boat builders and producers of marine equipment and supplies.
- ***Recreational Equipment, Supplies, and Services.*** The Edgewater area has several small firms involved in the manufacture of recreational equipment and supplies, including surfboards and auto and motorcycle racing gear. Demands for sporting and recreational goods will continue to increase with a growing regional, state, and national populations and growing interest and participation in sports and recreation activities. Edgewater's large presence in the boat building industry, proximity to NASCAR's Daytona International Speedway, and Daytona's reputation as a motorcycle capital makes Edgewater a very marketable location for other sports and recreation-related business industries.
- ***Commercial and Industrial Products and Services.*** The Edgewater area has a number of firms that produce equipment, components, parts, and supplies for and provide services to the electronics, computer, medical, automotive, aviation, and other industries. The fabricated metal products, machinery, computers and electronics, and medical products industries are leading manufacturing sectors in Volusia County. Broad segments of these industries rely on the type of labor force found in Edgewater.

- ***Green Industries and Technologies.*** Green industries include a wide variety of energy conservation and environmental protection and clean-up technologies, products, and services, including consulting and design services and energy-efficient building materials and equipment. The proposed Restoration DRI, with its orientation to the use of green technologies, is expected to put Edgewater in contention for a share of these industries, including firms that design, produce, install, and service environmental and energy conservation equipment and facilities.
- ***Entertainment, Recreation, and Leisure Services.*** Potential commercial access to the scenic Indian River provides Edgewater with opportunities to attract and develop commercial and marine uses of interest to tourists and provide entertainment and leisure activities to residents. Desirable waterfront uses include restaurants, specialty retail shops, and marine activities such as charter fishing, sightseeing tours on the Indian River and Intracoastal Waterway, and eco-tours of river and marsh environments.

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

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

Strategic Goals, Objectives, and Action Plan

Long-range economic development goals and objectives and a five-year short-range plan of action is presented in detail in Section 4. Goals and objectives are summarized below.

- ***Goal 1. Expanding Business and Industry in Edgewater***

Objective 1.1. Identify Desirable Business and Industry Targets

Objective 1.2. Market Edgewater to New Business and Industry

Objective 1.3. Provide Outreach to Existing Business and Industry

Objective 1.4. Establish an Effective Internal Organizational Structure

Objective 1.5. Establish an Effective Interlocal Coordination Framework

- ***Goal 2. Positioning Edgewater for Economic Growth***

Objective 2.1. Improve Internal Road Access and Circulation

Objective 2.2. Improve Communications Infrastructure

Objective 2.3. Promote Development of Existing Industrial Properties

Objective 2.4. Identify and Plan New Business and Industry Locations

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

- ***Goal 3. Elevating Community Image and Urban Services***

Objective 3.1. Plan and Develop a Downtown Edgewater

Objective 3.2. Plan and Develop a New Community Civic Core Area

Objective 3.3. Expand Health Care and Medical Services

Objective 3.4. Improve Bicycle and Pedestrian Circulation

- ***Goal 4. Increasing Waterfront Access and Activity***

Objective 4.1. Improve Existing Public Access Facilities

Objective 4.2. Identify and Promote Development of Waterfront Sites

- ***Goal 5. Investing in the Future of Edgewater***

Objective 5.1. Establish Local Incentive Policies and Programs

Objective 5.2. Develop New Public Financing Mechanisms

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

2. Economic Profile and Competitive Assessment

ECONOMIC PROFILE

Growth Trends

The City of Edgewater increased in population by 2,726 residents from 18,668 in 2000 to 21,394 in 2009. The City ranks seventh in size in the County, and maintained its share of the county population from 2000 to 2009. West Volusia County had the greatest amount of growth, accounting for 43.8 percent of the countywide total (see Table 1). The South Volusia area, including Edgewater, was next with 29.4 percent of countywide growth.

Table 1. Volusia County Population Growth Trends, 2000-2009

Area and City	Population		Pop.Growth 2000-2009	Percent of County Growth
	2000	2009		
<i>North Volusia</i>				
Daytona Beach	64,112	65,208	1,096	1.72
Daytona Beach Shores	4,299	5,475	1,176	1.84
Holly Hill	12,119	12,851	732	1.15
Ormond Beach	36,301	40,832	4,531	7.11
Flagler Beach (part)	76	76	0	0.00
North Volusia --Total	116,907	124,442	7,535	11.82
<i>South Volusia</i>				
Edgewater	18,668	21,394	2,726	4.28
New Smyrna Beach	20,048	23,449	3,401	5.33
Oak Hill	1,378	1,984	606	0.95
Ponce Inlet	2,513	3,266	753	1.18
Port Orange	45,823	56,732	10,909	17.11
South Daytona	13,177	13,530	353	0.55
South Volusia -- Total	101,607	120,355	18,748	29.40
<i>West Volusia</i>				
DeBary	15,559	18,741	3,182	4.99
Deland	20,904	27,123	6,219	4.75
Deltona	69,543	84,264	14,721	23.09
Lake Helen	2,743	2,878	135	0.21
Orange City	6,604	10,203	3,599	5.64
Pierson	2,596	2,651	55	0.09
West Volusia -- Total	117,949	145,860	27,911	43.77
Unincorporated Area	106,880	116,448	9,568	15.01
TOTAL COUNTY	443,343	507,105	63,762	100.00

Source: University of Florida, Bureau of Economic and Business Research, 11/09; and URBANOMICS, Inc.

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

Prospects for future growth in the City, however, are considerably higher as the proposed Restoration DRI begins development and builds out over time. The 5,187-acre DRI includes a proposed 8,500 dwelling units to be developed over 15-20 years. Full buildout would add approximately 21,000 residents to the City population, pushing it into the 40,000-45,000 range by 2030, or double the current population.

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

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

Labor Force Characteristics

Occupational Profile. There are an estimated 10,438 persons age 16 and older in the Edgewater labor force as of 2008, according to US Census Bureau American Community Survey data (see Table 2). Forty-eight percent are considered white collar workers, and 52 percent are blue collar, reflecting the orientation of the Edgewater workforce to the services, construction, and industrial sectors. This is in contrast to Volusia County, in which only 42 percent of the labor force is in blue collar occupations. In Port Orange, the blue collar labor force is only 37 percent of the total.

The largest blue collar occupational group in Edgewater is services, which accounts for 29.3 percent of the labor force, versus 20.0 percent countywide. Sales and office workers, a white collar group, is next largest with 25.3 percent of the labor force, compared to 28.5 percent countywide. Both are traditional lower wage occupational categories. In white collar sectors, 9.8 percent of the Edgewater labor force have management, business, and financial occupations. Another 12.6 percent have professional and technical occupations, the majority of which is in

education and health care. Volusia County and Port Orange have higher percentages in these two higher wage categories, with 12.0 and 17.4 percent in Volusia County and 11.9 and 19.6 percent in Port Orange.

Table 2. Labor Force Occupational Profile, Edgewater and Other Areas, 2008 (1)

Occupation	Edgewater		Port Orange		Volusia County	
	Number	Percent	Number	Percent	Number	Percent
White Collar Occupations						
Management, Business, and Financial	1,027	9.8	3,131	11.9	26,630	12.0
Professional and Technical	1,313	12.6	5,124	19.6	38,746	17.4
-- Education and Health Care	918	8.8	3,041	11.6	27,667	12.4
-- Other	395	3.8	2,083	8.0	11,079	5.0
Sales and Office	2,640	25.3	8,363	31.9	63,279	28.5
Total -- White Collar	4,980	47.7	16,618	63.4	128,655	57.9
Blue Collar Occupations						
Services	3,057	29.3	5,063	19.3	44,592	20.0
Construction, Maint, and Repair	1,410	13.5	2,410	9.2	27,448	12.3
Production, Transportation, and Materials Handling	991	9.5	2,079	7.9	20,129	9.0
Farming, Forestry, and Fisheries	0	0.0	42	0.2	1,637	0.7
Total -- Blue Collar	5,458	52.3	9,594	36.6	93,806	42.0
Total -- All Occupations	10,438	----	26,203	----	222,461	----

(1) Population age 16 and over

Note: Percentages may not add to 100.0 due to rounding

Source: US Census Bureau, American Community Survey; URBANOMICS, Inc.

Educational Attainment. Another labor force indicator is education. Table 3 shows comparative levels of education attained by the resident population age 25 and older in Edgewater, Volusia County, and three other cities -- New Smyrna Beach, Port Orange, and Ormond Beach. Percentages of residents who graduated high school are about the same in all five jurisdictions. Edgewater has the highest combined percentage of residents with some post-secondary education and associate degrees, but is lowest by wide margins in percentages with bachelor and advanced degrees. This reflects the strong blue collar orientation of the local labor

force, and indicates that most future economic growth opportunities for the City will continue to be in traditional industries already found in Edgewater and in production and service activities that provide off-site support to advanced technology industries in the Central Florida region.

Table 3. Educational Attainment, Edgewater and Other Areas, 2008 (1)

Level of Education	Edgewater	New Smyrna Beach	Port Orange	Ormond Beach	Volusia County
High School Graduate	89.2	91.4	89.8	90.7	87.6
Some College (2)	25.3	26.0	21.7	21.8	22.8
Associate Degree	11.5	8.8	9.5	8.8	9.2
Bachelor Degree	10.1	17.1	14.6	19.1	12.7
Advanced Degree (3)	3.4	8.3	6.3	13.2	7.0

(1) Population age 25 and over

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

(3) Masters, Doctorate, or Professional Degree

Source: US Census Bureau, American Community Survey; URBANOMICS, Inc.

Other Demographic Factors

Contrary to what may be a popular perception that Edgewater has an older resident population, the median age of 42.8 years is less than New Smyrna Beach and Port Orange, according to American Community Survey data (Table 4). The Edgewater median household income is also comparable to what may be perceived as more affluent communities. The City does, however, have a lower per capita income, indicating that the size of the average household in Edgewater is greater than in other communities.

Table 4. Demographic Comparisons, Edgewater and Other Areas, 2008

Demographic	Edgewater	New Smyrna Beach	Port Orange	Ormond Beach	Volusia County
Median Age	42.8	51.4	44.6	50.3	42.5
Med. Household Inc (\$)	44,680	44,744	45,213	38,281	44,304
Med. Family Inc (\$)	54,858	57,000	55,883	63,994	55,307
Per Capita Income (\$)	22,322	29,450	25,094	33,305	24,806
Med. Value Owner-Occupied Homes (\$)	182,300	264,100	199,600	239,400	201,200

Source: US Census Bureau, American Community Survey; URBANOMICS, Inc.

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

Industry and Employment

US Census Bureau County Business Patterns data for 2007 (latest published) shows a total of 145,250 private sector jobs in Volusia County with an average annual payroll per employee of \$28,721. The same source shows 3,862 private sector employees in Edgewater Zip Codes 32132 and 32141, with an average annual payroll of \$28,224, or 98.3 percent of the countywide average. Employment in the two zip codes is 2.7 percent of the County total, compared to the City's 4.2 percent of the County population.

Edgewater's economic development potential will be driven to a large extent by Volusia County economy, making it important to understand the structure of the County economy (see Table 5). The County economy is driven by the needs and demands of the local population and visitors, as service sectors, retail trade, and local government accounted for 83 percent of all jobs in 2008 -- 90 percent with the construction industry included. Portions of the manufacturing, transportation, and wholesale trade sectors are also dependent on local demands for goods and services.

Largest individual employment sectors in the County are health care and social services, with 16.4 percent of total employment, retail trade (15.2 percent), local government (11.3 percent), and accommodation and food service (11.2 percent). Sectors having the highest average annual wages are utilities (\$77,060), federal government (\$63,552), management of companies and enterprises (\$52,997), professional, scientific, and technical services (\$44,686), and finance and insurance (\$44,287). Best opportunities for economic development in Edgewater are in the manufacturing sector (\$41,562) and the professional, scientific, and technical services sector.

Several job sectors, principally accommodation/food service, arts/entertainment/recreation, and retail trade are influenced heavily by seasonal residents, vacationers, and tourists. Other than these non-resident influences, the County does not have a significant export-based economy. Here, the presence of Edgewater in the County manufacturing sector is noteworthy, particularly in the manufacture of boats and marine equipment for external markets.

Table 5. Volusia County Employment Profile, 2008

Industry	NAICS (1)	Avg Annual Employment	Avg Annual Wages (\$)	Percent of Total Empl.
Private Sector				
Agriculture/Forestry/Fisheries	11	2,000	16,701	1.3
Mining	21	16	23,239	Negligible
Utilities	22	372	77,060	0.2
Construction	23	11,062	35,135	6.8
Manufacturing	31-33	9,053	41,562	5.6
Wholesale Trade	42	4,775	40,708	3.0
Retail Trade	44-45	24,508	23,287	15.2
Transportation/Warehousing	48-49	1,822	31,522	1.1
Information	51	2,554	42,387	1.6
Finance/Insurance	52	4,250	44,287	2.6
Real Estate/Leasing	53	3,299	31,180	2.0
Professional/Scient/Tech Services	54	5,925	44,686	3.7
Management of Companies	55	1,552	52,977	1.0
Administrative Support Services	56	8,776	24,057	5.4
Educational Services	61	4,560	35,693	2.8
Health Care/Social Services	62	26,532	39,835	16.4
Arts/Entertainment/Recreation	71	3,910	25,792	2.4
Accommodation/Food Services	72	18,022	15,465	11.2
Other Services	81	5,770	29,158	3.6
Unclassified	99	22	25,551	Negligible
Total -- Private Sector	11-99	138,781	31,537	85.9
Government				
Local Government	10	18,376	39,976	11.3
State Government	10	3,067	39,348	1.9
Federal Government	10	1,404	63,552	0.9
Total -- Government	10	22,847	41,359	14.1
TOTAL -- All Industries	---	161,628	32,924	100.0

(1) North American Industry Classification System code number

(2) Average annual employment

Source: Florida Agency for Workforce Innovation; URBANOMICS, Inc.

SITE SELECTION FACTORS

Site selection factors were reviewed with Economic Development Strategy Committee as background for identifying Edgewater's competitive economic strengths and weaknesses for attracting and sustaining job-generating and tax revenue-producing business and industry:

- Transportation
 - Interstate highway access; other streets and highways
 - Railroads and airports
- Utility Systems and Services
 - Water supply/waste disposal
 - Communications/Internet access
 - Energy services
- Labor Availability and Training
 - Labor force size, unemployment, educational attainment, and skill sets
 - Workforce training facilities and services
- Quality of Life Factors
 - Primary, secondary, and higher education
 - Recreation and culture
 - Health care/medical services
- Public Attitudes, Policies, and Practices
 - Citizen perceptions of and support for growth
 - Political leadership
 - Land development and use policies and regulations
- Business Cost Factors
 - Land and building costs
 - Taxes and financial incentives
- Sites, Buildings, and Other Factors
 - Available sites and buildings -- shovel ready
 - External perceptions of Edgewater
 - Interlocal coordination and cooperation

As further context for discussion, Area Development magazine's 2009 Site Selection Survey of corporate executives and site consultants were reviewed with the EDSC. Results summarized in Table 6, indicate that labor costs, highway access, and other cost factors rank highest in location decisions.

Table 6. Survey of Site Location Decision Factors, 2009

Site Selection Factor	Corporate Survey		Site Consultant Survey	
	Percent (1)	Rank	Percent (1)	Rank
<i>Labor</i>				
Availability of Skilled Labor	86.9	6	92.2	4
Availability of Unskilled Labor	55.5	21	61.9	22
Training Programs	61.7	20	67.1	21
Labor Costs	96.7	1	94.3	2
Low Union Profile	75.8	11	80.0	14
Right-to-Work State	74.0	14	81.2	13
<i>Transportation/Telecommunications</i>				
Highway Accessibility	92.9	2	98.9	1
Railroad Service	27.4	25	38.1	25
Accessibility to Major Airport	49.0	22	79.0	15
Waterway or Oceanport Accessibility	17.7	26	23.8	26
Availability of Advanced ICT Services	83.2	9	81.3	12
<i>Finance</i>				
Availability of Long-Term Financing	65.4	18	75.0	18
Corporate Tax Rate	87.0	5	78.4	10
Tax Exemptions	88.4	3	89.6	8
State and Local Incentives	84.9	8	92.0	5
<i>Other Business Factors</i>				
Availability of Buildings	75.7	12 (tie)	77.9	17
Availability of Land	75.7	12 (tie)	90.8	6
Occupancy or Construction Costs	86.7	7	92.9	3
Expedited or Fast-Track Permitting	72.2	16	85.1	11
Raw Materials Availability	57.0	21	53.0	24
Energy Availability and Costs	88.0	4	89.7	7
Environmental Regulations	71.2	17	78.8	16
Proximity to Major Markets	73.3	15	88.5	9
Proximity to Suppliers	63.9	19	70.9	19
Inbound/Outbound Shipping Costs	81.7	10	67.5	20
Proximity to Technical University	36.7	24	60.7	23
<i>Quality of Life Factors</i>				
Climate	55.0	6	53.4	8
Housing Availability	62.4	3	66.6	5
Housing Costs	61.5	4	71.0	1(tie)
Healthcare Facilities	68.4	2	60.5	6
Ratings of Public Schools	61.4	5	71.0	1(tie)
Cultural Opportunities	46.0	9	48.9	9
Recreational Opportunities	52.7	7	53.5	7
Colleges and Universities in Area	50.7	8	70.1	3
Low Crime Rate	79.0	1	69.0	4

(1) Combined percentage responding “Very Important” and “Important”

Note: Top 10 business factors and top three quality of life factors are highlighted in ***bold italics***

Source: Area Development magazine, 12/09-1/10; URBANOMICS, Inc.

COMPETITIVE ECONOMIC STRENGTHS

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

- Regional location and transportation linkages
- Available industrial site inventory
- Existing industries
- Traditional industrial labor force
- Daytona State College
- Restoration DRI
- Business friendly environment
- Quality of life, including the Indian River

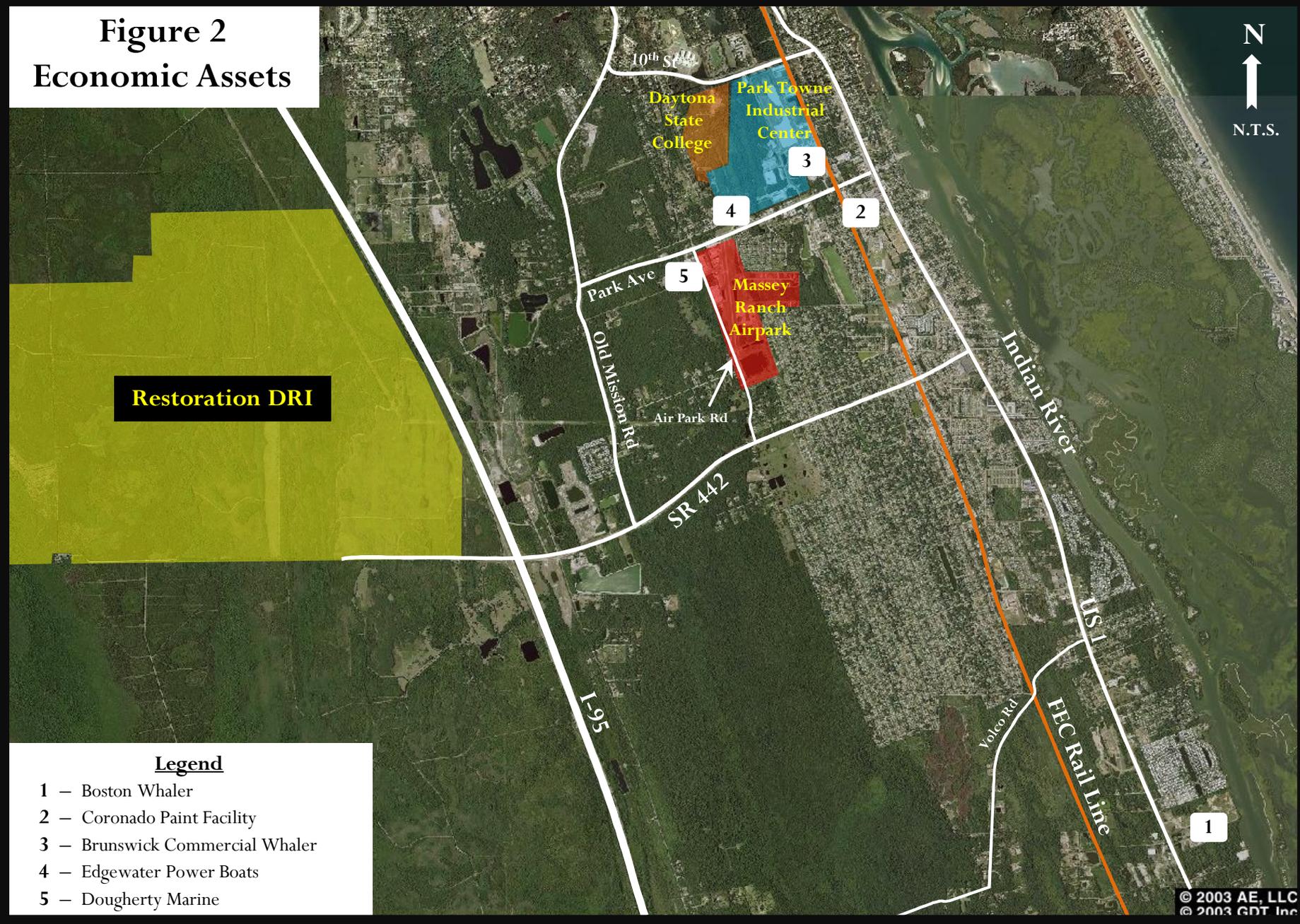
It should be understood that a great many Florida communities can claim the same or similar strengths and more. Success in economic development depends on how well local strengths are communicated to external markets.

Regional Location and Transportation Linkages

Edgewater has direct access to I-95, the major north-south freeway corridor serving Florida's East Coast, at Indian River Boulevard (SR442). This I-95/SR442 interchange is 15 miles from I-4 by way of SR44 and 25 miles from the Beeline Expressway connecting Orlando to the Kennedy Space Center near Titusville. Being situated between the Daytona Beach and Titusville-Cocoa urban areas, Edgewater is well located to serve the two-county Brevard-Volusia area with a combined population of one million.

Long-range transportation plans for Southeast Volusia County include the extension of Williamson Boulevard south from Port Orange to Edgewater west of I-95. The concept of extending Nova Road south from Port Orange to and through Edgewater on the east side of I-95 has also been raised. These proposals and concepts would greatly improve commuting linkages between Daytona Beach and Edgewater and would also allow Edgewater to become more integrated into the mainstream of future economic growth in the County.

Figure 2
Economic Assets



Restoration DRI

Legend

- 1 – Boston Whaler
- 2 – Coronado Paint Facility
- 3 – Brunswick Commercial Whaler
- 4 – Edgewater Power Boats
- 5 – Dougherty Marine

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

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

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

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

Available Industrial Site Inventory

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

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

Recent closure of the Coronado Paint plant on Old County Road adversely affected many Edgewater families and resulted in a loss of property tax revenues to the City. The 16-acre plant site, currently for sale in whole or in segments, includes a combination of office, production, and warehousing spaces totaling 203,000 square feet. It is one of the largest, if not the largest, available industrial facilities in Volusia County.

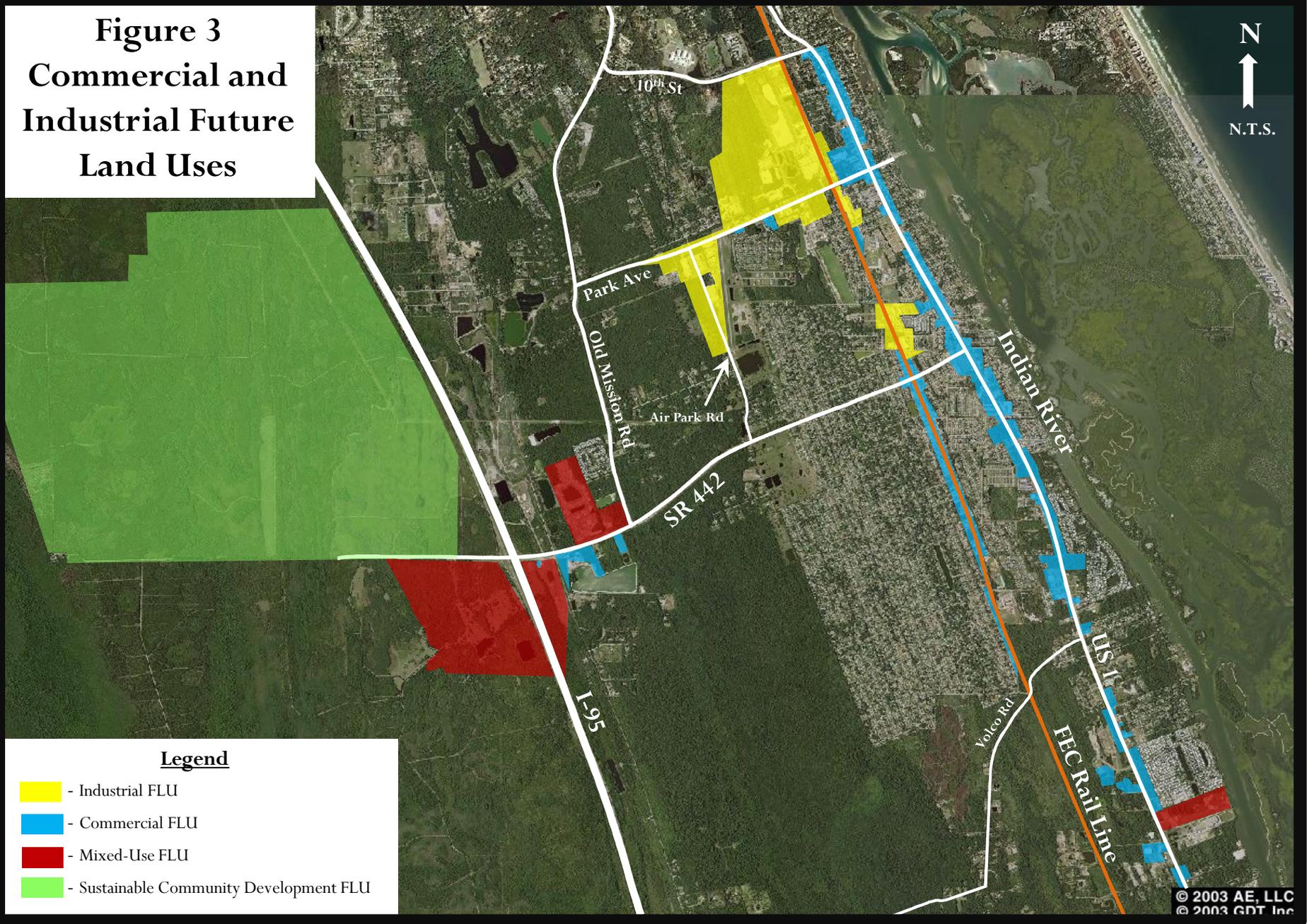
While Edgewater would have much preferred that Coronado Paint remain in operation, now that it is closed, it becomes a major economic development asset, particularly if environmental permits have not expired, given difficulties in Florida with permitting what are essentially new chemical plants. The property is listed by CB Richard Ellis, a national real estate brokerage, and is being actively promoted by the County Department of Economic Development and the City.

While there is ample vacant industrial land in Edgewater and available building space, these assets do not have the benefit of proximity to and convenient access from I-95. There is ample vacant land near the I-95/SR442 interchange to support business and industrial park development and a range of commercial uses. Some of this opportunity on the west side of I-95 will be captured by the proposed Restoration DRI. In addition, it is recommended that the City of Edgewater master plan the area surrounding the interchange to ensure that this key area is not developed arbitrarily and that opportunities for attractive commercial, industrial, and mixed use development are maintained.

Existing Industries

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

Figure 3
Commercial and
Industrial Future
Land Uses



N
↑
N.T.S.

Legend

- Industrial FLU
- Commercial FLU
- Mixed-Use FLU
- Sustainable Community Development FLU

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Major manufacturers in the Edgewater area include four boat manufacturers -- Boston Whaler, Brunswick Commercial and Government Products, Edgewater Power Boats, and RJ Dougherty - which have a total of 700-800 workers. These four employers, plus the now closed Coronado Paint plant and many small manufacturers in the Edgewater area, account for a significant 12-15 percent of all 9,000+ manufacturing jobs in Volusia County. Other than boats and marine equipment, industries well represented in Edgewater include machining and fabricated metal products, industrial equipment and supplies, commercial printing, recreational equipment and sports gear, and cabinetry and furniture.

Traditional Industrial Labor Force

Edgewater has a well-established history of blue collar oriented industrial, construction, and service activities and many in the labor force are long time residents. With a lingering slump in the housing market and recent closure of the Coronado Paint plant, there is and will be an ample supply of available and reliable labor with skills in the construction trades and manufacturing.

Daytona State College

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

DSC programs of particular relevance to economic development in Edgewater are offered through its College of Engineering Technology and Occupational Programs. Programs are offered in computer science, AutoCad/GIS, design and drafting, manufacturing, and electrical and mechanical systems (HVAC, etc). Significant expansion of engineering technology capabilities and programs at DSC are on the horizon, and may be seen as early as 2010.

DSC expects to receive approval by the state in 2010 to take on three Bachelor Degree programs discontinued at the University of Central Florida. These are BS in Engineering Technology, BS in Electrical Engineering Technology, and BS in Information Systems Technology. These programs would be offered at and through the Advanced Technology College, but would be available at the Edgewater-New Smryna Beach campus by video linkage.

Restoration DRI

The 5,187-acre Restoration DRI will transform the character and perceptions of Edgewater in very positive ways. Restoration will include 8,500 housing units and 3.2 million square feet of office, industrial, and commercial space and is projected to generate an estimated 7,600 jobs, ranking the project among the largest in Florida and largest in Volusia County. Development is proposed over 15-20 years. This and other approved residential projects have the potential to double the City population in 20 years.

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

Business Friendly Environment

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

Local interest in economic development has been heightened by the closure of the Coronado Paint plant. While a segment of the population may prefer to keep Edgewater the same or go slow, the weight of public sentiment appears to favor growth that can deliver urban services and amenities presently missing or inadequate in the City, including restaurants, health care facilities, social gathering places, a downtown, fast Internet access, and “things to do.”

Quality of Life

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

Indian River, and manageable size of the City, all while being able to take advantage of shopping and entertainment opportunities in places nearby, including Daytona Beach and Orlando.

The Indian River is a significant asset, as the name Edgewater indicates. Although bordered by Riverside Drive, which provides expansive views of the Intracoastal Waterway and across the wide coastal marsh that separates the City from the barrier beach beyond, public access to the River is limited. There are few public parks and boat ramps on the River and no waterfront commercial attractions, including restaurants and marine facilities providing eco-tours, fishing charters, and boat/kayak access. Increased access to and activity on the River will enhance leisure opportunities for residents and help promote Edgewater as a potential visitor destination.

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

Economic Development Strategy Committee

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

- Competitive location
 - Situated between Daytona and Titusville/Cocoa urban areas
 - Access to I-95
 - Access to Indian River
- Good available industrial land inventory with zoning and utilities
- Good existing infrastructure
 - Roads that are generally under capacity
 - Existing FEC rail spur(s) and Massey Ranch Airport
 - Daytona State College campus
- Pleasant and quiet small town atmosphere; good place to live and raise a family
- Generally positive public and political climate for development and growth with opportunities to plan for and accommodate growth with a generally clean slate
- Business-friendly City government, including streamlined permitting
- Existing industrial land uses and firms show that Edgewater is a good location for industry and industrial growth

COMPETITIVE ECONOMIC WEAKNESSES

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

- Internal circulation and wayfinding
- Communications infrastructure
- Workforce preparation for new technology-oriented jobs
- Community identity
- Waterfront commercial development opportunities
- Urban services and amenities
- Comparatively high property tax rate

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

Internal Circulation and Wayfinding

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

A potential long term fix is the extension of Nova Road to and through Edgewater. The conceptual alignment is in close proximity to ParkTowne Industrial Center, Massey Ranch Airpark, and other industrial properties in the Park Avenue corridor, but the potential for this extension is many years in the future, inasmuch as it is only a concept, not yet part of official long range plans.

Plans for the Restoration DRI would permit future extension of Park Avenue west over I-95 to meet an extension of Williamson Boulevard south from Port Orange. This extension of Park Avenue and a potential extension of Nova Road south to Edgewater would be major boosts to industrial properties in Edgewater in terms of regional access and exposure.

More immediate solutions are needed and two recommendations should receive additional consideration and study. The first is to upgrade Airpark Road between Indian River Boulevard and Park Avenue as the main entry to the Edgewater industrial area from I-95. The second is to develop a direct road link through or adjacent to ParkTowne Industrial Center between Park Avenue and 10th Street in order to shorten the distance and improve connections to SR44 and SR44/I-95 interchange, as well as to promote a synergistic relationship between Edgewater industries and Daytona State College. Tatum Boulevard has been mentioned as an alternative, as it is directly aligned with Airpark Road. Tatum has several 90-degree turns that, without a straightened realignment, limit its consideration as a viable connector. Additionally, Tatum does not have the benefits of adjacency to Daytona State College.

Inadequate internal circulation and wayfinding also describes the issue of inadequate bicycle and pedestrian sidewalk, path, and trail systems in the City, as has been mentioned at various EDSC meetings. To the extent that residents are not able to walk or bike conveniently and safely in many areas of the community, needs and costs to improve these conditions should be studied by the City and plans for improvement should be implemented.

Communications Infrastructure

Inadequacies in Edgewater's communications infrastructure relate to limited fast access Internet service, including DSL, cable broadband, and wireless. Some Edgewater telephone service providers have gaps in their fast access DSL service. Some areas of the community have service while others do not, according to EDSC members. The majority of Cable TV service in Edgewater is provided by Bright House. Committee members report that available cable broadband service also has gaps, particularly in industrial areas of Edgewater.

Availability of DSL and cable broadband services is both an economic development and quality of life issue. Inadequate service will inhibit businesses and industries that rely on web-based communications and movement of large volumes of data from considering Edgewater. In quality of life terms, many people rely on the Internet to keeping in touch with family and friends, keep up to date on current news, and to research and access information. High speed Internet access

has become an expected convenience of daily life. It is recommended that the City meet with both providers to determine the extent of existing service gaps in Edgewater, reasons why service is not provided throughout the community, and steps needed to provide more complete coverage.

The Internet has also entered the wireless age, with the advent of wireless cards, notebook computers, and smart phones. Wireless/WiFi access in Edgewater currently is very limited, but the City has established service, called a “hot spot,” in the Park Avenue corridor from City Hall to just west of US1 as of March 2010. Wireless access is also available at Daytona State College, providing at least two “hot spots” in the City. Wireless service is costly, but may be a beneficial investment for other areas of the community, including the ParkTowne Industrial Center and other business and employment concentrations.

The Federal Communications Commission (FCC) was tasked by Congress in 2009 to create and provide for implementation of a plan of action for information technology expansion to areas without service. This plan is called the National Broadband Plan or “America’s Plan.” The EDSC has discussed this plan in its efforts to provide for Edgewater’s future. Objectives and associated actions needed with respect to implementing the National Broadband Plan are included in Section 4, Strategic Goals, Objectives, and Action Plan.

Workforce Preparation

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

Community Identity

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

A strong public desire for a downtown Edgewater was expressed through the recent Envision Edgewater process, resulting in creation of a downtown vision for the Park Avenue corridor between US1 and the Indian River. Toward this end, the City has committed to establishing a Community Redevelopment Area centered around this area and developing a Community Redevelopment Plan as the basis for transforming this area into “Downtown Edgewater.” The importance of a downtown to economic development cannot be overstated, particularly in attracting knowledge-based businesses and professionals to the community.

Waterfront Commercial Development Opportunities

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

Redevelopment of the Park Avenue corridor as a downtown Edgewater includes the possible relocation of City Hall from the riverfront to an inland location. It is understood that the City cannot sell this property for private use, but may be able to lease it for such use, which would allow the property to be developed for a mix of downtown/riverfront commercial uses with water views and access. While the land itself would remain in tax-exempt public ownership, leasehold interests would be taxable.

In addition to this waterfront redevelopment opportunity, there is a 60-acre former industrial site on the Indian River at the south end of the City adjacent to Boston Whaler that may have potential for redevelopment as a mixed-use waterfront project. The site is large enough to accommodate a range of commercial and residential uses, including multifamily residential units, restaurants, shops, and marine facilities, including dry-stack storage, that would be attractive to residents and as a visitor destination. The property, now in receivership, was once vested with rights for 330 boat slips, which are now available to the City. It is recommended that the City work with property owners/receivers to plan and market the property as a residential and destination commercial complex.

Urban Services and Amenities

Although residents give Edgewater high marks as a family-friendly place to live, they are quick to point out their perceptions of what the City lacks in terms of urban services and amenities. Lack of a downtown civic and commercial core tops the list, but others on the wish lists of a great many residents include places to gather and have social functions (i.e., civic center, meeting hall), more health care practitioners and facilities, assisted living facilities, sidewalks and bike paths/trails, and good restaurants. Public transportation services are also limited.

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

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

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

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

Property Taxes

The City of Edgewater has the second highest property tax millage rate of 16 municipalities in Volusia County in 2009. Daytona Beach is highest with a rate of 6.4248 mills, including 1.0000 mills for Downtown Development. The Edgewater millage rate was 6.3600 mills, compared to 3.4793 in New Smyrna Beach and 4.6000 in Port Orange. The comparatively high property tax rate in Edgewater results from a greater than average proportion of residential uses in the local tax base, which are much more costly to serve than commercial and industrial land uses.

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

Economic Development Strategy Committee

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

- Many local workers with traditional blue collar manufacturing backgrounds lack skills oriented to new industries and occupations; many in the workforce are poorly qualified for jobs in a tech-based economy; there is a perceived lack of skilled labor in Edgewater
- Urban growth pattern is not well-defined; Edgewater has no identifiable downtown
- No civic/social center; limited medical services and assisted living facilities for seniors
- Limited non fast food chain restaurants in City (e.g., Outback, Carrabbas)
- Limited sidewalks and bike paths for pedestrians and cyclists
- Perception that Edgewater is a good place to live, but has limited job opportunities
- Gaps in existing Internet service; some areas lack high speed/broadband Internet service; there is little wireless Internet service in City
- City welcomes new business and industry and the revenues and jobs they generate, but may overlook or be less attentive to the interests/needs of existing business and industries
- ParkTowne Industrial Center is more restrictive to certain uses and activities than other industrially-zoned areas of the City; need to study and determine differences and reach some accord on standards and regulations that best serve both the City and ParkTowne
- Higher local property tax millage rate than other Volusia County municipalities

3. Economic Development Opportunities and Targets

SELECTION CRITERIA

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

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

REGIONAL TARGET INDUSTRIES

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

Enterprise Florida

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

- Clean Energy -- solar, biofuels, fuel cells, etc.
- Life Sciences -- biotechnology, medical device mfg, pharmaceuticals, health care
- Information Technology -- photonics/optics, digital media, software and computer systems design, computers and microelectronics, telecommunications

- Aviation/Aerospace
- Homeland Security/Defense
- Financial and Professional Services
- Manufacturing
- Emerging Technologies -- materials science, nanotechnology, marine science
- Corporate Headquarters

Metro Orlando Economic Development Commission

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

- Advanced Manufacturing -- research, engineering, and manufacture of high performance components, equipment, and systems for medical, computer, auto, and power industries
- Agritechnology
- Aviation & Aerospace
- Clean Technology & Sustainable Energy
- Digital Media
- Film & Television Production
- Financial Services & Technology
- Life Sciences & Biotechnology
- Warehousing & Distribution
- Modeling, Simulation & Training
- Optics & Photonics
- Software & Hardware

Volusia County Department of Economic Development

The Volusia County Department of Economic Development is the lead agency in the County for promoting of business and industrial development and facilitating the relocation and expansion of these activities in the County. Municipalities in the County look to the agency for guidance and support in economic development. Businesses and industries being actively sought for the County include the following:

- Aviation and Avionics
- Automotive Components and Sub-assemblies
- Marine Equipment and Services
- Medical Devices and Products
- Offices and Information Technology
- Distribution

EDGEWATER INDUSTRIES

Edgewater is a leading manufacturing center in Volusia County, if not the leader, with companies as diverse as Boston Whaler, a brand name in family fishing boats headquartered in Edgewater, specialty food products manufacturer Tropical Blossom Honey, and White Mountain Kiosks, a manufacturer of computer kiosks and mounting platforms.

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

- Power Boats -- three employers have more than 100 employees
- Marine Equipment, Supplies, and Services
- Machining, Machine Tools, and Metal Finishing
- Automotive and Aircraft Products and Services
- Metal and Plastic Industrial Components and Products
- Electrical and Medical Equipment
- Recreational Equipment and Supplies, including surfboards and racing gear
- Furniture, including counter tops and cabinets
- Commercial Printing
- Building Products and Construction Materials
- Specialty Food Products
- Research and Consulting Services

Many of the existing manufacturing and related service industries in Edgewater are listed in Table 7 below. Estimated employment is also shown, where found, based on data from the 2009 Directory of Florida Industries, www.manta.com, and City of Edgewater business license records. Coronado Paints is listed in the table to illustrate the range of industry types found in Edgewater, although the plant was recently closed because of a consolidation of operations in a down economy by the parent company, Benjamin Moore Paints.

Table 7. Edgewater Industries

Name of Firm	Employees	Industry Type
Alliance Precision Machine	6	Machining; flex shaft machine tools
Auto Master Systems, Inc.	5	Computer systems design and consulting
Barry Aviation Maintenance	5-9	Aircraft servicing
B&C Signs	5	Signs; displays
Boston Whaler, Inc.	400	Boats
Brumar International	25	Market research
Brunswick Commercial & Govt Products	120	Boats; motor vehicle parts/accessories
Captain Foods, Inc.	7	Specialty food/beverage wholesaler
Cart Tech (IS Works)	28	Remanufactured shopping carts
Centroid Products	9	Flow meters and switches
Chipmunk Hardwoods	4-8	Cabinetry
Choice Products, Inc.	15	Aircraft/motorcycle parts
Complete Dewatering Pumps	16	Pumps
Coronado Paints (out-of-business)	154	Paint manufacturing
Counter Solution, Inc.	11	Custom counter tops
Creative Form Products	10-19	Marine equipment
Custom Tube Products, Inc.	15	Precision metal tubing and assemblies
D&S Camshaft	5	Aircraft engine component overhaul
Edgewater Power Boats	65	Boats
Electrical Energy Systems, Inc.	50-99	Electrical contractors
Encore Cabinetry	10-19	Cabinetry
Fashion Kitchens, Inc.	9	Wood kitchen cabinets
Florida Network Operations Center	6	Computer graphics services
Florida Research and Recovery	5-9	Research services
Intercoastal Orthotics	8	Medical equipment and supplies
IP Data Corp.	5	Online service providers

(continued)

Table 7. Edgewater Industries (continued)

Name of Firm	Employees	Industry Type
Lab Corp.	5-9	Medical lab
Leon Leather Co, Inc.	15	Personal leather goods
LMN Printing Co, Inc.	11	Commercial printing; publishing
Microtex Electronics, Inc.	5	Micrometers and machine tools
MIL Spec Metal Finishing, Inc.	6	Metal plating/finishing
Porta Fiberglass, Inc.	12	Boats
Porta Products Corp.	8	Marine equipment (transom brackets)
Productive Movers, Inc.	10	Office furniture
Quality Laser Crafts	12	Interior auto trim
R&R Custom Cabinets	5	Wood cabinets
RJ Dougherty & Assoc, Inc.	195	Boat building/repair
Reliable Business Forms	5	Commercial printing
Richenburg Surfboards	4	Recreational equipment
Rosier Manufacturing Co, Inc.	5-9	Plastic products -- multi-industry
Securacom GPS	6	Electrical equipment and supplies
Steelmaster Industries	NA	Structural products; prefabs
System 21, Inc.	21	Signs
Tarmac America, Inc.	6	Construction materials
Thought Factory, LLC	6	Computer services
Tropical Blossom Honey Co.	15	Specialty foods/gifts
Viking Industries	14	Industrial equipment wholesalers
Wheels and Wings, LLC	4	Aircraft equipment
White Mountain Kiosks	5-9	Custom computer kiosks/mounting devices

NA Information not available or not found

Source: [2009 Directory of Florida Industries](#); www.manta.com; City of Edgewater; and URBANOMICS, Inc.

BUSINESS AND INDUSTRY OPPORTUNITIES AND TARGETS

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

Table 8. Details for Selected Volusia County Employment Sectors, 2008

Sector and Industry	NAICS (1)	Establishments	Employment	Avg Wages (\$)
<i>Manufacturing</i>	31-33	435	9,053	41,562
Food Products	311	21	448	31,190
Printing and Related	323	60	501	32,246
Chemical Products	325	15	491	36,021
Plastic and Rubber Products	326	14	305	42,090
Non-Metallic Mineral Products	327	38	454	39,492
Fabricated Metal Products	332	56	875	40,971
Non-Electrical Machinery	333	30	1,302	44,932
Computers & Electronics	334	22	1,020	49,226
Transportation Equipment	336	30	1,358	40,755
-- Boats	3366	8	878	40,963
Furniture & Related Products	337	41	277	33,430
Miscellaneous Manufacturing	339	54	1,216	49,203
-- Medical Equip & Supplies	3391	24	929	50,338
<i>Information</i>	51	176	2,554	42,387
Publishing	511	42	982	46,012
Telecommunications	517	61	1,196	43,606
Internet & Data Process Services	518	18	79	47,503
<i>Profess/Scientific/Tech Services</i>	54	1,489	5,925	44,686
Architecture & Engineering	5413	187	905	45,355
Computer Systems Design	5415	152	594	52,718
Mgmt & Tech Consulting	5416	308	687	48,677
<i>Administrative Support Services</i>	56	970	8,776	24,057
Office Administration	5611	68	486	34,734
Business Support Services	5614	83	1,165	25,811
Building Services	5617	608	2,851	21,820

(1) North American Industry Classification System

Source: Florida Agency for Workforce Innovation; URBANOMICS, Inc.

All are well suited for Edgewater and some are already well represented in the City. Certain information services, professional, scientific, and technical services, and administrative support services found in the County are also well suited for Edgewater.

Business and industrial opportunities for the City were discussed at length with the Economic Development Strategy Committee. Discussions resulted in the identification of several types of business, industrial, and other economic activities as recruitment targets of community improvements and marketing efforts. Opportunities and targets recommended by the Committee and consultant are outlined below.

Boat Building and Marine Equipment, Supplies, and Services

Retention and growth of this leading industry in Edgewater is critical to the economic future of the City. Edgewater has a prominent regional and national role in the industry as headquarters of the widely recognized Boston Whaler brand and as the location for several other boat builders, including Brunswick Commercial and Governmental Products, Edgewater Power Boats, and RJ Dougherty.

In addition to these boat builders, there are a number of smaller manufacturers of marine equipment and supplies, including Porta Products and Creative Form Products. Opportunities in the industry include manufacturers of marine instruments (e.g., depth finders), trolling motors, marine hardware and furnishings, and other equipment, parts, and supplies, plus suppliers of products and services to boat builders.

Recreational Equipment, Supplies, and Services

Edgewater has several small firms involved in the manufacture of recreational equipment and supplies, including surfboards and auto and motorcycle racing gear. Demand for sporting and recreational goods will increase with growing regional, state, and national populations and growing interest and participation in sports and recreation activities. Recreational assets and generators of demand in the region include the planned East Central Florida Regional Rail Trail, a multi-use trail traversing Edgewater and connecting to Brevard and West Volusia Counties.

Edgewater's large presence in the boat building industry, proximity to NASCAR's Daytona International Speedway, and Daytona's reputation as a motorcycle capital makes Edgewater a very marketable location for other sports and recreation-related businesses industries, including the manufacture of equipment and supplies.

Commercial and Industrial Products and Services

Edgewater has a number of firms that produce equipment, components, parts, and supplies for and provide services to the electronics, computer, medical, automotive, aviation, and other industries. These include several machining, metal products, and metal finishing firms (e.g., Alliance Precision Machine, Custom Tube Products) and manufacturers of flow meters and switches (Centroid Products), automotive and aircraft products (Choice Products), medical equipment (Intercoastal Orthotics), instruments (Securacom GPS), and computer products (White Mountain Kiosks).

The fabricated metal products, machinery, computers and electronics, and medical products industries are leading manufacturing sectors in Volusia County. Broad segments of these industries rely on the type of labor force found in Edgewater. An East Central Florida location makes Edgewater a convenient location for the off-site production of components, parts, and supplies for and servicing of industries in the Orlando and Space Coast areas.

Green Industries and Technologies

Needs for and interests in energy conservation, reducing carbon footprints, minimizing emissions and pollutants, and conserving natural resources have given rise to a new and emerging generation of businesses and industries. Green industries, as they are called, are popping up on economic development radar screens and wish lists at all levels of government across the U.S., as states, regions, and communities vie for shares of these promising growth industries. Green industries include environmental remediation equipment and services and various energy conservation technologies and products. The proposed Restoration DRI, with its orientation to green technologies, is expected to put Edgewater in contention for a share of these industries, including firms that design, produce, install, and service environmental and energy conservation equipment and facilities.

Entertainment, Recreation, and Leisure Services

Frontage on and potential access to the scenic Indian River provides Edgewater with opportunities to attract and develop commercial and marine uses of interest to tourists and that provide entertainment and leisure activities to residents. Desirable waterfront uses include restaurants, specialty retail shops, and marine activities such as charter fishing, sightseeing tours on the River and Intracoastal Waterway, and eco-tours of river and marsh environments.

There are two sites in Edgewater having the potential for this type of development, largest of which is a 60-acre former industrial site in the southern part of the City near Boston Whaler. The other is the existing City Hall site on Riverside Drive, which is a candidate for relocation and redevelopment as part of the downtown vision for Edgewater. The former industrial site is well suited for a mixed-use waterfront development combining residential, commercial, and marine uses.

Success in attracting non-resident visitors to Edgewater also depends on types and scope of commercial amenities and facilities planned and developed ultimately in the Restoration DRI and other travel-related facilities and attractions planned for and developed in the future near the I-95/SR442 interchange.

Economic Development Strategy Committee

Other business and industrial opportunities identified by the EDSC included the following:

- ***Motor Freight Trucking.*** Freight carriers and terminal facilities are needed to serve existing and future industry at competitive freight handling and distribution costs and convenient services.
- ***Medical and Health Services.*** Edgewater needs include assisted living, skilled nursing, and medical care facilities.
- ***Affordable Housing Manufacturing.*** Demand for new types of housing components, systems, and products that make housing more affordable and energy-efficient will increase in the future. An available and experienced construction labor force in Edgewater makes this industry an attractive opportunity. Indeed, the City could serve as a model for use of new technologies and housing design concepts. The City should consider establishment of policies and regulations that allow and encourage design and development of small homes that incorporate new technologies on small lots in identified areas of the community.
- ***Systems Design and Engineering.*** Systems design and engineering was offered as a potential target because it is a leading Central Florida industry and because of emerging electrical and mechanical technology capabilities at Daytona State College.

4. Strategic Goals, Objectives, and Action Plan

GOAL 1. EXPANDING BUSINESS AND INDUSTRY IN EDGEWATER

The City of Edgewater recognizes needs to diversify and expand its economic base by attracting and sustaining new businesses, industries, and other economic activities that increase and upgrade employment opportunities for local residents, that increase household incomes and standard of living, and that increase local tax revenues needed to provide expected levels of community services to residents and businesses. The City further recognizes the importance of retaining existing businesses and industries and needs they may have to maintain operations and expand. The following objectives are designed to implement this goal.

Objective 1.1. Identify Desirable Business and Industry Targets

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

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

NASCAR's Daytona International Speedway, and Daytona's reputation as a motorcycle capital makes Edgewater a very marketable location for other sports and recreation-related businesses and industries.

- ***Commercial and Industrial Products and Services.*** The Edgewater area has a number of firms that produce equipment, components, parts, and supplies for and provide services to the electronics, computer, medical, automotive, aviation, and other industries. The fabricated metal products, machinery, computers and electronics, and medical products industries are leading manufacturing sectors in Volusia County. Broad segments of these industries rely on the type of labor force found in Edgewater.
- ***Green Industries and Technologies.*** Green industries include a wide variety of energy conservation and environmental protection and clean-up technologies, products, and services, including consulting and design services and energy-efficient building materials and equipment. The proposed Restoration DRI, with its orientation to the use of green technologies, is expected to put Edgewater in contention for a share of these industries, including firms that design, produce, install, and service energy conservation and environmental protection materials, equipment, and facilities.
- ***Entertainment, Recreation, and Leisure Services.*** Potential commercial access to the scenic Indian River provides Edgewater with opportunities to attract and develop commercial and marine uses of interest to tourists and that provide entertainment and leisure activities to residents. Desirable waterfront uses include restaurants, specialty retail shops, and marine activities such as charter fishing, sightseeing tours on the Indian River and Intracoastal Waterway, and eco-tours of river and marsh environments. Attraction of non-resident visitors and spending to Edgewater is also a function of types of future commercial development in the Restoration DRI and future development of other travel-related facilities near the I-95/SR422 interchange.

Actions to implement Objective 1.1 include the following:

- 1.1.1. Compile up-to-date lists of existing firms and their employment levels in the Edgewater area that best represent these business and industry clusters as a basis for (a) designing and implementing marketing initiatives to attract new firms in these clusters and (b) carrying out business outreach activities aimed at retaining existing firms.

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

Objective 1.2. Market Edgewater to New Business and Industry

External marketing of Edgewater by direct mail, print media, and other means to site location consultants, corporations, and other business entities will be carried out primarily at county, regional, and state levels, all of which have much greater marketing expertise and resources than small municipalities. It is the responsibility of the City, however, (a) to ensure that county, regional, and state economic development allies are made and kept aware of Edgewater, (b) to respond to requests for information professionally and promptly, and (c) to be adequately prepared for visits by allies and prospects to the community. Actions to implement Objective 1.2 include the following.

- 1.2.1. Establish and staff the position of Economic Development Coordinator (Manager) with an experienced and interested professional to help organize and guide the City's economic development program.
- 1.2.2. Task the Economic Development Coordinator with responsibilities to (a) network with county, regional, and state allies (economic development agencies) and local chambers of commerce; (b) provide information to allies on a regular basis and answer requests for information; and (c) help organize and host community visits by allies and prospects. (ONGOING)
- 1.2.3. Develop an identifiable brand or theme for economic development in Edgewater that conveys the assets and direction of the City with respect to growth of business and industry; consider sports/recreation industries and green technologies themes.
- 1.2.4. Update the City of Edgewater website to include economic development as a primary subject. Information provided on the website should include this Strategic Plan, profile of local economic assets, request for information form, link to Envision Edgewater documents, and links to websites for the ParkTowne Industrial Center, Massey Ranch Airpark, and other business/industrial properties. Update the website quarterly.
- 1.2.5. Prepare an attractive economic development brochure containing a brief demographic/economic profile of the City, list of economic development targets, map showing major community assets, and contact information.
- 1.2.6. Distribute brochure to county, regional, and state economic development allies and others and include with responses to requests for information.

Objective 1.3. Provide Outreach to Existing Business and Industry

Retention of existing business and industry in Edgewater is as important as attracting new activity, as illustrated by the impact on the community of the recent closure of the Coronado Paint plant. Although corporate downsizing and realignment is beyond the control of the City, attention to the concerns and needs of existing firms and recognition of their contributions to community well-being may be the difference between investing and growing at home or closing and moving elsewhere. Actions to implement Objective 1.3 include the following:

- 1.3.1. Task the Economic Development Coordinator (Manager) with networking with existing businesses and industries to determine and help address their concerns and needs for assistance, including (a) technical and business planning assistance available through the local Small Business Development Center, (b) employment and workforce development assistance through Daytona State College and other providers, (c) financial assistance through the U.S. Small Business Administration, and (d) assistance from the City on various code, permitting, land use, and access issues. (ONGOING)
- 1.3.2. Encourage and support privately-organized networking activities and special marketing events, including as examples, the B2B Expo at ParkTowne held in 11/09 and ParkTowne Expo “Spring 2010” held in 5/10. (ONGOING)
- 1.3.3. In conjunction with the Southeast Volusia Chamber of Commerce, hold an annual industry appreciation day and awards banquet to recognize the contribution of existing Southeast Volusia industries to the local economy and community well-being. (ANNUAL)
- 1.3.4. Work with Daytona State College and others, including GrowFL, to conduct meetings for small local businesses on subjects of potential interest, including available workforce services and the GrowFL concept of “economic gardening” for Florida-based firms with 10-50 employees and \$1-\$25 million in revenues. (ONGOING)
- 1.3.5. Coordinate with business retention specialists with the Volusia County Department of Economic Development on identification and implementation of best practices for fostering retention and growth of existing business and industry. (ONGOING)

Objective 1.4. Establish an Effective Internal Organizational Structure

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

Actions to implement Objective 1.4 include the following:

- 1.4.1. As stated above under Action Item 1.2.1., establish and staff a new City of Edgewater position of Economic Development Coordinator (Manager) who has business and/or marketing experience and whose responsibilities will include (a) networking with county,

regional, and state allies and local chambers of commerce; (b) providing information to allies on a regular basis, (c) answering requests for information; (d) helping organize and host community and site visits by allies and prospects, and (e) networking with existing businesses and industries and helping the City and other respond to their needs.

- 1.4.2. Review and update the charter and structure of the existing Economic Development Board and renew the Board as an active group of business people in the community who (a) meet regularly to discuss issues affecting economic development and business vitality in Edgewater, (b) report to and advise the City Council on these issues, and (c) who play an active role in introducing Edgewater to firms interested in the City.
- 1.4.3. Task the Economic Development Coordinator (Manager) to provide staff support to the Economic Development Board, including preparation of discussion and review materials, minutes of meetings, and annual reports.

Objective 1.5. Establish an Effective Interlocal Coordination Framework

Successful economic development is also dependent on the extent to which local governments and community and business organizations cooperate in addressing challenges and needs that cross jurisdictional boundaries and those that require coordinated actions and support by the public and private sectors. Actions to implement Objective 1.5 include the following:

- 1.5.1. Develop and maintain an ongoing working relationship with Volusia County, including the County Council, Department of Economic Development (DED), and Metropolitan Planning Organization (MPO), such that the County is well versed on economic development and transportation needs and opportunities in Edgewater and the City is knowledgeable of factors affecting its future. (ONGOING)
- 1.5.2. Develop and maintain ongoing working relationships with the adjacent Southeast Volusia Cities of New Smyrna Beach and Oak Hill, such that the economic development and quality of life interests of Southeast Volusia County communities are coordinated and complementary and have optimal representation at the County level. (ONGOING)
- 1.5.3. Strengthen the presence of the City and Edgewater business community in the Southeast Volusia Chamber of Commerce by increasing local participation in and support of Chamber meetings and functions and providing facilities for holding some Chamber meetings and functions in Edgewater. (ONGOING)

- 1.5.4. Maximize participation in Volusia County DED, MPO, and Southeast Volusia Chamber meetings and workshops by Edgewater City Council members, City Manager, Economic Development Board members, and/or Economic Development Coordinator (Manager). (ONGOING)

GOAL 2. POSITIONING EDGEWATER FOR ECONOMIC GROWTH

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

Objective 2.1. Improve Internal Road Access and Circulation

Edgewater has deficiencies in its internal road network and in connectivity between existing industrial areas of the City and regional highways (e.g., I-95). Improvement of these deficiencies is necessary to maximize the development potential of existing industrial areas. Actions to implement Objective 2.1 include the following:

- 2.1.1. Coordinate with the Volusia County MPO and Restoration DRI developers to implement the extension of Williamson Boulevard south to SR442 in Edgewater. (ONGOING)
- 2.1.2. Work with the Volusia County MPO and the Cities of New Smyrna Beach and Oak Hill to include in its long range transportation plans for the County the extension of Nova Road from Port Orange to and through Edgewater as shown on the “Conceptual Thoroughfare Plan for Southeast Volusia County.” (ONGOING)
- 2.1.3. Work with the Volusia County MPO and City of New Smyrna Beach to implement the proposed N/S Connector as shown on the Southeast Volusia Regional Transportation Study 2025 Plan, such Connector extending south from Old Mission Road in New Smyrna Beach through Edgewater running parallel to Airpark Road. (ONGOING)
- 2.1.4. Study the feasibility of a new connector road from Park Avenue to 10th Street adjacent to Daytona State College and plan accordingly; coordinate with ParkTowne Industrial Center landowners, Daytona State College, and the Volusia County MPO as necessary.

- 2.1.5. Work with the Volusia County MPO to include an extension of Park Avenue over I-95 to Williamson Boulevard on long range transportation plans for Southeast Volusia County; coordinate with Restoration DRI developers as needed. (ONGOING)
- 2.1.6. In lieu of, or as part of, the proposed N/S Connector per Action 2.1.3. above, coordinate with Volusia County on plans to improve and upgrade Airpark Road from Indian River Boulevard to Park Avenue in a significantly shorter time horizon. (ONGOING)
- 2.1.7. Work with the Florida DOT and Volusia County to provide a directional and informational signage to Edgewater industrial areas at the intersections of Indian River Boulevard and Airpark Road and Indian River Boulevard and Old Mission Road.

Objective 2.2. Improve Communications Infrastructure

Edgewater has deficiencies in fast access and wireless Internet coverage, but service is improving. Left uncorrected, gaps in service affect both the quality of life of residents and business efficiency, and may limit certain businesses from considering Edgewater. Actions to implement Objective 2.2 include the following:

- 2.2.1. Meet with existing Internet service providers to determine where gaps in fast access DSL and cable broadband services exist; reach agreement on an appropriate course and schedule of actions with these providers to close remaining service gaps; do the same with wireless providers in the area to increase wireless coverage in Edgewater.
- 2.2.2. Study local implications and requirements for improved broadband service under the new National Broadband Plan and develop a plan to meet requirements in concert with state, regional, and/or county agencies having systemwide implementation responsibilities.
- 2.2.3. Study the feasibility of expanding coverage of the City's new wireless access area along Park Avenue from US1 to Riverside Drive to include industrial areas to the west in the Park Avenue corridor; study advantages and costs of citywide wireless service.

Objective 2.3. Promote Development of Existing Industrial Properties

It is in the interest of the City to generate jobs and increase the property tax base by promoting and facilitating development, redevelopment, and reuse of existing vacant and underutilized industrial properties. Actions to implement Objective 2.3 include the following:

- 2.3.1. Coordinate and cooperate as needed with the property owner, listing broker, Volusia County Department of Economic Development, and Enterprise Florida to promote and facilitate reuse of the Coronado Paint plant site on Old County Road. (ONGOING)
- 2.3.2. Coordinate and cooperate as needed with property owners, listing brokers, and the Volusia County Department of Economic Development to promote and facilitate development of vacant industrial properties in the ParkTowne Industrial Center; encourage ParkTowne owners to improve their website and link to the County economic development website; encourage ParkTowne owners to ensure that available sites are listed on county and Enterprise Florida site databases. (ONGOING)
- 2.3.3. Coordinate and cooperate as needed with owners and listing brokers to promote and facilitate development and occupancy of other existing industrial properties and buildings, including those in Massey Ranch Airpark and other locations. (ONGOING)
- 2.3.4. Determine through these coordination and cooperation efforts if there are needs for public road and utility improvements and other urban services that would help promote and facilitate development and reuse of existing industrial properties, including development and restoration of rail sidings to promote rail-served industry in Edgewater. (ONGOING)
- 2.3.5. Work to ensure funding support for needed improvements and their inclusion, as appropriate, in City or County capital budgets and capital improvement programs. (ONGOING)

Objective 2.4. Identify and Plan New Business and Industry Locations

There are major opportunities in Edgewater to develop new high-profile locations for business and industry, particularly near the I-95/SR442 interchange. It is in the interest of the City to ensure that these areas are identified, planned, and reserved for future job and tax producing business and industry development. Actions to implement Objective 2.4 include the following:

- 2.4.1. Work with developers and planners of the Restoration DRI to determine amounts, general locations, and phasing of potential office and industrial development and types of tenants/firms that are anticipated or may be targets of future marketing efforts. (ONGOING)

- 2.4.2. Prepare a Small Area Plan or Special Area Plan, whichever is appropriate, for an approximate 2,500-acre area around the I-95/SR442 interchange for future development as a Regional Employment Center, consisting primarily of planned business parks with mixes of office, light industrial, and commercial land use; include unincorporated lands if needed and appropriate and enlist County and property owner support for the Plan. Assess the office, industrial, and commercial real estate markets as a basis for this Plan.
- 2.4.3. Adopt land use policies and regulations that reflect the type of business park development envisioned for the area and limit less desirable and productive land uses.
- 2.4.4. Include in the Plan, provisions for the future improvement of Cow Creek Road as a major collector road paralleling I-95 and extending to Park Avenue. (ONGOING)
- 2.4.5. Work with the Florida East Coast Railroad (FEC), Volusia County, other jurisdictions as appropriate, and businesses and property owners adjacent to the FEC right-of-way to identify and provide an area for a passenger rail station and associated commercial development in connection with possible passenger rail service on the FEC rail line. (ONGOING)

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

Edgewater's traditional blue collar industrial labor force is geared to types of business and industry identified as primary economic development targets under Goal 1, above. However, as technological advances are made in these industries to speed production, reduce labor costs, and service customers, attraction of new skilled workers and training of existing workers will be needed to keep Edgewater competitive for these and other businesses and industries. Actions to implement Objective 2.5 include the following:

- 2.5.1. Survey a sample of existing industries in Edgewater to determine where there are deficiencies in the current labor force in terms of skills and other factors and how those deficiencies affect their business; determine if these employers train workers in house and/or rely on or could benefit from external training programs.
- 2.5.2. To the extent that external training programs are needed by or are of interest to employers, enlist the guidance and support of Daytona State College and other educational institutions in East Central Florida in helping local employer meet workforce training needs. (ONGOING)

- 2.5.3. Coordinate with the Volusia County School Board and Daytona State College on the concept of developing a vocational-technical skills center as a special magnet high school in Edgewater for preparing high school students for careers in industrial trades. (ONGOING)
- 2.5.4. Coordinate and cooperate as needed with Daytona State College to ensure that adequate space, facilities, and personnel are made available at the Edgewater-New Smyrna Beach campus so that new engineering technology programs are available locally. (ONGOING)

GOAL 3. ELEVATING COMMUNITY IMAGE AND URBAN SERVICES

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

Objective 3.1. Plan and Develop a Downtown Edgewater

Deficiencies that Edgewater has in terms of community identity relate to the lack of a sense of place that comes primarily from not having a definable downtown. Missing in Edgewater is a central place with the streetscape and architectural ambiance and mix of civic and commercial uses that characterize traditional downtowns. A strong public desire for a downtown Edgewater was expressed through the recent Envision Edgewater community visioning process, resulting in creation of a downtown vision involving redevelopment of the Park Avenue corridor between the FEC Railroad and the Indian River. Actions to implement Objective 3.1 include the following:

- 3.1.1. Study existing conditions in the corridor and prepare a “finding of necessary” report demonstrating that sections of the Park Avenue and US1 corridors are eligible for designation as a Community Redevelopment Area under Chapter 163, Florida Statutes.
- 3.1.2. Prepare a Community Development Plan for the area that reflects the downtown vision and establish a Community Redevelopment Agency with responsibility for implementing the Plan, per Florida Statute.
- 3.1.3. Establish the Community Redevelopment Area as a Tax Increment Financing (TIF) District and establish a Tax Increment Trust Fund for the collection and disbursement of tax revenues generated by increased property values and new development generated in the District for improvements and programs that benefit the District.

- 3.1.4. Coordinate the above actions with Volusia County and enlist County support for the Community Redevelopment Area and Plan, and petition the County to make an exception to its policy of withholding the County tax revenue increment from Edgewater, given that the City has the unusual task of creating a new downtown where no definable urban core existed previously.
- 3.1.5. Develop plans to relocate the Edgewater City Hall complex from its existing location on Riverside Drive to a new inland location. The City Hall property can be utilized more advantageously for waterfront commercial development and/or other community purposes anchoring the east end of the Community Redevelopment Area.

Objective 3.2. Plan and Develop a New Community Civic Core Area

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

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

Objective 3.3. Expand Health Care and Medical Services

Expansion of health care and medical facilities in Edgewater is a leading need and priority, particularly needs for a community hospital and supporting facilities. Such a hospital would be a catalyst for other health care facilities and services in the community, including medical offices and labs, nursing care facilities, rehabilitation facilities, and assisted living facilities. The current and future population of the Edgewater area and limited existing facilities in Southeast Volusia County are such that planning for a new community hospital should be initiated. Actions to implement Objective 3.3 include the following:

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

Objective 3.4. Improve Bicycle and Pedestrian Circulation

In discussions with the Economic Development Strategy Committee, it was determined that quality of life in Edgewater would be enhanced greatly by having an adequate system of bicycle paths and pedestrian trails and walkways. To the extent that residents are not able to walk or bicycle conveniently and safely in and between neighborhoods and other areas of the community, needs and costs to improve existing non-automotive circulation in the City should be studied and plans for improvement should be prepared and implemented. Actions to implement Objective 3.4 include the following:

- 3.4.1. Identify and assess needs for and costs of improved bicycle and pedestrian circulation in the City and prepare a Bicycle and Pedestrian Master Plan that addresses needs for new and upgraded bicycle and pedestrian paths, trails, and walkways that improve service and connectivity throughout the community.
- 3.4.2. Identify priorities and develop a program to fund and make improvements over time within available financial resources, including outside grants. (ONGOING)

GOAL 4. INCREASING WATERFRONT ACCESS AND ACTIVITY

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

Objective 4.1. Improve Existing Public Access Facilities

Edgewater is a waterfront community with extensive frontage on the Indian River with views over the River and wide coastal marshlands to the barrier island beyond. Physical and visual access to the waterfront should be maximized to benefit existing and future residents. Toward this end, existing public access facilities, including waterfront parks, boat ramps, paths and trails, and view points should be inventoried, improved, and operated in such manner as maximizes public enjoyment and public safety. Actions to implement Objective 4.1 include the following:

- 4.1.1. Inventory and assess all existing public access facilities along the Indian River, including roads, paths, parks, boat ramps, and vacant publicly-owned lots as to their condition and needs for improvement.
- 4.1.2. Develop a plan and program for improving these facilities and sites to make them more accessible, user-friendly, and safe, including provision of adequate directional and informational signage and surveillance.

Objective 4.2. Identify and Promote Development of Waterfront Sites

Edgewater has yet to take advantage of its scenic waterfront location as a commercial asset with shops, restaurants, and marina facilities attractive to residents and visitors alike. These facilities are common in most waterfront communities and contribute to local quality of life, as well as providing jobs and generating tax revenues. Opportunities for compatible waterfront commercial development should be pursued in Edgewater to provide additional recreation/leisure activities for residents, while allowing the City to attract non-resident visitor activity and spending. Actions to implement Objective 4.2 include the following:

- 4.2.1. As part of the Community Redevelopment Plan for downtown Edgewater, including potential relocation of the City Hall complex, make a determination of how the City Hall property can be reused and plan for and promote development accordingly.
- 4.2.2. For the 60-acre former waterfront industrial site at the south end of the City, currently in receivership, meet with receivers to discuss their intentions and expectations for the property and the interest of the City in seeing the property developed with a mix of commercial and residential uses as a waterfront destination area, including shops, restaurants, and marine facilities providing for boat storage and access, fishing charters, sightseeing tours, and water-based eco-tours.

- 4.2.3. Review existing “mixed-use” land use and zoning designations for the property and determine if such designations and policies and standards that implement the designations are appropriate to this particular property and reflect its development opportunity; amend land use/zoning classifications, land use policies, and development standards as needed to better reflect redevelopment visions for the property.
- 4.2.4. Identify other vacant and developed properties that may have potential for waterfront redevelopment and facilitate their development as needed. (ONGOING)

GOAL 5. INVESTING IN THE FUTURE OF EDGEWATER

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

Objective 5.1. Establish Local Incentive Policies and Programs

Incentives have become common at all levels of government in attracting new business and industry to an area or community. Most incentives are employer-driven, particularly those at the state level and funded by government grants, in that they are based on the number of jobs created and averages wages of those jobs, generally in relation to the average wage level or median household income in the area. Local incentives, which typically are in the form of property tax rebates for a period of years, generally are more flexible, in that they can be both developer-driven and employer-driven. Actions to implement Objective 5.1 include the following:

- 5.1.1. Survey local economic development incentive policies and programs in other Volusia County communities and other comparable communities to determine best practices in competitive communities.
- 5.1.2. Develop and adopt an incentive policy and program for Edgewater that makes the City competitive with its peers and can be implemented within available resources.

Objective 5.2. Develop New Public Financing Mechanisms

Tax increment financing is an invaluable tool for funding improvements and programs that directly benefit Community Redevelopment Areas, including use of these funds as financial incentives to property owners, developers, and businesses for facade improvements, new construction, and working capital, among other uses. The tax increment financing concept can also be adapted for other uses, as recommended below. Actions to implement Objective 5.2 include the following:

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

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

Funding is available from Federal and state sources for community economic development projects, including the U.S. Economic Development Administration (EDA), U.S. Department of Housing and Urban Development (HUD), Rural Development Program of the U.S. Department of Agriculture, and Florida Office of Trade, Tourism, and Economic Development (OTTED). Additional funding support for needed public projects is provided by the Florida Department of Transportation and Volusia County Council. The City should actively seek financial support from these sources to promote economic development in Edgewater. Actions to implement Objective 5.3 include the following:

- 5.3.1. Develop and annually update a list of needed and otherwise desirable economic development projects, including public infrastructure projects that provide and improve access and utility services to existing and potential business/industrial areas. (ONGOING)
- 5.3.2. Meet initially and periodically with the East Central Florida Regional Planning Council to present and discuss the Edgewater Economic Development Strategic Plan and potential projects needed, present an annual list of projects for consideration for funding under their Comprehensive Economic Development Strategy (CEDS), and discuss the eligibility of Edgewater projects for EDA funding and associated application requirement and procedures. (ONGOING)
- 5.3.3. Review eligibility criteria for USDA/Rural Development funding and determine if Edgewater is an eligible jurisdiction and if individual projects qualify for funding; follow up accordingly.
- 5.3.4. Review eligibility criteria for Florida OTTED funding and determine if Edgewater is an eligible jurisdiction and if individual projects qualify for funding; follow up accordingly.
- 5.3.5. Work with the Volusia County MPO to include Edgewater economic development road projects in the long-range transportation plan and short-term work program; and enlist support of the Volusia County Council in financing County road improvements in the Edgewater area. (ONGOING)

FIVE-YEAR ACTION PLAN

The Five-Year Action Plan outlined in Table 9 on the following page summarizes actions to be taken by the City of Edgewater during the 2010-2014 period. All actions listed in this section are to be initiated by the City, but many involve coordination with other agencies, jurisdictions, and organizations. Many actions, as indicated by the terms ANNUAL and ONGOING in the foregoing text, are likely to take several years to implement (e.g., major road improvements) and refer to those routinely carried out every year (e.g., coordination with external agencies). Progress on implementing this Action Plan should be determined and reported annually to the Edgewater City Council and public by the City Manager.

Table 9. Economic Development Strategic Plan, City of Edgewater, Florida -- Five-Year Action Plan, 2010-2014

Goals and Objectives	Action Item				
	2010	2011	2012	2013	2014
Goal 1. Expanding Business and Industry in Edgewater					
Objective 1.1. Identify Desirable Business and Industry Targets	1.1.1, 1.1.2	1.1.3, 1.1.4, 1.1.5	1.1.6		
Objective 1.2. Market Edgewater to New Business and Industry	1.2.1, 1.2.2	1.2.2, 1.2.3, 1.2.4, 1.2.5, 1.2.6	1.2.2	1.2.2	1.2.2
Objective 1.3. Provide Outreach to Existing Business and Industry	1.3.1, 1.3.2, 1.3.5	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5
Objective 1.4. Establish an Effective Internal Organizational Framework	1.4.1, 1.4.2, 1.4.3				
Objective 1.5. Establish an Effective Interlocal Coordination Framework	1.5.1, 1.5.2, 1.5.3, 1.5.4	1.5.1, 1.5.2, 1.5.3, 1.5.4	1.5.1, 1.5.2, 1.5.3, 1.5.4	1.5.1, 1.5.2, 1.5.3, 1.5.4	1.5.1, 1.5.2, 1.5.3, 1.5.4
Goal 2. Positioning Edgewater for Economic Growth					
Objective 2.1. Improve Internal Road Access and Circulation		2.1.1, 2.1.2, 2.1.3, 2.1.7	2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.6	2.1.1, 2.1.2, 2.1.3, 2.1.5, 2.1.6	2.1.1, 2.1.2, 2.1.3, 2.1.5, 2.1.6
Objective 2.2. Improve Communications Infrastructure	2.2.1, 2.2.2	2.2.1, 2.2.2, 2.2.3			
Objective 2.3. Promote Development of Existing Industrial Properties	2.3.1	2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.3.5	2.3.2, 2.3.3, 2.3.4, 2.3.5	2.3.2, 2.3.3, 2.3.4, 2.3.5	2.3.2, 2.3.3, 2.3.4, 2.3.5
Objective 2.4. Identify and Plan New Business and Industry Locations		2.4.1, 2.4.5	2.4.1, 2.4.2, 2.4.5	2.4.2, 2.4.3	2.4.4
Objective 2.5. Attract and Prepare Workforce for Tomorrow's Jobs		2.5.1, 2.5.2, 2.5.4	2.5.1, 2.5.2, 2.5.3, 2.5.4	2.5.2, 2.5.3, 2.5.4	2.5.2, 2.5.3, 2.5.4
Goal 3. Elevating Community Image and Urban Services					
Objective 3.1. Plan and Develop a Downtown Edgewater	3.1.1	3.1.2, 3.1.3, 3.1.4	3.1.5		
Objective 3.2. Plan and develop a New Community Civic Core			3.2.1, 3.2.2		
Objective 3.3. Expand Health Care and Medical Services		3.3.1, 3.3.2	3.3.3		
Objective 3.4. Improve Bicycle and Pedestrian Circulation			3.4.1	3.4.2	3.4.2
Goal 4. Increasing Waterfront Access and Activity					
Objective 4.1. Improve Existing Public Access Facilities		4.1.1	4.1.2		
Objective 4.2. Identify and Promote Development of Waterfront Sites		4.2.1, 4.2.2	4.2.3	4.2.4	
Goal 5. Investing in the Future of Edgewater					
Objective 5.1. Establish Local Incentive Policies and Programs		5.1.1	5.1.2		
Objective 5.2. Develop New Public Financing Mechanisms		5.2.1	5.2.2	5.2.2	5.2.2
Objective 5.3. Actively Seek Federal, State, and County Funding Support	5.3.1, 5.3.2	5.3.1, 5.3.2, 5.3.3, 5.3.4, 5.3.5	5.3.1, 5.3.2, 5.3.3, 5.3.4, 5.3.5	5.3.1, 5.3.2, 5.3.3, 5.3.4, 5.3.5	5.3.1, 5.3.2, 5.3.3, 5.3.4, 5.3.5