

R M A

REINVENTING YOUR CITY



# CITY OF DELTONA

## STRATEGIC 5-YEAR ECONOMIC DEVELOPMENT PLAN

Prepared by RMA: 4.9.19

# ACKNOWLEDGMENTS

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**Prepared for**

The City of Deltona, FL  
STRATEGIC PLAN

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**Prepared by**

Redevelopment Management Associates

REINVENTING YOUR CITY

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# EXECUTIVE SUMMARY

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An Economic Development Strategic Plan should be a living, breathing document that incorporates specific recommendations and strategies. This Plan provides a clear road map to bring positive change to Deltona. It is based on RMA's market analysis, development assessment, and stakeholder input. Targeted areas are defined, including catalyst, or opportunity sites, pedestrian friendly areas of town, parking, and community facilities.

The Plan presents realistic Recommendations and Strategies developed to position Deltona to compete for investment and increase its tax base, while maintaining and strengthening its community character.

Implementation of this Plan is grounded in several key areas: Leadership and Empowerment; Connectivity; Activity and Vibrancy; Branding; Quality of Life; and Private Investment. RMA strongly believes that a bright economic future for Deltona will require the convergence of these areas.

The City of Deltona intends, through the implementation of this Strategic Plan, to continue to improve the quality of life for its citizens. The Plan contains comprehensive recommendations and strategies for economic growth that ensure opportunities to prosper are extended to all areas, including distressed neighborhoods and the families that live there, as well as the commercial corridors.

The Market Analysis section of this Plan provides background information and a summary of the existing conditions in Deltona, including a physical assessment, as well as economic and demographic information.

The Strategic Plan has been created with an emphasis on Economic Development as the engine to continue and expand prosperity in Deltona. Areas of study and recommendation include public improvements and infrastructure, transportation, transit and parking, business Attraction, place branding and financial support.

## Incorporate Smart Development Principles

New urban planning principles are incorporated for smart development in this Plan and will serve the City well now, and in the future. Skinny streets, wide sidewalks, on-street parking, bicycle lanes, shade trees along the right-of-way, small neighborhood parks, community gathering places, low parking ratios, and shared parking are a core of the plan recommendations. Catalyst sites that will provide opportunity for development and growth are identified, and recommendations and strategies are incorporated. These general elements comprise a Strategic Plan, but it is the implementation and execution of the Plan that becomes the most important part of this process for the City of Deltona. It requires bold leadership and effective problem-solving to advance critical policies and legislation that will continue to improve the City of Deltona. It also requires empowering all citizens, including untapped segments such as artists, musicians, volunteers, and entrepreneurs, to help solve these problems and strengthen the community.

Deltona has a collection of unique attributes and assets that can be built upon to serve as the foundation for future improvement and smart growth.

## The Area is Ideal for Commerce

Thanks to its business-friendly attitude, low taxes and utility rates, the City is concentrating on economic development and is eager to attract business start-ups and/or relocations. Additionally, major interstates, highways, airports, and the City of Orlando are just minutes away.

## Create A Pedestrian Environment

Connectivity options between different areas of the City are illustrated for consideration. The continued development of mixed-use residential and commercial properties throughout the City is also encouraged. A renaissance occurs when residents activate the streets, support the retailers and restaurants, join cultural institutions, and participate in community activities. Mixed-use projects in Deltona that are carefully planned and that are respectful of the neighboring areas, will continue to add a sense of vitality to the City.

# EXECUTIVE SUMMARY

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## Plan Highlights

Recommendations and strategies are defined to ensure implementation occurs. The following are highlights of the plan:

- ◆ Focus on opportunity areas specifically the Howland Interchange that will serve as an anchor of Deltona.
- ◆ Focus on connectivity and ensuring major corridors and streets connect featured development areas and public assets.
- ◆ Take advantage of the extensive recreational, tourism and hospitality offerings that exist in nearby Daytona Beach and Orlando.
- ◆ Expand art, culture and recreational venues.
- ◆ Focus on the development of the city brand.
- ◆ Incorporate neighborhood and quality of life initiatives into city operations that support the city brand including aesthetic improvements along the commercial corridors.
- ◆ Position Deltona as a great place to live, work and play, with pleasing aesthetics, activities and social offerings
- ◆ Identify and secure appropriate funding for implementation.
- ◆ Ensure the organizational structure is in place to implement this visioning plan.

## As quality of life becomes more of a consideration for job selection, lifestyle choices are extremely relevant.

Activities, recreation, schools, healthcare, cost of living and many other factors influence these choices. This Plan positions Deltona as a place where people will want to live, and families will want to raise their children.

## Protect and Enhance the Neighborhoods and Corridors

Improvement recommendations and strategies are necessary to provide a clean and safe city. Additionally, expanded housing options for new residents, which improve Deltona's market position, are key to attracting professionals that are associated with the Medical District and other industries. These recommendations and strategies can be implemented while protecting the quality of life and the character of the neighborhoods currently enjoyed by Deltona's residents.

## Improve Wayfinding, Directional Signage Program, Gateway Signage and Utilities

Capital improvements recommended include wayfinding and a directional signage program, gateway signage and parking. They also include road improvements and pedestrian walkways that connect the various areas of the City. Many cities have demonstrated that recreational corridors and trails can also serve as real transportation modes, and not just be used for exercise and fun. The Florida Trail Network provides tremendous opportunity.

## In summary, the "elevator speech" for the Deltona Strategic Plan is that the City has a very bright future, and that the Plan:

- ◆ Preserves the community character, and quality of life;
- ◆ Enhances the aesthetics, market position and connectivity;
- ◆ Exposes obstacles to investment and development;
- ◆ Invests in the City's identity, image, and public spaces; and
- ◆ Capitalizes on the City's location and natural assets.

Deltona has the strong foundation required for growth and investment, and the key to successful development and revitalization is the use of realistic, achievable actions which improve the perception and identity of the area, and which enhance its marketability to investors, developers, businesses and residents. These actions are specific, and the results will be measurable.

The key goals for actions which improve Deltona's market positioning and marketability for development involve economic development, place branding, urban design and planning, public improvements and infrastructure, transportation, transit and parking, and development support. These goals, with expanded initiatives, are outlined in the Plan.

# EXECUTIVE SUMMARY

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**Goal #1** Create a thriving District and encourage a quality retail, restaurant, cultural, medical and business environment serving Deltona residents, businesses and visitors.

**Goal #2** Create viable commercial corridors by encouraging and facilitating sound real estate acquisition, assemblage, development and public private partnerships.

**Goal #3** Continue and expand the recruitment of targeted commercial business uses and industries in Deltona to include logistics commerce.

**Goal #4** Incorporate cultural arts, tourism and hospitality as critical components of economic development.

**Goal #5** Improve market positioning.

**Goal #6** Coordinate city, county, state & federally-funded Public Improvements within the City of Deltona commercial areas.

**Goal #7** Provide safe and convenient mobility, transportation and transit options.

**Goal #8** Provide efficient and attractive parking to support retail, restaurant, cultural, office and industrial facilities.

**Goal #9** Encourage and support sound and redevelopment-friendly land use regulations within the City of Deltona.

**Goal #10** Provide incentives and other support to projects that further Deltona's goals & initiatives.

# INTRODUCTION

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Deltona is truly on the brink of unprecedented development and growth, both in business and jobs. The City possesses the unique opportunity to develop areas that will encourage future growth in today's urban format. This Plan provides a foundation for the successful development of Deltona which leads to an enhanced quality of life for its citizens.

Economic development doesn't just happen. It happens because a community's leaders took the time to develop a strategic plan and invest the dollars that are needed to create a good workforce system, a good real estate solution, and a great economic development organization. To do it right takes time and money, but the rewards are the difference in great cities today.

Deltona is a premiere City that takes pride in its neighborhoods and embraces the diversity of residents. This caring community provides a high quality of life where people live, work and play in a safe and secure environment. With its southern boundary location along the St. John's River, a sustainable future through the careful stewardship of resources will be guaranteed.

**Smart planning for the cities of the future includes advocating for Community design that's focused on human interaction. Technology, Entertainment and Design components are important in developing these smart cities. There are seven universal principles for building smarter, more sustainable cities listed below.**

1. Preserve - Preserve natural ecologies (environments), agrarian landscapes, and cultural heritage sites (history)
2. Mix - Create mixed-use, mixed-income, and mixed-age groups neighborhoods
3. Walk - Design walkable streets and human scale neighborhoods
4. Bike - Prioritize bicycle networks and auto-free streets
5. Connect - Increase density of road network, limit block size
6. Ride - Develop affordable and high-quality transit
7. Focus - Match density and mix to transit capacity

But above all: **political will, leadership, and strategic planning** will drive **success**.

# INTRODUCTION

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## CITY OF DELTONA MISSION STATEMENT

It is the mission of the Deltona City Government to anticipate and provide for the needs of its residents with quality service, innovation and leadership for today and in the future. This report focuses on several of the core values included in the Mission Statement, specifically the following:

### Honesty and Integrity

“Our actions and relationship with the community are guided by an internal sense of honesty and integrity. We believe in honest and open government that accentuates best business practices. We are dedicated to the highest ideal of integrity, openness and fairness in dealing with Deltona’s residents and its employees. We are committed to the careful stewardship of our resources, including human, financial, and physical.”

### Inclusiveness and Diversity

“We recognize and appreciate the uniqueness of each individual. We value the contribution made and the synergy created by different experiences and perspectives. We celebrate the diversity of our community by providing a wide array of specialized services to encourage inclusiveness. We are committed to actively seeking public participation, and we promote a public process whereby we can respond to the community’s needs while balancing competing interests and diverse opinions.”

### Leadership and Learning

“Our services and efforts are best when delivered with the creativity and innovation made possible through a team that is prepared to meet the challenges of this City. We fund and expect professional development and continuous learning at all levels in this organization. We develop leaders at every level of this organization, with the expectation that employees and team members will make informed and courageous decisions as leaders to the betterment of this community. As a leader in the region on public issues and services, Deltona – through the city and through leaders in the community – will continue to exert strong leadership in local and regional affairs.”

### Commitment

“We accept the challenge of change and are committed to the future of this City and this community. We are committed to continually enhancing the safety, environment, quality of life, and economic sustainability of our community. We are problem solvers, and we constantly look for new and better ways to deliver services. We seek to be innovative, take reasonable risks, learn from our mistakes and always strive for excellence.”

### Pride

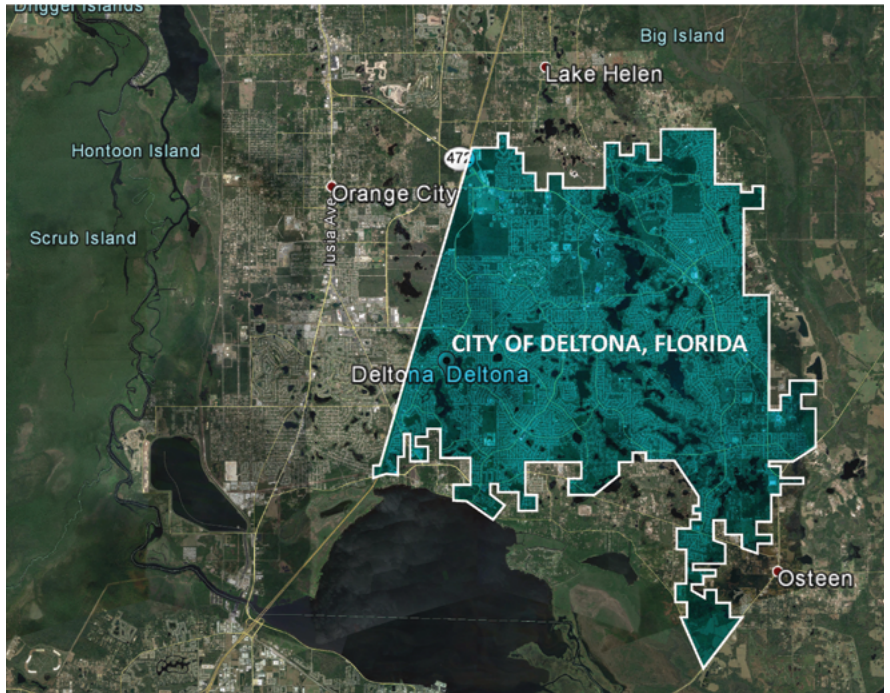
“We take pride in our City and community and are proud of the community’s values. The efforts and actions of Deltona reflect the community values of integrity, inclusion, com-*passion*, respect, trust and commitment.”



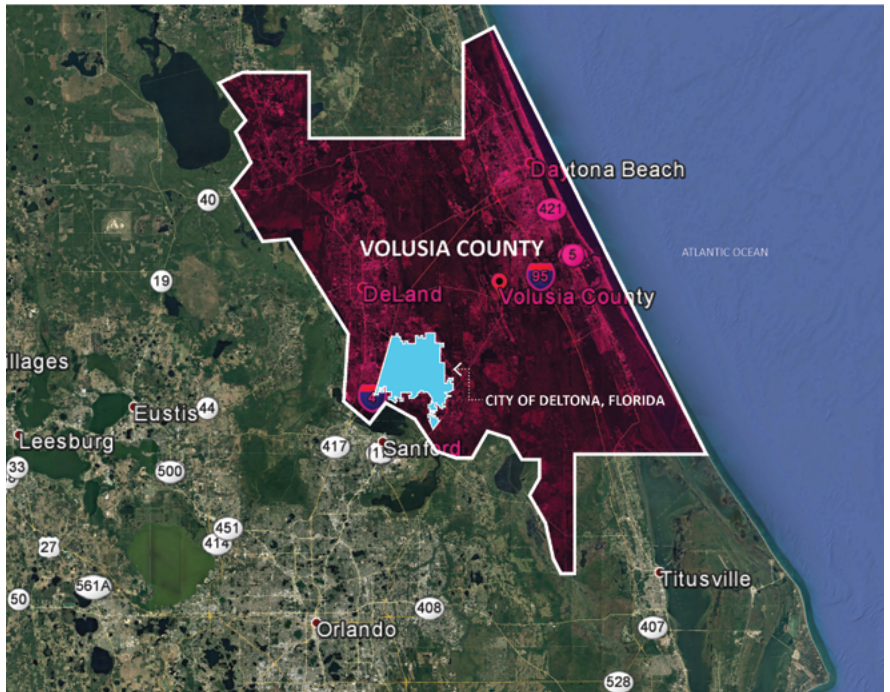
# INTRODUCTION

## Study Area

The **City of Deltona** is a suburban city of approximately 90,124 residents located in Volusia County. It is the most populous city in Volusia County. It is located on the northern shore of Lake Monroe along the St. Johns River. The City serves as a commuter town for the surrounding areas and has long been known as a bedroom community. The City has a total area of approximately 40.9 square miles and is part of the greater Deltona-Daytona metropolitan statistical area.



**Volusia County, Florida** is bordered on the west by the St. Johns River, and by the Atlantic Ocean to the east. Roughly the size of Rhode Island, Volusia County is about 25 miles northeast of Orlando, 30 miles north of the Kennedy Space Center and 80 miles south of Jacksonville.



# MARKET POSITIONING

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Successful positioning to attract investment and grow a city's tax base ultimately depends on how people (investors, developers, business owners, residents) "think and feel" about a community and how that affects their willingness to spend their money (or go into debt) to become a part of that community. Therefore, market positioning is critical for successful development of a commerce park in Deltona.

**Recent studies have demonstrated that the most important elements that connect people to the place that they live are:**

- ◆ Aesthetics – how a place looks and feels;
- ◆ Social Offerings – activities, and the opportunity for citizens to engage with each other;
- ◆ Openness – how open and welcoming a community is;
- ◆ Uniqueness – what makes a place special and different from others.

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**It's all about experiences that influence destinations.**

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**These are four critical values that shape a community's position for growth, revitalization and investment. The most important elements to implement these values as part of a development strategy are:**

- ◆ Walkability
- ◆ Tourism and Hospitality
- ◆ Art, Culture, Recreation and Community Special Events
- ◆ Place Branding and Identity

The abundance statewide of capital and solid infrastructure has drawn some key enterprises to its borders, particularly in the aerospace and electronics industries, and the state has in turn secured significant post-recession manufacturing gains. However, Florida, Volusia County and Deltona face tough competition from its neighbors, and finding skilled workers remains a challenge for many manufacturers.

Encompassing approximately 42 square miles, Deltona is home to approximately 90,124 residents with a strong workforce of 44,000. The town's sprawling residential developments provide those working in the Orlando area a less expensive place to live, with the advantages of a rural environment.

In determining market position for the creation of a business park development, the existing assets of Deltona need to be considered.

**Some of the more significant assets include:**

- ◆ Climate
- ◆ Relatively new infrastructure
- ◆ Medical District
- ◆ Expanding hospitality, retail and service centers
- ◆ Art, Culture and Events Center
- ◆ Significant tracts of undeveloped land adjacent to the interstate
- ◆ Recreation opportunities that promote Eco-tourism

# MARKET POSITIONING

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Favorable business characteristics for site selectors include a pro-business environment, a favorable tax climate and a strategic location, including proximity to international, national and regional markets. These characteristics must be the cornerstone of the Deltona Strategic Plan.

A qualified site selection professional, or firm, will apply a methodical approach to the process to evaluate all factors that are important to a location decision and ultimately reach a conclusion about which site will best serve the needs of the company. All agencies, public and private, that will be involved in the successful outcome of Deltona's goals should be in sync and should understand the project objectives. The challenge and true risk to the site selection process is the realization, sometimes too late in the game, that a community is not well aligned, that they do not work collaboratively, or worse, that the community is divided and at odds with their approach to business Attraction and economic development strategies.

Site selection decision-makers seeking a new location understand that this non-collaborative spirit within a community and its leadership can have devastating short and long-term impacts on a project.

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**RMA's recommendation to overcome these risks is to proactively brand and market the business location opportunities through a well-defined campaign.**

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## Assessment Findings

A market assessment, aesthetic and physical environment assessment, as well as an evaluation of business climate themes were part of this project. The market analysis (attached as Exhibit A) and a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis resulted in the following findings relative to the City as a whole.

### SWOT Observations

#### Strengths

- ◆ Proximity to Orlando
- ◆ Proximity to Daytona Beach
- ◆ Affordable real estate market
- ◆ Accessibility - proximity to Interstates with 3 Interstate -4 Interchanges
- ◆ Access to healthcare
- ◆ Small town feel with big town accessibility
- ◆ Emerging arts and culture scene
- ◆ Low cost of doing business
- ◆ Diverse housing stock
- ◆ Educational opportunities
- ◆ Trails and recreation

#### Weaknesses

- ◆ Infrastructure issues- sidewalks, water lines, lighting, road ways need expansion
- ◆ Limited public transportation
- ◆ Aesthetics
- ◆ Limited parks and green space
- ◆ Messaging

#### Opportunities

- ◆ Create a brand for the City
- ◆ Encourage master plan development of a commerce park with urban design standards.
- ◆ Expose the opportunity for an Innovation District within the master plan
- ◆ New housing development for management and executive level employees

#### Threats

- ◆ Perception of Deltona as a "bedroom" community
- ◆ Lack of cultural and expanded recreational offerings
- ◆ Lack of visibility in real estate market

# MARKET POSITIONING

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In 2017, Gross domestic product (GDP) of the Deltona-Daytona Beach-Ormond Beach Metropolitan Statistical Area (MSA), which encompasses Volusia County, was \$15 billion. The rapidly growing economy, now in the top 40% of all MSA's nationally is driven by thousands of local enterprises that produce a variety of goods and services, creating jobs and stimulating even greater investment. Area companies not only support local commerce but also transact business throughout the world generating up to \$437 million in exports annually, according to Team Volusia.

The Strategic Plan positions Deltona to attract targeted businesses and leverage the state's economic development programs as well. Florida is home to some of the most successful and innovative companies in the aerospace, agribusiness, automotive, manufacturing and technology industries. Deltona has identified specific targeted industries including Medical Arts and Sciences, Eco-tourism and Preservation, Corporate Headquarters, and Advanced Manufacturing that go hand-in-hand with the State's targets. These key facts provided by the state and county economic development departments demonstrate that it makes sense to locate a business in Deltona:

- ◆ More than 44,000 in the labor force.
- ◆ Labor force growing with 25,000 under 18 years of age
- ◆ Excellent labor-management relations climate.
- ◆ Pro-development state and local elected leadership.
- ◆ Florida is a Right-to-Work State.

## Market Characteristics

The U.S. industrial sector continues to far outperform all other segments in the industry, with record levels of absorption, rent growth, construction and occupancy, all fueled by positive economic drivers and structural shifts favoring warehouse space. Many large companies have improved their logistics efficiency by buying warehouse product. Entrepreneurs and small companies are also seeing value and opportunity in light industrial/flex space.

As stated previously, there seems to be no slowing down the national industrial and distribution market. Despite nearly 1 billion square feet of new inventory delivered in the past three years, vacancy ended the quarter at 4.7 percent, less than half of the post-recession high of 9.5 percent in 2010.

A possible headwind arising in the industrial market is labor availability. With the U.S. economy near full employment and the industrial market needing more workers due to consumer shifts to e-commerce, intensifying warehouse demand, many occupiers are having difficulty finding adequate labor. This trend could have a negative effect on occupier expansion plans in the coming quarters. Despite this, import levels are strong, manufacturing is on the rise and the U.S. economy remains solid, all which points to strong industrial fundamentals for the foreseeable future.

The continued shift to more localized distribution—the deployment of more warehouses in more locations to get products to consumers quickly—has driven activity in many secondary markets with seaports, inland ports or growing population centers. This shift benefits Deltona as occupiers increase their footprints in these strategic markets to better service their customers.

# MARKET POSITIONING

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## Industrial and Distribution

There seems to be no slowing down the national industrial and distribution market, based on data from [Transwestern's fourth quarter report](#) for the sector. Despite nearly 1 billion square feet of new inventory delivered in the past three years, vacancy ended the quarter at 4.7 percent, less than half of the post-recession high of 9.5 percent in 2010.

## Manufacturing

The U.S. manufacturing industry is undergoing a wave of changes comparative of prior periods of industrial revolution, invoking the reference “the fourth industrial revolution”. This industrial revolution is being fueled by the onset of artificial intelligence as well as advances in robotics, the internet and smart manufacturing. These innovations have allowed for faster and more consistent manufacturing, despite the increasing complexity of products. The World Economic Forum (WEF) lists the following five trends for the future of manufacturing:

- ◆ **Seeing around corners - in 360°** – New tools are becoming available that allow manufacturers to simulate the product-creation phase. Essentially, this allows companies to create and test situations in the virtual world, to simulate the design process and the assembly line before an actual product is created, allowing companies to save time and ensure the manufacturing process delivers what companies intended to create.
- ◆ **Viewing the fourth wave - in 3D** – 3-D printing allows for the seamless creation of tangible products using a single machine. Three-dimensional printing has given way to flexibility and efficiency for the manufacturing industry. Other benefits include low waste due to the recycling of plastic and advancements to mass production.
- ◆ **Advanced manufacturing - on autopilot** – There are many environments within the manufacturing industry that may be unsafe for workers. Additionally, humans are limited in their capabilities to be efficient/productive, thus giving rise to automation within the industry. The new generation of automation is easier to program and use and includes capabilities like voice and image recognition to re-create complex human tasks.
- ◆ **Building intelligent factories - in the cloud** – Cloud computing has created major efficiencies across a great range of industries. Never has communicating and sharing information been so effective. Cloud computing enables companies to extract and analyze information that affects the production line. Data from augmented and virtual reality, as well as increased customer feedback, will have a significant impact on research and development, giving consumers more of what they want, getting it to them faster and cutting down on costs—a system that ultimately will drive innovation.
- ◆ **Robots on the rise - managed by humans** – As discussed earlier, major advancements have been made to robotics and automations within the manufacturing industry. Many fear that robotics will replace the need for manufacturing workers. While many workers may be displaced, the bulk of jobs lost will be those that are deemed unsafe for humans, thus robotics provide a compliment and not a replacement for the workforce. Additionally, new workers will be needed to manage new technology in the manufacturing industry. These are likely high skilled, high paying jobs.

Thanks in part to its pro-business policies, strong workforce, and trade infrastructure, Florida ranks among the nation's top 10 states for manufacturing. Florida's manufacturers produce a wide variety of goods including aerospace products, batteries, food and beverages, communications equipment, pharmaceuticals, semiconductors, boats, and more. Deltona is centrally located and within proximity of major state universities, has competitive tax rates, and available incentives, all making Deltona an ideal and competitive place to conduct businesses.

# MARKET POSITIONING

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## Distribution Industry

New technology and companies are evolving the distribution industry. Industries are beginning to converge, new competition surfacing, and new businesses beginning to emerge. Distribution is forced to keep up with consumer expectations of expedited shipping while robotics and automation software are further streamlining distribution. The United States distribution landscape could be facing more shifts based on new trade agreements with our neighboring countries. Moving forward, it will be important for distribution related firms to monitor changes in regulation and how they might affect the business model. Online sales are increasing at an annual clip exceeding 15 percent, and now reach close to \$435 billion annually, according to the latest U.S. Department of Commerce figures. That has created a significant need for warehouse space and loading docks that enable companies to cover the so-called last mile to customers' doorsteps.

As online retailers have leased more space, their logistical needs have rapidly evolved. They remain eager to lease massive fulfillment centers with 800,000 to 1 million square feet (74,000 to 93,000 sq. m) of space on the outskirts of metropolitan areas, even as the expansive acreage to build those sprawling facilities has become difficult for developers to find. But with customers increasingly expecting to receive their orders in hours instead of days, e-commerce companies also are searching for smaller facilities closer to densely populated areas, where they can pre-position inventory or quickly offload parcels from large trucks to smaller delivery vehicles that will rush them to their destinations. Meeting those needs—and doing it at the accelerated pace demanded by the e-commerce market—has required developers to show boldness and ingenuity. To cut the turnaround time, some are building large centers on spec. They are racing to repurpose legacy industrial buildings close to population centers and are finding ways to work around those buildings' imperfections, given that proximity to retailers' customers is of overriding importance. And as they do all that, they are watching warily for the emergence of technological innovations that could disrupt the marketplace once more.

Major e-commerce players already are searching for remaining sites big enough for the largest class of distribution centers, behemoths with 800,000 to 1 million square feet (74,000 to 93,000 sq. m) of space that can accommodate massive inventories. To meet the demands of e-commerce, retailers need logistics facilities located close to population centers that facilitate speedy last-mile delivery and minimize transportation costs. Over the next few years, multiple new e-commerce staging centers and hundreds of localized delivery facilities will be needed to support quick delivery options for e-commerce retailers to maintain a competitive edge and meet consumer expectations. A key element to the development criteria is that E-commerce wants to be close to major arteries, highways, and toll roads. Deltona is well positioned to satisfy this requirement. Railroad transportation includes SunRail, and Amtrak along the eastern seaboard. Freight service is offered by CSX Railway, Norfolk Southern and Florida East Coast Railroad.

The expansion of the Panama Canal and associated increase in flow of goods through the East coast of the U.S. creates a potential for increased distribution in the State of Florida. Deltona is strategically located in central Florida, making it a prime destination for distribution hubs. Deltona features access to Interstate 4, and Interstate 95. Deltona is positioned to access the ports of Canaveral and Jacksonville, making it a prime candidate for an inland logistics center.

## Advantages to Doing Business in Deltona

Today's business leaders recognize the importance of a productive workplace environment, which includes a quality of life standard that provides an environment of natural beauty, with activities that provide a well-rounded lifestyle, high-quality schools, great recreational amenities, and nearby retail and entertainment options. The area's moderate climate also encourages a healthier, more active lifestyle.

Quality of life elements that are enjoyed by Deltona residents include recreation, arts, culture, green spaces that are walkable and bike-able, connected and accessible, and welcoming. The recent development of nature-themed parks and the extensive trails make Deltona a haven for the outdoor enthusiast.

The education system in Deltona maintains very high standards and offers benefits and opportunities in research, studies and innovation, while promoting and developing a skilled and educated workforce.

# MARKET POSITIONING

## Colleges and universities in Volusia County:

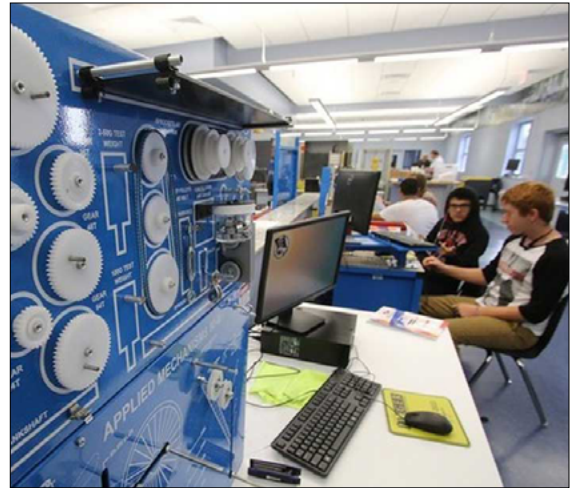
- ◆ Advanced Technical Center
- ◆ Bethune Cookman University
- ◆ Daytona State College
- ◆ Embry-Riddle
- ◆ Keiser College
- ◆ Palmer College
- ◆ Stetson
- ◆ University of Central Florida

Halifax Health has also announced that the new hospital opening in 2019 will be a teaching hospital, in cooperation with University of Florida Shands, providing jobs and more educational opportunities in Deltona.

Deltona's Pine Ridge High School provides the first-of-its-kind manufacturing program that's rooted in STEM — science, technology, engineering and mathematics. The program provides hands-on experience to students with a wide range of skills that could lead to more than a dozen careers. Students consult books and conduct experiments using hydraulics machines, welding, circuits, CNC (computer numerical control) machining, pneumatic systems, 3-D printing and more.

Favorable tax policies, streamlined regulations, competitive cost of doing business, a large talent pool, and global connectivity have positioned Florida and Deltona as a strong marketplace. And labor and land are more affordable than other states and other parts of Florida.

The characteristics that companies look for in a location include the following, with commentary regarding Deltona's position on each.



Desired Characteristic	Deltona Position
Proximity to customer	Strength
Transportation access	Strength
Cost of doing business	Strength
Stable political environment	Strength
Stable local economy	Strength
Natural environment	Strength
Access to resources, raw materials, research facilities	Strength
Infrastructure	Needs improvement
<b>Workforce</b>	
Higher education	Needs improvement
Vocational training schools	Strength
<b>Quality of Life</b>	
Affordable Housing	Needs improvement
Recreational opportunities	Strength
Schools	Strength
Art and culture	Needs improvement
Medical care	Strength

# MARKET POSITIONING

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## Competitive Position

Truck capacity constraints are impacting the distribution of products. Trucks continue to be the preferred mode of shipping for most manufacturers and distributors in the US. The transportation of raw materials and finished goods is often one of the most significant variable operating cost factors for manufacturers and distributors – and one of the biggest drivers of location strategy decisions. Tightening truck capacity means that more manufacturing plant and distribution center location decisions are being based on truck availability.

Logistical needs for retailers have rapidly evolved. Meeting those needs—and doing it at the accelerated pace demanded by the e-commerce market—has required developers to show boldness and ingenuity. To cut the turnaround time, some are building large centers on spec.

Major e-commerce players already are searching for remaining sites big enough for the largest class of distribution centers, behemoths with 800,000 to 1 million square feet (74,000 to 93,000 sq. m) of space that can accommodate massive inventories. There is available land that meets this criterion for development within Deltona, as well as parcels that are more appropriate for the smaller, regional hubs.

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**This is definitely a cornerstone of Deltona's Commerce Park.**

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E-commerce wants to be close to major arteries, highways, and toll roads. To meet the demands of e-commerce, retailers need logistics facilities located close to population centers that facilitate speedy last-mile delivery and minimize transportation costs. Over the next few years, multiple new e-commerce staging centers and hundreds of localized delivery facilities will be needed to support quick delivery options for e-commerce retailers to maintain a competitive edge and meet consumer expectations. As an intermodal hub, Deltona offers excellent logistical benefits.

Land in the City for a Commerce Park has recently become available but needed infrastructure -- including broadband Internet, gas, water, and sewer service -- is not available in all locations. It is recognized that the City is working on the complex issues of how to provide these services; however, the lack of service impacts usability of land, the value of land, and the ability to deliver the Commerce Park within the near future.

These factors, and an aggressive local incentive package for targeted industries that includes incentives for warehouse distribution centers, position Deltona to compete for these targeted industries.

## Marketing, Branding, Public Relations and Digital Presence

Deltona currently produces fresh compelling content for use across digital platforms, meant to engage viewers and potential customers in the targeted industries. Landing pages, digital advertisement campaigns, social media (LinkedIn), newsletters, email campaigns and the like, all combine to create engaging content that draws viewers, gains impressions and ultimately converts viewers into serious prospects.

The leading sources of information for executives making site selection decisions, in order of importance, according to DCI (Development Counsellors International), are:

- ◆ Dialogue with industry peers
- ◆ Business travel
- ◆ Articles in newspapers and magazines
- ◆ Meetings with economic development groups
- ◆ Online sources
- ◆ Word of mouth
- ◆ Rankings
- ◆ Surveys
- ◆ Social media, advertising, other TV and radio newscasts
- ◆ Trade shows
- ◆ Direct Mail



# MARKET POSITIONING

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## Digital presence

The City is embarking on a new website which will provide a centralized source for all economic development related information about the community and a social media presence on LinkedIn, Google+ and YouTube.

Currently, a forensic audit of Deltona is not positive, and neither are the City's crime statistics. Deltona is safer than only 40% of other cities in the United States. Improvements need to be focused on projecting a positive Deltona image.

As Deltona continues to position itself to attract economic development, a well-defined targeted strategy is recommended. Currently, Deltona has multiple tag lines being used to promote the City.

### Some of these tag lines include:

- ◆ Florida's Address for Success
- ◆ A City on the Move
- ◆ Open for Business
- ◆ Discover Deltona
- ◆ Deltona Means Business

A well-defined message which brands the City is needed to project the image of Deltona.

## Economic Development Opportunities

### What should be preserved that will support new investment in Deltona?

- ◆ The connection to the natural environment
- ◆ Recreational activities, passive as well as active
- ◆ Walkability
- ◆ Relationships
- ◆ Skilled workforce

### What can be enhanced to encourage economic development and investment in Deltona?

- ◆ Transportation
- ◆ Interstate access
- ◆ Aesthetics
- ◆ Parking
- ◆ Connections
- ◆ Market Opportunity / Financial Feasibility
- ◆ Quality of Life
- ◆ Reputation
- ◆ Pedestrian Activity
- ◆ Customer Service
- ◆ STEM Programs
- ◆ Tax Base

# MARKET POSITIONING

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## What can be exposed and promoted to attract more development in Deltona?

- ◆ Outdoor assets that are beneficial to attracting commercial investment
- ◆ Opportunities for philanthropic initiatives by large property owners and institutions
- ◆ Hidden assets that may benefit Eco-tourism efforts
- ◆ P3 Opportunity / City Participation
- ◆ Value Awareness
- ◆ Location
- ◆ Quality of Life
- ◆ Employee Excellence
- ◆ Trails

## What can be invested in that will improve the city's competitiveness in Deltona?

- ◆ Shovel Ready Sites
- ◆ Aesthetics
- ◆ Trail Network
- ◆ Parking
- ◆ Signage
- ◆ Art, Culture, and Recreation
- ◆ Education
- ◆ Infrastructure and utilities
- ◆ Branding
- ◆ Public Spaces
- ◆ Community Pride
- ◆ Activities
- ◆ Public Private Partnerships and Incentives

## What can be capitalized on to establish the city as a good location for investment?

- ◆ The Presence of an expanding Medical District
- ◆ Market Potential and Position
- ◆ Location / Proximity to other assets
- ◆ New Economic Development Projects
- ◆ Recreation Opportunities
- ◆ Private Sector Experience
- ◆ Return on Investment
- ◆ Federal Investment
- ◆ Alternate Transportation Modes

Tourists and residents are demanding more Eco-tourism opportunities. This area which includes Orlando is one of the most visited destinations in the world, with 50 million visitors per year. Deltona has a prime opportunity to promote trails, greenways and blue-ways as Eco-tourism destinations, leveraging the tourism campaigns that promote the area.

Easy access to nearby businesses and lodging encourages the outdoor enthusiast and cyclist to spend money and participate in the community activities. Retail and restaurant market potential will be driven by branding of the District and realization of residential market potential. Residential development can drive the need for new office space, especially to serve locally generated employment and entrepreneurship.

# MARKET POSITIONING

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Commercial industrial and residential development can drive the need for new office space, especially to serve locally generated employment and entrepreneurship. Up to 75,000 square feet of new office space in a mixed- use environment could ultimately be supported. There is also significant potential for hotel development however, the hotel density, and the number of units that could be supported will depend greatly on project concept and developer execution, with close linkage to the brand development of the District.

The old economic development tools are no longer sufficient: tax breaks, incentives and subsidies alone do not create great places.

## Best Practices

Smart growth strategies like zoning changes, incentives for targeted development, policies to make a range of housing available, street improvements, investments in transit, support for public parks and gathering spaces, arts and culture are among the new, innovative ways cities are creating places where people and companies want to be.

The State is a tremendous resource for Economic Development. The following maps provide data on the opportunities for targeted industry development in Deltona.

# MARKET POSITIONING

## Florida's Targeted Industries

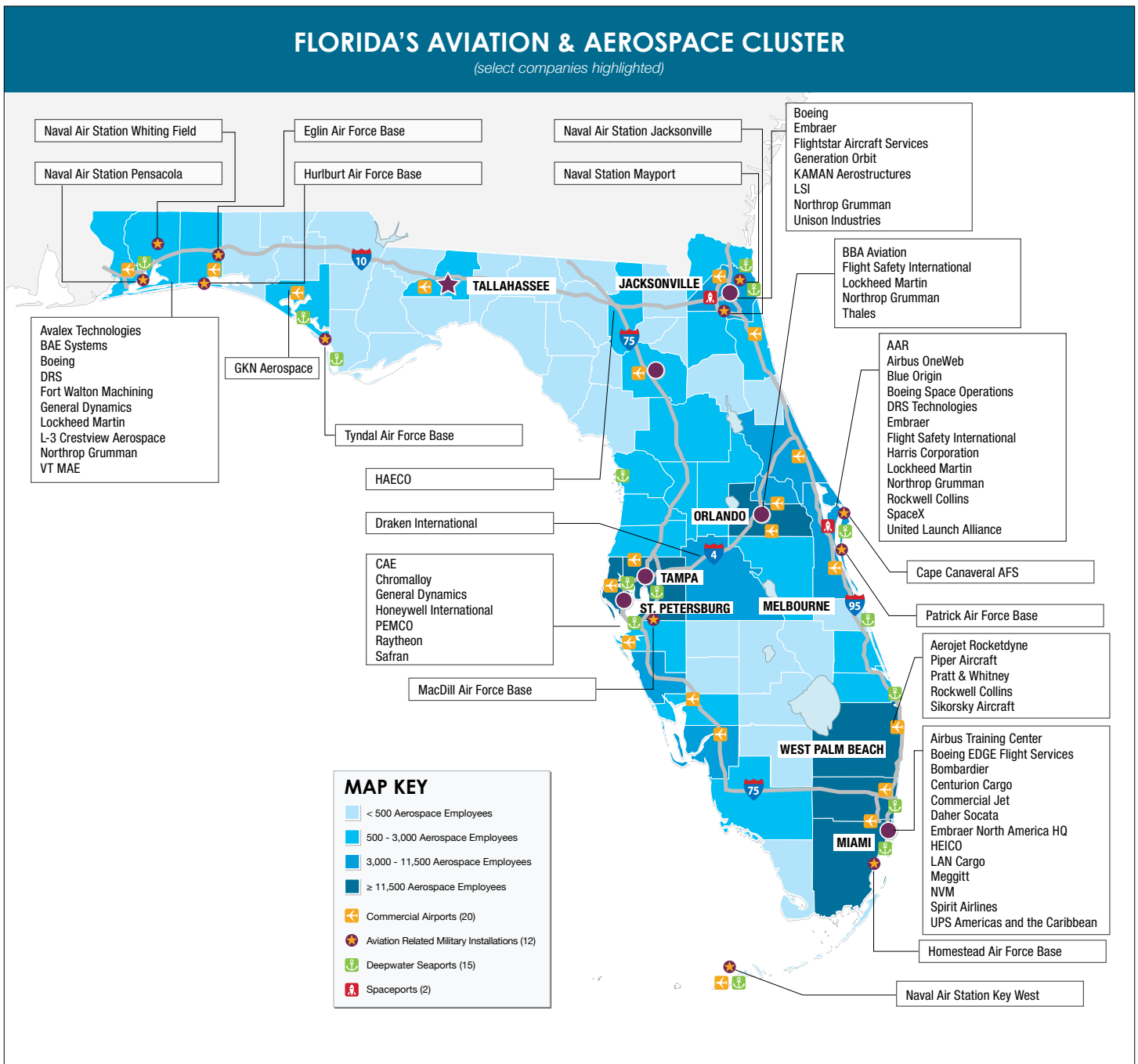


Image via Enterprise Florida

# MARKET POSITIONING



Image via Enterprise Florida

# MARKET POSITIONING

## FLORIDA'S LOGISTICS & DISTRIBUTION CLUSTER

(select companies highlighted)

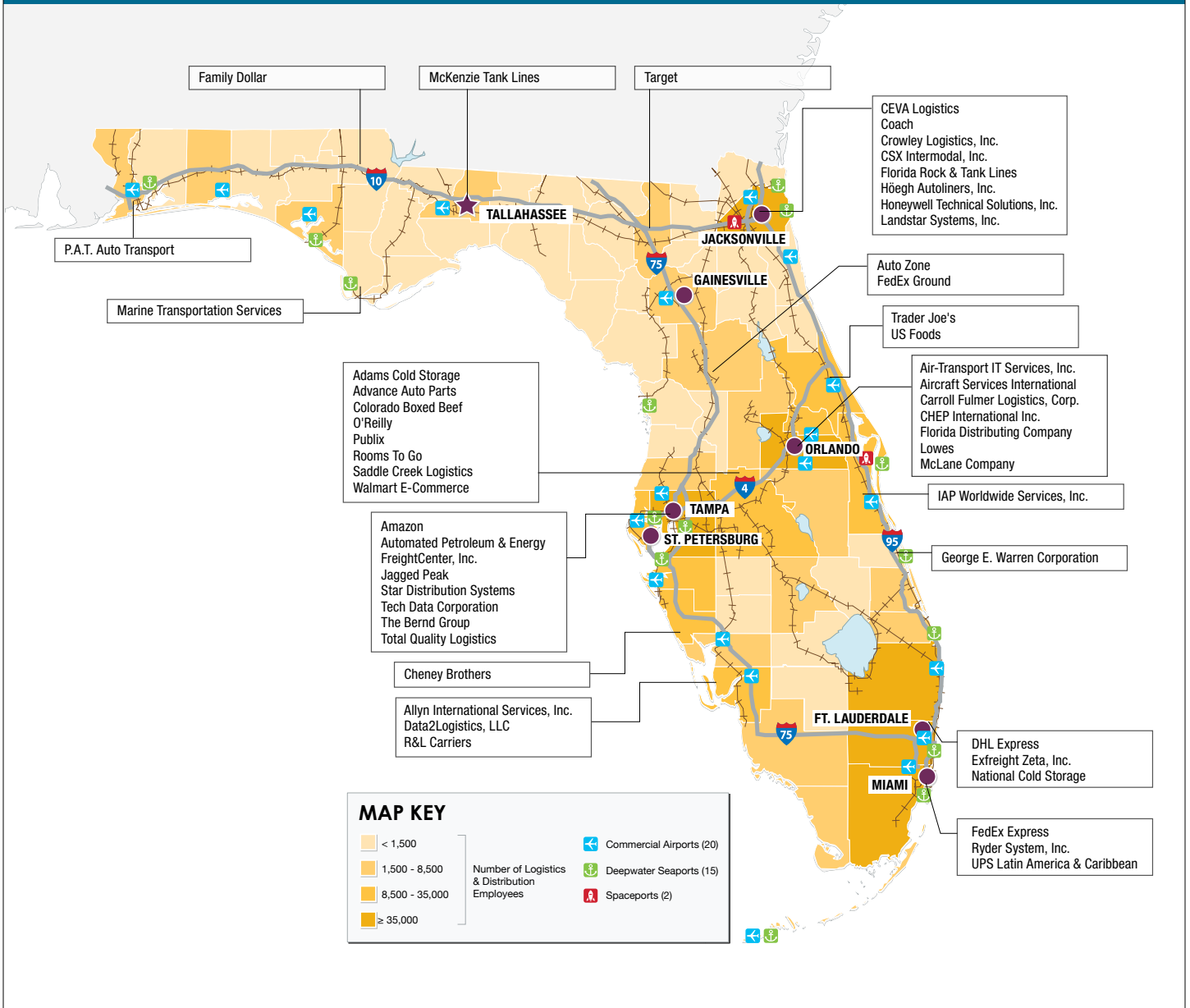


Image via Enterprise Florida

# MARKET POSITIONING

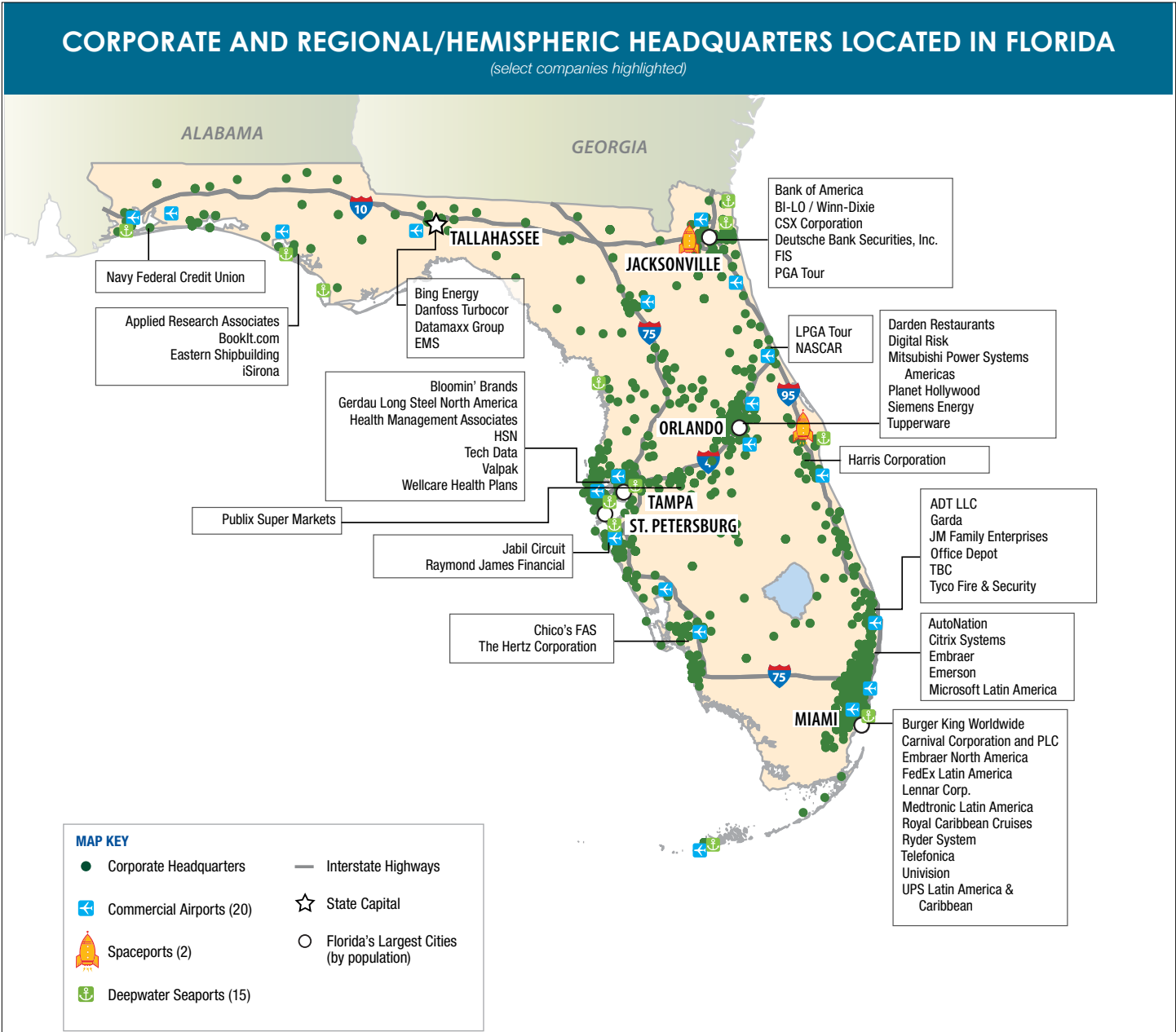


Image via Enterprise Florida

# MARKET POSITIONING

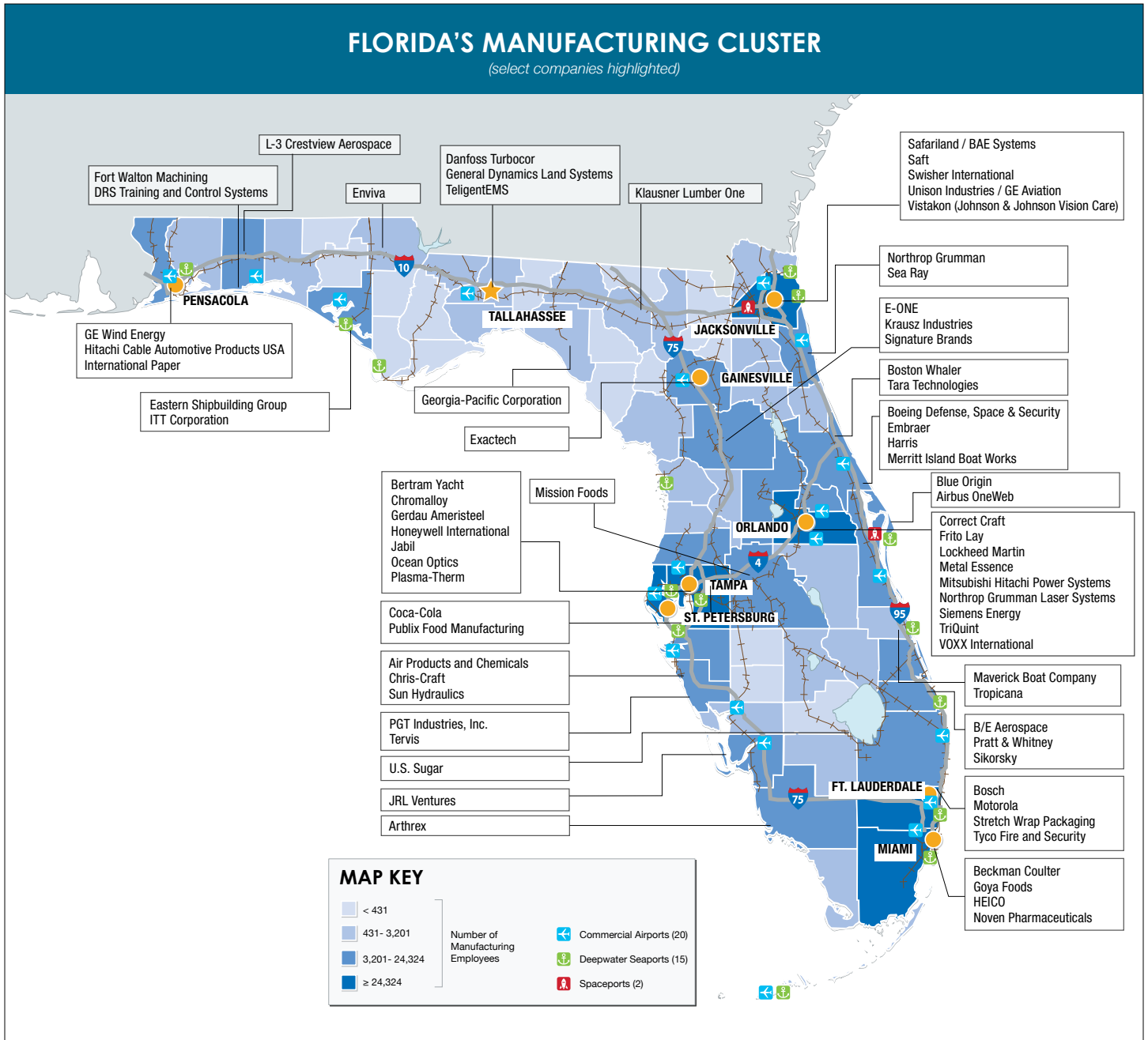


Image via Enterprise Florida



# OPPORTUNITY SITES

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The purpose of this section is to provide guidance and insights about private development and public investment opportunities on key sites throughout Deltona. The most significant opportunities were identified based on stakeholder meetings, location, ownership, size, land development regulations, and recent public and private investments nearby.

These sites offer opportunity for the City of Deltona that has not been available prior to this time. Today, based on RMA's strategic meetings with property owners, and our presentation of current market indicators these private property owners stand ready to move forward with the following development scenarios.

**This section explores development scenarios appropriate on these sites based on the following:**

- ◆ community goals and aspirations,
- ◆ real estate and business market conditions,
- ◆ current and potential land development regulations,
- ◆ general financial feasibility,
- ◆ transportation connectivity,
- ◆ surrounding developments and public amenities, and
- ◆ overall ownership patterns in proximity.

**Using RMA's expertise in Economic Development, Urban Design, and Marketing and Branding, for each site we undertook the following efforts:**

- ◆ explored a variety of potential development scenarios,
- ◆ developed conceptual site plans for one or more of those scenarios,
- ◆ identified any needed amendments to land development regulations to permit each scenario,
- ◆ conducted a preliminary financial analysis to test for general feasibility,
- ◆ assessed impact on overall place brand repositioning, overall economic impact and job growth,
- ◆ considered the likely marketplace phasing as the brand repositioning took place over time.

***Sites were evaluated using this approach with varying degrees of detail. The following summarizes our work and guidance for each site with the following caveats: The analyses are for a particular point in time. Changing market conditions, ownership patterns, community consensus, and successful or failed projects and businesses can change the preferred development guidance over time. The guidance provided is not intended to support any particular development proposal or scenario. Each such proposal should be carefully evaluated and vetted with community leadership, property owners and residents.***

Our market assessment provided data that supports the creation of a logistics center/commerce park and an innovation district. The future innovation district and commerce park should create an adequate framework for future development of other structures, such as, mixed-use development as appropriate. It is important that any development that occurs in this area sets a flexible framework for future adaptive reuse.

For instance, perhaps today it will be a commerce park/ logistics center, but in the future, it can be easily adapted to host other appropriate uses if the geographical fabric (neighborhood blocks) are set up to be flexible. This will in turn add value to any type of real estate project, since it eliminates the all or nothing development concept – hence it lowers the development risks.

Our evaluation included other sites throughout the City that were large, undeveloped parcels, under private ownership. However, it was determined that the Graves/Normandy area provided the best opportunity for a business park in today's environment.

Private development is driven by perceptions of risk and return that go beyond financial considerations. Perceived risks related to community consensus, predictability and timeliness of development approval processes, marketplace responsiveness, and other factors often vary by developer and investor based on their own experience and investment objectives. This simply means that "feasibility" also varies and a negative response from a few developers does not mean all others will have the same perspective or reach the same conclusion.

# OPPORTUNITY SITES

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By linking the Commerce Park and the Innovation District with the Retail Village and Medical District, the City can showcase an outstanding opportunity for significant economic development. Branding this entire area as “The District” will create a destination, as well as an exciting promise of the future. As outlined in this Plan, this will require a branding and marketing campaign, as well as the development process led by the City moving forward with the property owners in concert. While public-led commercial development is typically limited to tax abatements, financing, special policies in particular areas, and marketing campaigns, the private sector, or market-led development is initiated by private developer; they may still rely on the government to provide research and use marketing and promotional campaigns to attract development.

**To attract and keep good people, employers understand that they must give them a better environment. Our strategic plan addresses this situation with specific recommendations for implementation. The recommendations provide the hallmarks of a successful plan, including:**

- ◆ Clear, specific and relevant actions,
- ◆ Appropriate implementation tools and processes,
- ◆ Shared understanding of the next steps in the Plan.

**A master plan will need to be developed that addresses the following important elements:**

- ◆ Lot designations and maximum build-out for each lot, including parking capacity. Small lots can be combined to make larger lots as needed.
- ◆ Designated use areas (innovation district, office vs. industrial and warehousing).
- ◆ Provide layout of access road and timing for completion.
- ◆ Define water drainage/management areas.
- ◆ Identify utility access points (power, water, sewer, telecom and gas) along with size of lines, capacity and providers.
- ◆ If park development is in phases, note which sections will be covered in a given phase.
- ◆ Provide landscape details for common areas and develop a list of grasses, flowers, shrubs and trees that are acceptable for the park and utilize Florida native species that require less maintenance and water.
- ◆ Provide signage and entrance landscaping that reflects the quality of the overall business park.

**Recommendations for actions to implement this Strategic Plan:**

- ◆ Infrastructure expansion and improvements, including utilities.
- ◆ Expedited Permitting
- ◆ City-wide Branding and Marketing campaign, “District” Branding.
- ◆ Creation of a Master Plan for the Commerce Park and Innovation District.
- ◆ Gateway Signage that Provides an Artistic Welcome to Deltona.

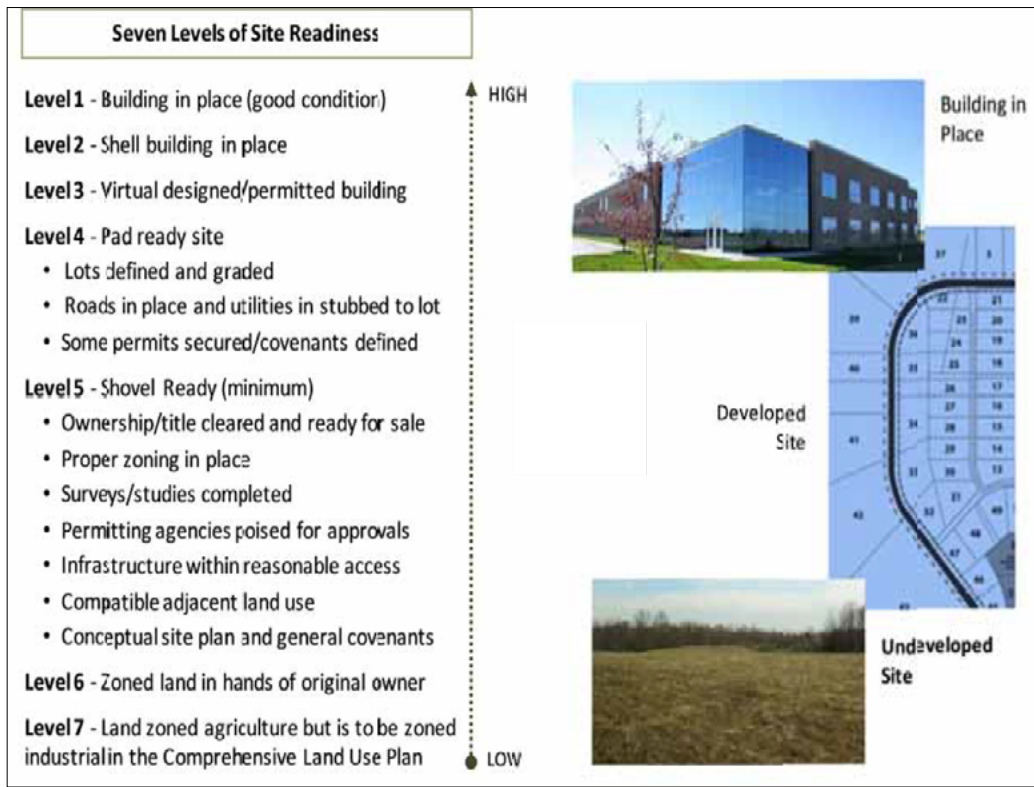
**Innovation District and Commerce Park Development Guidelines:**

- ◆ Provide single designation for business park regardless of how many land owners exist in the park, i.e. The Commerce District
- ◆ Ownership should be in the hands of organizations that are willing to set a price and invest in developing the site to a specific level of readiness.
- ◆ Limit the number of requirements to provide enough details to minimize need for interpretation. Businesses do not mind complying with reasonable/easy to understand requirements.

The availability of sites and their respective level of readiness is critical to a company considering placement of an operation in a community. The level of readiness directly impacts the overall speed-to-market for getting a business up and running and is a key indicator of risk related the decision. A property with a low level of readiness means more approvals and opportunities to slip schedules. The levels of site readiness are outlined below as a reference, with Level 5, or Shovel Ready being shown as a minimum for site selectors.

# OPPORTUNITY SITES

## Innovation Districts and Commerce Parks

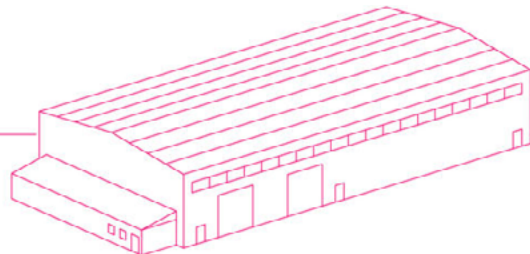


## DISTRICT BUILDING BLOCKS



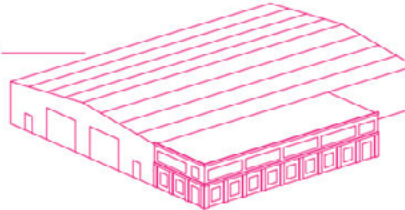
### HIGH BAY FABRICATION SPACE

- 1 STORY
- NEW BUILD
- 20,000-50,000 SF (2,500-5,000 MODULAR SPACES)
- 30- 35' CEILINGS
- IDEALLY NEXT TO VACANT LOTS TO SUPPORT GROWTH



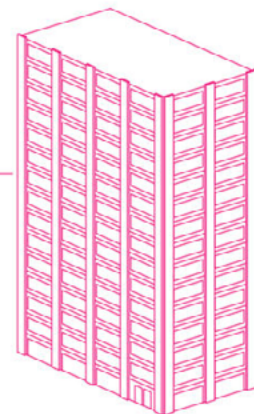
### RESEARCH / FABRICATION FACILITY

- ABOVE AVERAGE ARCHITECTURE
- 2 STORIES
- NEW BUILD OR ADAPTIVE REUSE
- 20,000-50,000 SF
- 25-28' CEILINGS



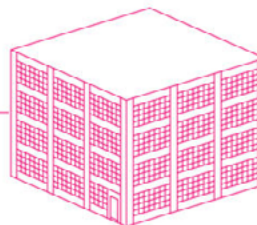
### SOFTWARE PROGRAMMING SPACE

- 'SMART' OFFICE BUILDING
- ACCESS TO FAST DATA (FIBER TO DESK)
- APPROPRIATE ELECTRIC SERVICE



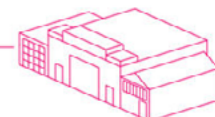
### MAKER SPACE / SMALL MANUFACTURING

- INDUSTRIAL BUILDING REUSE
- POTENTIAL LIVE/MAKE NEIGHBORHOOD DEVELOPMENTS



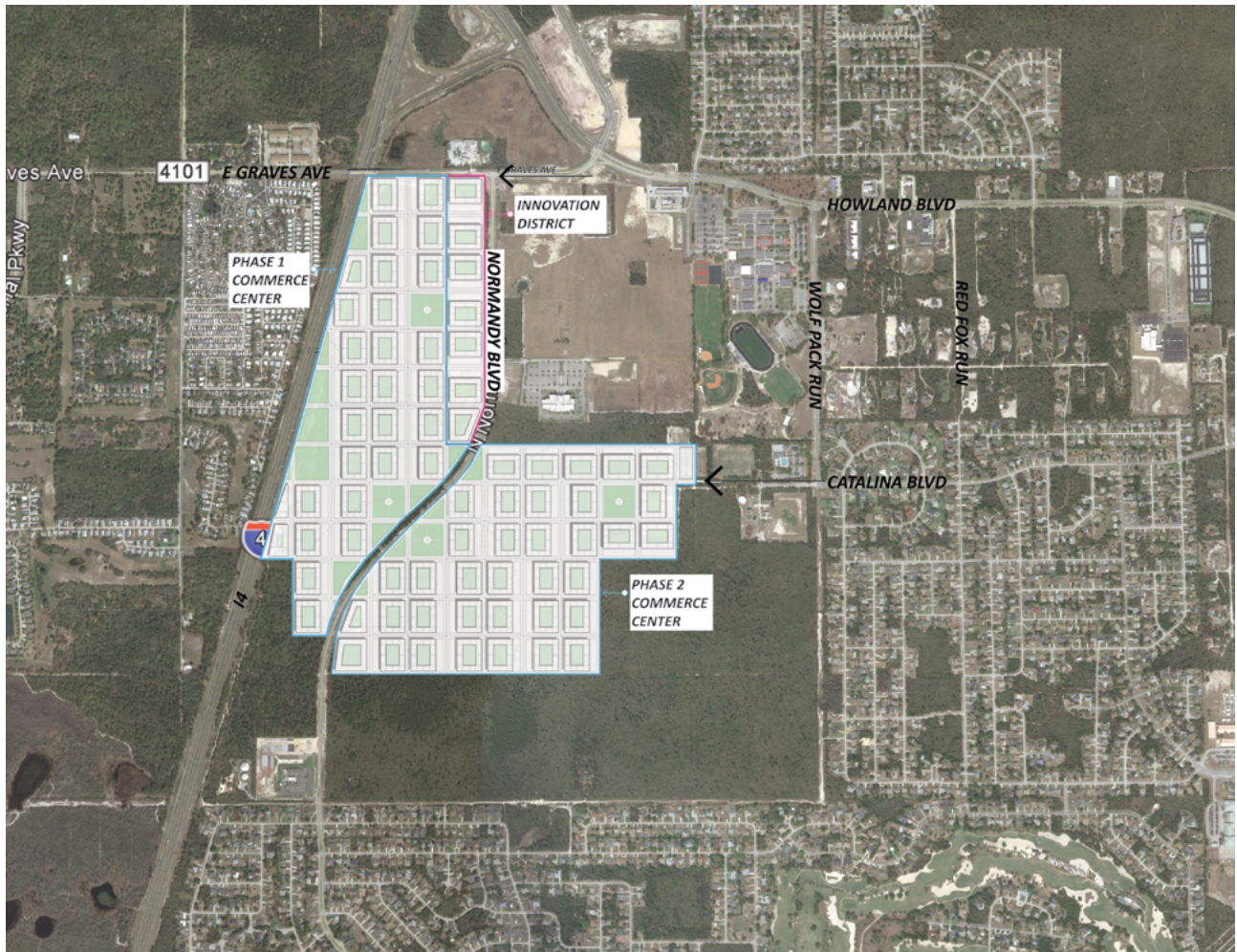
### READY TO GO ENTREPRENEURIAL SPACE

- FORMER COMMERCIAL/INDUSTRIAL
- REUSE SUITED FOR SMALL BUSINESSES



# OPPORTUNITY SITES

## Deltona Potential Innovation District and Commerce Parks

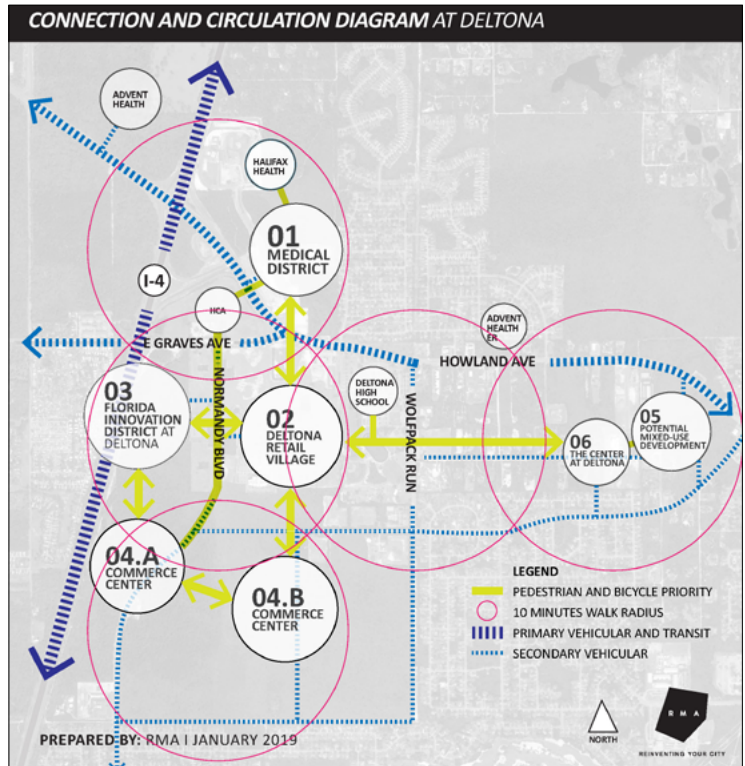
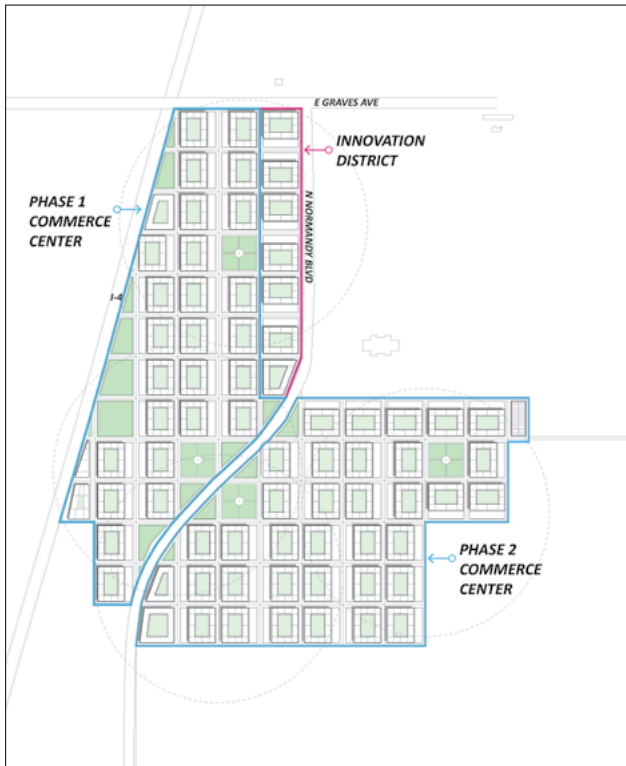


Illustrative Plan Example. Prepared by RMA.

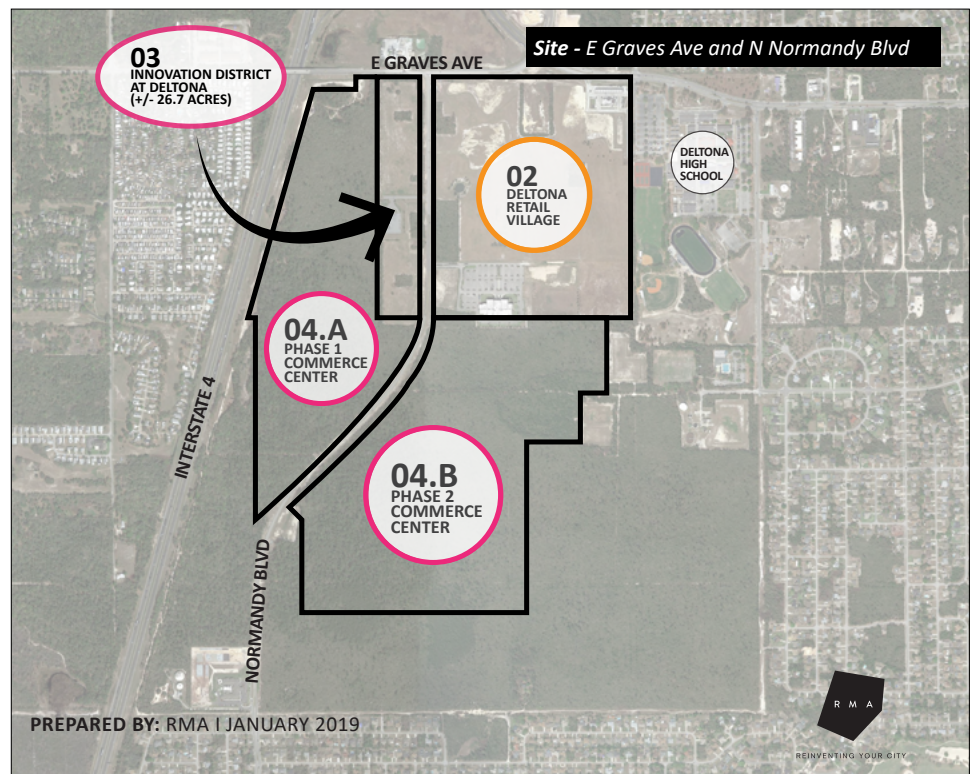
# OPPORTUNITY SITES

## The District

The commerce park includes a proposed logistics center and an innovation district and follows a plan to create a developable grid overlay of 500 ft x 500 ft (+/- 3.0 acres per block), as a tool for an incremental and organized development plan. The end goal is to create a framework for a flexible and walkable environment in the future. At the outset and per current market conditions it is anticipated to host activities related to an innovation district, logistics, commerce parks, and open spaces.



**Opportunity Site:**  
**Innovation District at Deltona (+/- 26.7 Acres)**



# OPPORTUNITY SITES

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## Site Analysis and Potential Business Park/Innovation District Development Scenario 1

### Demand Drives Innovation

This business park is being recommended to be developed as an Innovation District. The consolidated site and its context in the market provide the unique opportunity to create an Innovation District, defined as geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators and accelerators. They are physically compact, transit-accessible, and technically-wired. Mixed-use housing, medical, office, service and retail facilities are near.

### Florida Innovation District at Deltona should include these principles for placemaking:

- ◆ **Identity:** Make innovation visible and public
- ◆ **Diversity:** Mix innovation with a range of other uses.
- ◆ **Continuity:** start with existing people and places.
- ◆ **Sociability:** Bring people together through places and programming.
- ◆ **Proximity:** Build things close together on the ground, not just on the map.
- ◆ **Mobility:** Connect to the broader city and region through multiple transportation modes.
- ◆ **Flexibility:** Experiment, observe, repeat.
- ◆ **Unity:** Govern with vision and holistic, inclusive strategies.

### As development planning for the District moves forward, additional principles should be implemented:

- ◆ The clustering of innovative sectors and research strengths provides the backbone.
- ◆ Convergence, or the melding of disparate sectors and disciplines is of paramount importance.
- ◆ Districts are supercharged by a diversity of institutions, companies, and start-ups.
- ◆ Connectivity and proximity are the underpinnings of strong district ecosystems.
- ◆ Innovation districts need a range of strategies—large and small moves, long-term and immediate.
- ◆ Programming is a very important facet of planning and is the connective tissue of a district.
- ◆ Social interactions between workers—essential to collaboration, learning, and inspiration—occur in concentrated “hot spots.”
- ◆ Innovation should be visible and public.
- ◆ Embed the values of diversity and inclusion in all visions, goals, and strategies.
- ◆ Get ahead of affordability issues.
- ◆ Innovative finance is fundamental to catalyzing growth.
- ◆ Long-term success demands a collaborative approach to governance.

Currently, the site bordering Normandy Blvd and Graves Ave is cleared for development, south of the cleared area remains in its natural state as a forestry area and there is a power plant. Due to these characteristics of the site, an incremental development is recommended. The first step and / or phase 1 consists of consolidating the properties of parcels 1-6 (see parcel analysis table) (bordering Normandy Blvd and Graves Ave - these being the main streets). This would result in a site of approximately 26 acres. Parcels 2-6 would need to be cleared for development.

# OPPORTUNITY SITES

This site is located south west of the intersection of Graves Ave with Normandy Blvd, next to the I4 highway. It is recommended that Phase 1 have two components, the north portion and the south portion. The northern portion shall have development priority given that it is strategically located at the corner of Graves Ave and Normandy Blvd. This development scenario could potentially provide:

## Phase 1

- ◆ 23.3 acres (gross)/ 1,014,948 square feet (gross)

## Phase 1.1

- ◆ Northern portion: parcels involved 1,2, and 4
- ◆ Assemble site (clear sites 2 and 4 for development)
- ◆ Building in modular units
- ◆ Potential use: institutional, company, start-up, tech transfer offices, distribution, research facilities, light manufacturing, and affordable workspaces
- ◆ Per unit size: 75' x 350' = 26,250 square feet
- ◆ # of units: 9
- ◆ Potential square footage: 236,250 square feet
- ◆ Courtyard spaces that are designed and managed to spur interaction, learning, and networking
- ◆ Walkable street grid connections
- ◆ On-street parking along Normandy Blvd
- ◆ On-site parking
- ◆ Truck access

## Phase 1.2

- ◆ Southern portion: parcels involved 1,3, 5, and 6
- ◆ Assemble site (clear sites 3, 5, and 6 for development)

## Existing Conditions at North Normandy Blvd and East Graves Avenue



## Potential Conditions at North Normandy Blvd, and East Graves Ave (Photomontage does not show lighted intersection)



Example of Innovation District and/or Commerce Park building typology. Rendering Source: Karres en Brands Landscape Architecture and Urbanism/ Photomontage Source: RMA

# OPPORTUNITY SITES

Business Park/ Innovation District Development Scenario - **Existing Conditions**





# OPPORTUNITY SITES

Business Park/Innovation District Development Scenario  
**Existing Conditions**



Business Park/Innovation District Development Scenario  
**Phase 1.1 – Northern Portion**



Business Park/Innovation District Development Scenario  
**Phase 1.2 – Southern Portion**



Business Park/Innovation District Development Scenario  
**Phase 2 – Western Portion Built Out**



Horizon-Design - Citrabuana - Indonesia | Photomontage Source: RMA

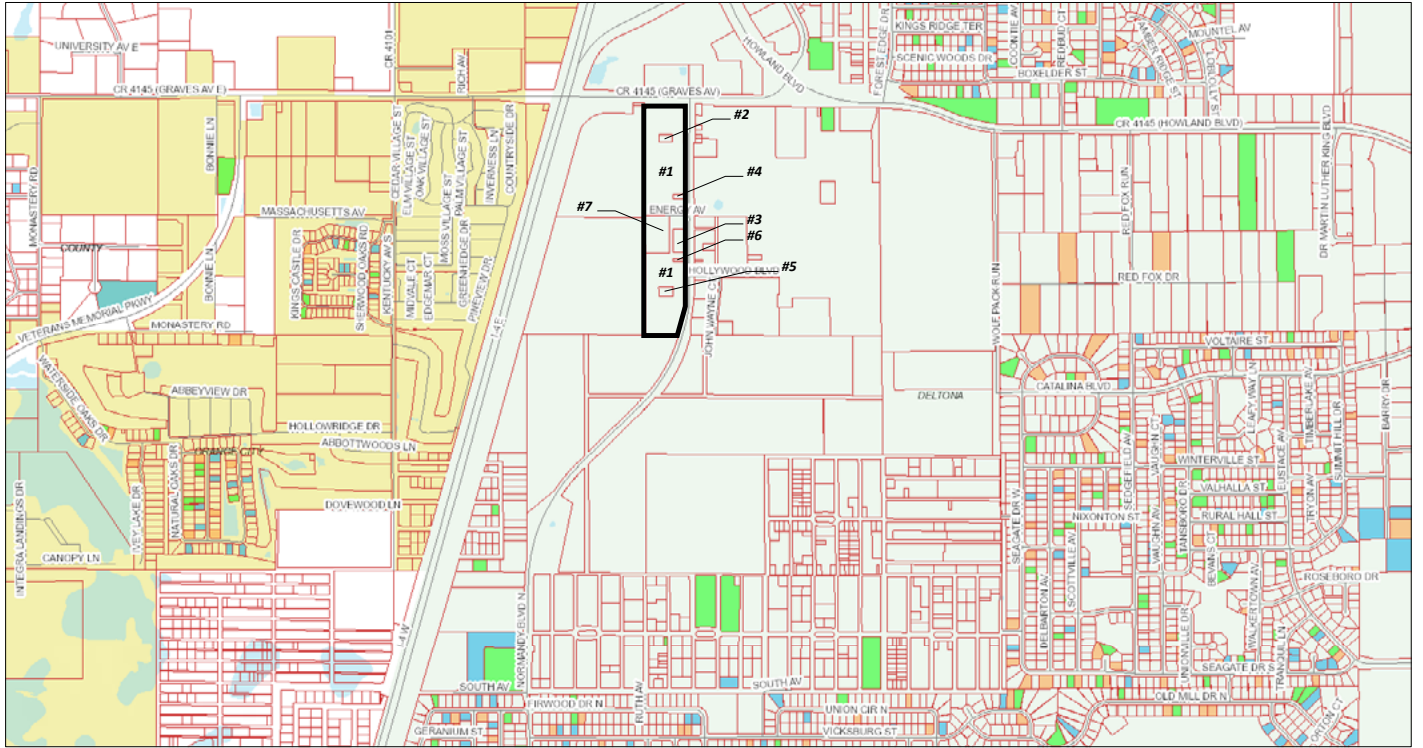
# OPPORTUNITY SITES

## Potential Business Park / Innovation District Parcel Analysis and Information

Parcel #	Owner	Acres	Map Parcel Id	Current Use	Zoning Map	Future Land Use Map
1	Deltona Retail Holdings, LLC	21.8	0070	Vacant - Crop Land Class 3	BPUD and Activity Center Overlay	North portion = #4 Commercial Tourist
						South portion = #3 Commercial Activity Center Support
2	Robinson Joel A	0.25	0200	Vacant Commercial	Agricultural and Activity Center Overlay	#4 Commercial Tourist
3	Raporot Donald Stuart	0.77	0110	Vacant Commercial	Agricultural and Activity Center Overlay	#3 Commercial Activity Center Support
4	County of Volusia	0.15	0160	Vacant Commercial	Agricultural and Activity Center Overlay	#3 Commercial Activity Center Support
5	Trafalgar Holdings LLC	0.3	0160	Vacant Commercial	Agricultural and Activity Center Overlay	#3 Commercial Activity Center Support
6	Munden Kevin Scott TR, Jennifer Jean Munden TR	0.77	0240	Vacant Commercial	Agricultural and Activity Center Overlay	#3 Commercial Activity Center Support
7	Florida Power Corp.	2.7	0071	Utility - Power Plant	BPUD and Activity Center Overlay	#3 Commercial Activity Center Support
<b>Total Acres</b>		<b>26.7</b>	<b>Source: City of Deltona Planning and Volusia County Property Appraiser</b>			

# OPPORTUNITY SITES

## Potential Business Park/Innovation District Parcel Map



# OPPORTUNITY SITES

## Best Practices: Business Park/Innovation District Example

This suburban office campus redevelopment is that of a walkable and engaging mixed-use community encircling a vibrant central space. The proposed plan is a mixed-use community totaling more than a million square feet. Included will be high-end apartment buildings, a hotel, office space, retail, and parking garages, along with extensive commercial and community space. The landscaping and hardscaping will accommodate year-round outdoor activities.



Example of Innovation District and/or Commerce Park building typology. Source: Great Valley Corporate Center, Malvern, PA redevelopment concept. Prepared for Liberty Property Trust by Gensler.

# OPPORTUNITY SITES

## Site Analysis and Potential Business Park/ Logistics Center Development - Scenario 2

This conceptual development is based on meetings with the owners of the property, discussions with economic development professionals and industrial real estate brokers. A logistics center at this location is feasible, and the ownership has indicated their desire for RMA to pursue this development option. The large size of the property, approximately 134.2 acres east of Normandy Boulevard, and 101 acres west of Normandy Boulevard, as well as its frontage on Interstate 4, position this to be the center of commerce development in Deltona.

To move this forward, certain steps must be initiated as soon as possible to move this property to a “shovel ready” site:

- ◆ Zoning is compatible for development, which currently is Industrial.
- ◆ Change the overlay to appropriate use.
- ◆ Environmental studies, including wetland delineation, protected species, archaeological and geotechnical assessment completed.
- ◆ Extend natural gas line.

The case for a logistics center with distribution is strong due to the phenomenal growth of e-commerce giants such as Amazon, Walmart, Wayfair, and others. Online sales are increasing at an annual clip exceeding 15 percent, and now reach close to \$435 billion annually, according to the latest U.S. Department of Commerce figures. That, in turn, has created a seemingly insatiable need for warehouse space and loading docks that enable companies to cover the so-called last mile to customers' doorsteps. Commercial real estate brokerage firm Cushman & Wakefield estimates that e-commerce now represents a quarter of all industrial leasing in the United States.

As online retailers have leased more space, their logistical needs have rapidly evolved. They remain eager to lease massive fulfillment centers with 800,000 to 1 million square feet (74,000 to 93,000 sq. m) of space on the outskirts of metropolitan areas, even as the expansive acreage to build those sprawling facilities has become difficult for developers to find. But with customers increasingly expecting to receive their orders in hours instead of days, e-commerce companies also are searching for smaller facilities closer to densely populated areas, where they can pre-position inventory or quickly offload parcels from large trucks to smaller delivery vehicles that will rush them to their destinations.

In Opa-locka, Florida, ten miles from Miami, a \$180 million fulfillment center for Amazon is being developed on a 40-acre site with convenient access to U.S. Interstate 95, local arteries, and Miami International Airport's freight operations. It is scheduled to be completed in 2018. The facility is 850,000 square feet on the footprint—that's nearly 20 acres, with another 20 acres dedicated to parking.



Carrie Meek International Business Park, a distribution center being built in Opa-Locka, Florida.

Prime logistics rents—which are the highest achievable lease rates for top-quality warehouse and distribution-center space—increased by 3.2 percent across the globe in this year's first quarter from a year earlier, according to CBRE. The E-commerce-driven demand for logistics facilities has created a fundamental shift in this market, establishing new baselines for logistics.



Crane Logistics

# OPPORTUNITY SITES

The timing is excellent for development of a logistics center in Deltona!

**Innovation District and Phase 1 of Logistics Center Example - Expansion to the West**



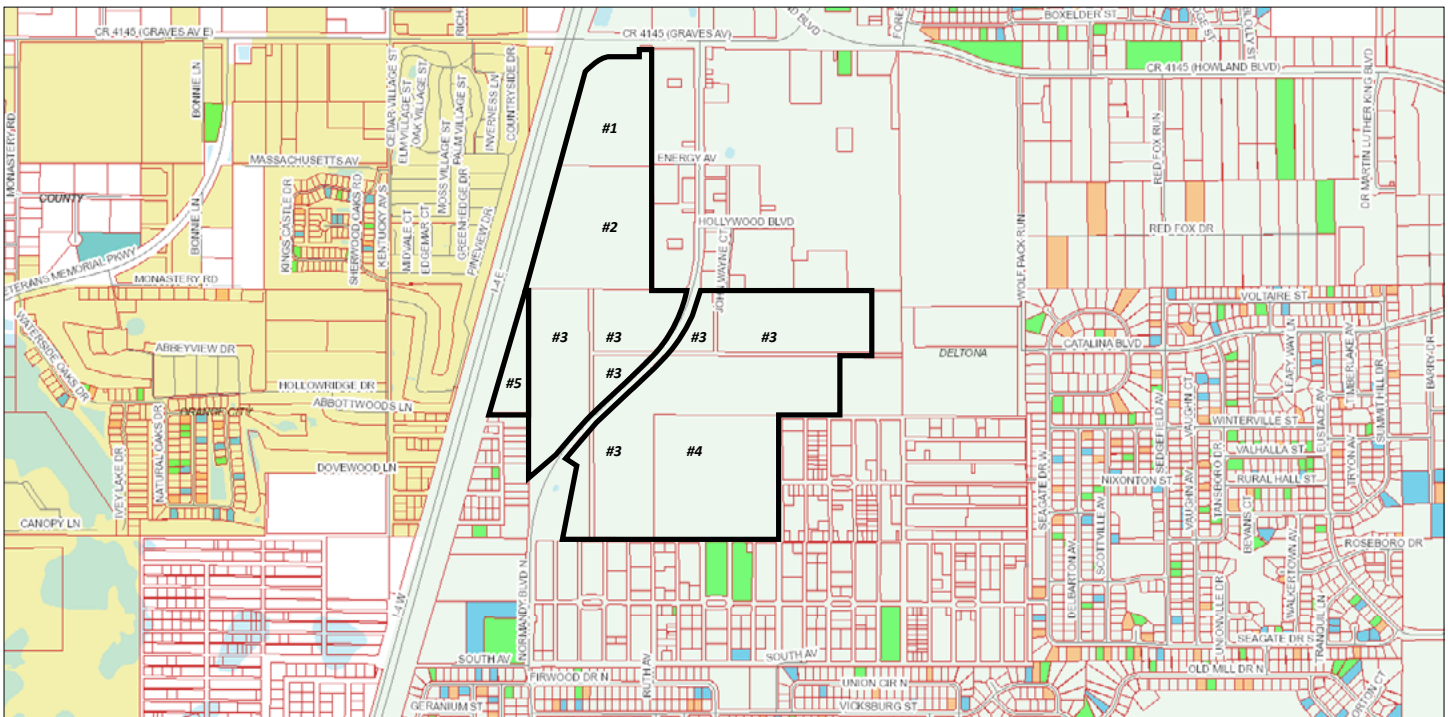
Image Source: RMA

# OPPORTUNITY SITES

## Potential Commerce Park Parcel Analysis

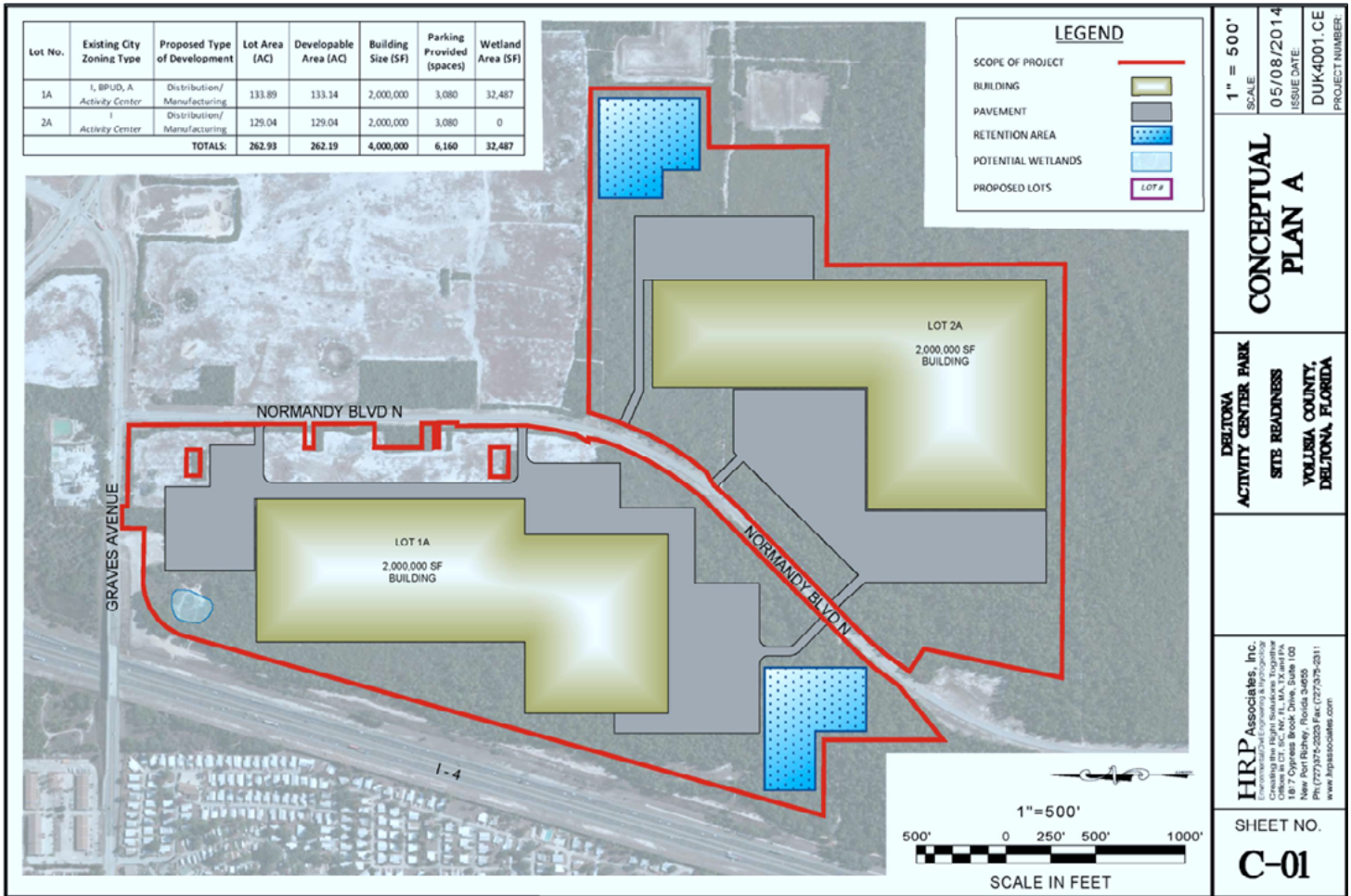
Parcel #	Owner	Acres	Map Parcel Id	Current Use	Zoning Map	Future Land Use Map
1	DOT Properties N V	22.8	0710	Vacant Industrial	Agricultural/ Activity Center Overlay	Industrial/ Business Park (Activity Center)
2	DOT Properties N V	40	0010	Vacant Industrial	Industrial/ Activity Center Overlay	Industrial/ Business Park (Activity Center)
3	DOT Properties N V	132	0790	Vacant Industrial	Industrial/ Activity Center Overlay	Industrial/ Business Park (Activity Center)
4	DOT Properties N V	40	0020	Vacant Industrial	Industrial/ Activity Center Overlay	Industrial/ Business Park (Activity Center)
5	JLS HOLDINGS LLC	7.0	0070	Vacant Industrial	Industrial/ Activity Center Overlay	Industrial/ Business Park (Activity Center)
<b>Total Acres</b>		<b>241.8</b>	<b>Source: City of Deltona Planning and Volusia County Property Appraiser.</b>			

## Potential Commerce Center/Logistics Center Parcel Map



# OPPORTUNITY SITES

## Innovation District and Commerce Park Built-Out Example – Expansion to the South



Logistics Park illustrating two distribution centers on both sides of Normandy Blvd.





# OPPORTUNITY SITES

## Potential Mixed-Use Development at Howland Blvd. and Catalina Blvd.

### Incremental Development Scenario (+/- 35.7 acres)

This site is located along Howland Blvd between Catalina Blvd and Martin Luther King Blvd, about 1.5 miles to the I4 highway. Currently, the site borders both Howland Blvd on its northern portion and Catalina Blvd on its southern portion, and it is in its natural state. Due to these characteristics of the site an incremental development is recommended. The first step consists of consolidating the properties of parcels 1-2 (see parcel analysis table). This would result in a consolidated site of approximately 35.9 acres. This should not cause much work, because the two parcels belong to the same owner. The purpose of joining them is to have more opportunity to develop more intensities and densities.

Development priority should be given to the northern portion of the site given that it is located strategically bordering Howland Blvd, which is a major corridor. This development scenario could potentially provide:

#### Phase 1

- ◆ Developable land 11.4 acres (gross)
- ◆ Develop northern portion along Howland Blvd
- ◆ Go 300 feet deep to clear site for development
- ◆ Potential need to install new utility power posts (currently power line runs on the north side of Howland Blvd)
- ◆ Potential need to connect with sewer system • Verify utility lines with City Engineering Department
- ◆ Initial development potential leasable square feet = 78,750 square feet • Preferred use = commercial/ business
- ◆ Establish access route and right-of-way connection • Future connection to Catalina Blvd from Howland Blvd

#### Phase 2

- ◆ Developable land 11.2 acres (gross)
- ◆ Develop southern portion along Catalina Blvd
- ◆ Clear site for development
- ◆ Potential need to install new utility power posts (currently power line runs on the east side of Catalina Blvd)
- ◆ Potential need to connect with sewer system
- ◆ Verify utility lines with City Engineering Department
- ◆ Preferred use = Mixed-Use Development
- ◆ Ground floor commercial/ retail/ office
- ◆ Upper floors residential
- ◆ Establish access route and right-of-way connection
- ◆ Complete connection to Catalina Blvd from Howland Blvd

#### Phase 3

- ◆ Developable land 13.3 acres (gross)
- ◆ Develop the inside portion
- ◆ Potential need to connect with sewer system and power
- ◆ Verify utility lines with City Engineering Department
- ◆ Preferred use = Mixed-Use Development
- ◆ Ground floor commercial/ retail/ office
- ◆ Upper floors residential
- ◆ Industrial arts only on the west side of the new street connecting Howland Blvd and Catalina Blvd

#### Phase 4

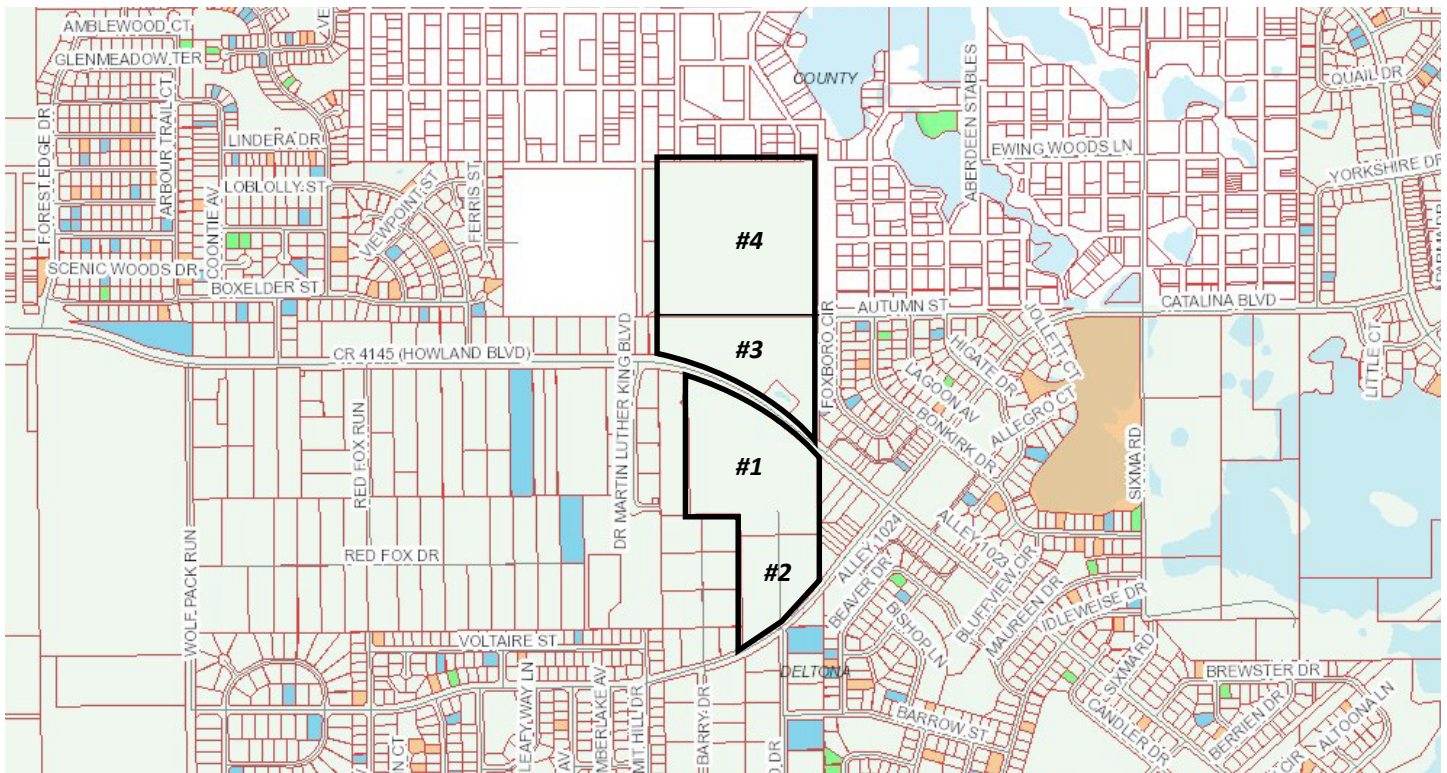
- ◆ Developable land 57.5 acres (gross)
- ◆ Potential land assembly
- ◆ Potential commercial development along Howland Blvd
- ◆ Potential multi-family development on the second parcel to the north from Howland Blvd
- ◆ Verify utility lines with City Engineering Department
- ◆ Preferred use = Mixed-Use Development with commercial along Howland Blvd

# OPPORTUNITY SITES

## Potential Mixed-Use Development at Howland Blvd and Catalina Blvd Parcel Analysis

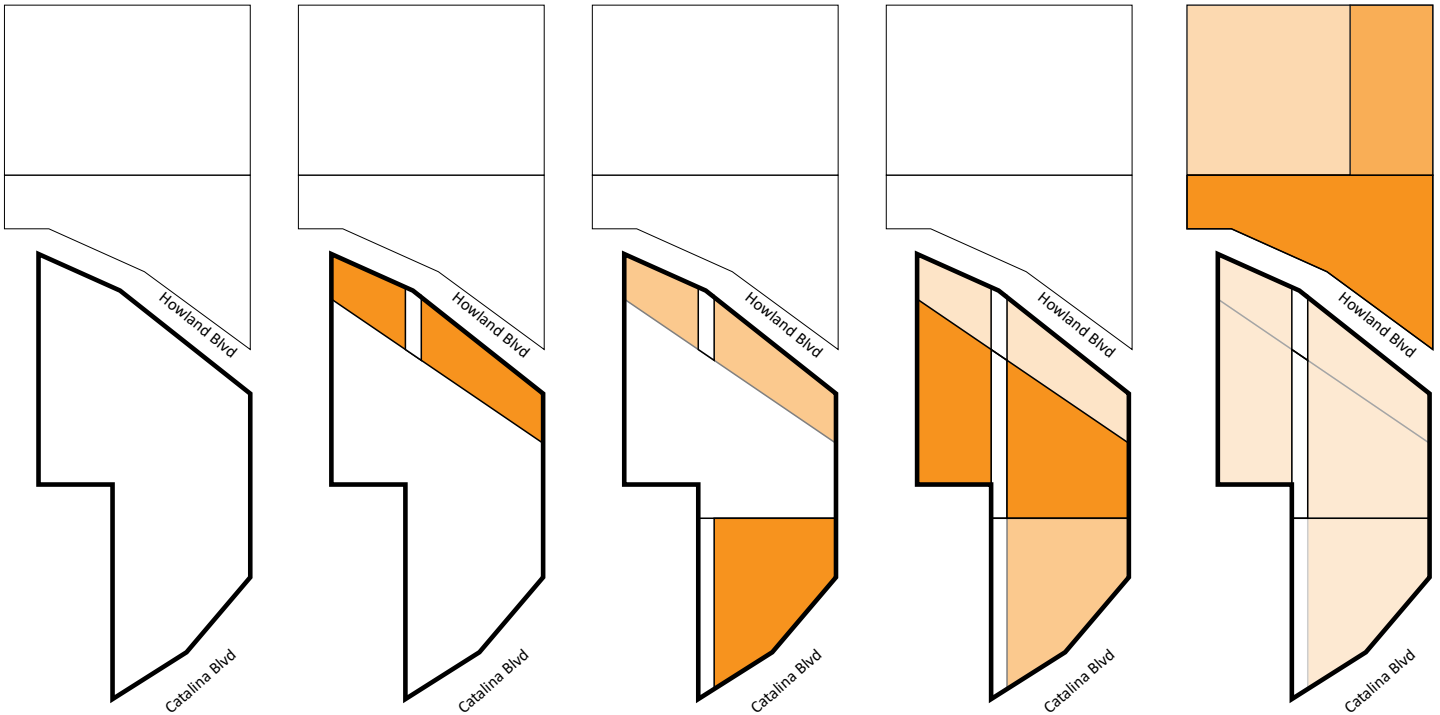
Parcel #	Owner	Acres	Map Parcel Id	Current Use	Zoning Map	Future Land Use Map
1	Carter Daryl M TR Carter Howland Blvd Land Trust	24.7	0064	Vacant Commercial	BPUD	Commercial
2	Carter Daryl M TR Carter Howland Blvd Land Trust	11.2	0070	Vacant Commercial	Commercial	Commercial
3	Catalina Craven Co LLC	17.5	0062	Vacant Commercial	Commercial	Commercial
4	Casey Dennis J	40.0	0360	Vacant Commercial	RM-1	Residential Medium Density
<b>Total Acres</b>		<b>93.4</b>	<b>Source: City of Deltona Planning and Volusia County Property Appraiser</b>			

## Potential Mixed-Use Development at Howland Blvd and Catalina Blvd Parcel Map



# OPPORTUNITY SITES

## Potential Mixed-Use Development at Howland Blvd and Catalina Blvd – Incremental Development Scenario



**00**  
Existing Conditions - Vacant

**01**  
Phase 1. Commercial along  
Howland Blvd

11.4 acres (gross)

**02**  
Phase 2. Mixed-Use Development  
along Catalina Blvd

11.2 acres (gross)

**03**  
Phase 3. Mixed-Use Development

13.3 acres (gross)

**04**  
Phase 4. Commercial and  
Multi-Family

57.5 acres (gross)

This image shall serve for illustrative purposes only. Different phases may come into play at different times, per development climate. Prepared by RMA.

# OPPORTUNITY SITES

**Best Practice: Interaction between building and environment offers new possibilities for work, recreation and nature.**



Example of Innovation District and/or Commerce Park building typology. Rendering Source: Karres en Brands Landscape Architecture and Urbanism.

# OPPORTUNITY SITES

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## Best Practice: Jindal Industrial Park

JSL's proposal says it will set up 71 small and medium manufacturing and process industries in the park in sectors like auto manufacturing, kitchenware, light engineering, pipes and tubes and service center. It will also invite investment for 100 additional units from its base of industrial consumers who could use the park to roll out processed products in the market after substantially lowering their logistics cost.



Image Source: Maritime Gateway

# ART, CULTURE & RECREATION

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Art, culture and recreation act as key factors in economic development by helping attract healthy, talented, ambitious people to cities. Promoting arts and culture to create economic opportunities in communities has been shown to attract creative industries which create jobs, attract investments, generate tax revenues, and stimulate the local economy through tourism and consumer purchases.

Art generates tangible and intangible benefits, and in the most successful instances, it becomes an integral and beloved part of the community. Enhancing its environment, art enriches residents' lives, instills a sense of civic pride, creates a shared history, connects communities, and provides opportunities for dialogue, engagement, and learning. By promoting cultural participation, public art stimulates cultural industries and the creative economy. And, especially important to revitalization, public art boosts the economy in a hyper-local way. The economic impacts benefit residents directly, driving spending to local businesses and creating jobs and opportunities for artists and residents alike.

Art institutions have a unique role in telling our stories, reflecting our cultures and helping us understand the world around us. And to remain relevant, they must adapt to the way people participate in culture today. The arts bring people together and create community, fostering ideas, participation, and inclusionary societies.

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**“The arts have the rare power to bring diverse communities together, provoke personal reflection, and inspire new ways of thinking,” said Victoria Rogers, Knight Foundation vice president for the arts.**

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Art and culture are at the core of a strong community and local economic vitality and can also be incorporated into an Events Program Strategy. A thriving community must offer stimulating Attractions and events that challenge its citizens to participate and contribute to their success. The activities of the art and culture sector and local economic vitality are connected in many ways. Art, culture and creativity can:

- ◆ Improve a community's competitive edge;
- ◆ Create a foundation for defining a sense of place;
- ◆ Attract new and visiting populations;
- ◆ Integrate the visions of community and business leaders; and
- ◆ Contribute to the development of a skilled workforce.

Deltona enjoys the unique position of being close to Daytona Beach, DeLand, Sanford, and Orlando. Within a ten-mile radius one will find theaters, museums, art galleries, performing arts, and music from bluegrass to chamber. However, these important assets of the community are located outside the City. The recent opening of The Center at Deltona will offer events for the citizens of Deltona.

The Center is a new facility opened in 2018, that was constructed as a multi-purpose venue, with the ability to host different events. The Center is a “check” on many site selectors lists when considering communities to locate a new business. The 30,000 square foot building uses energy-efficient lighting.

The main banquet/ballroom, which has a performance stage, can seat 700 theater-style or 500 at round tables. The Center also has a conference room, rooms for bridal parties and groomsman to get wedding-ready in, a pre-function area just outside the main room, a full-catering kitchen and additional spaces for activities that may be divided into smaller rooms.

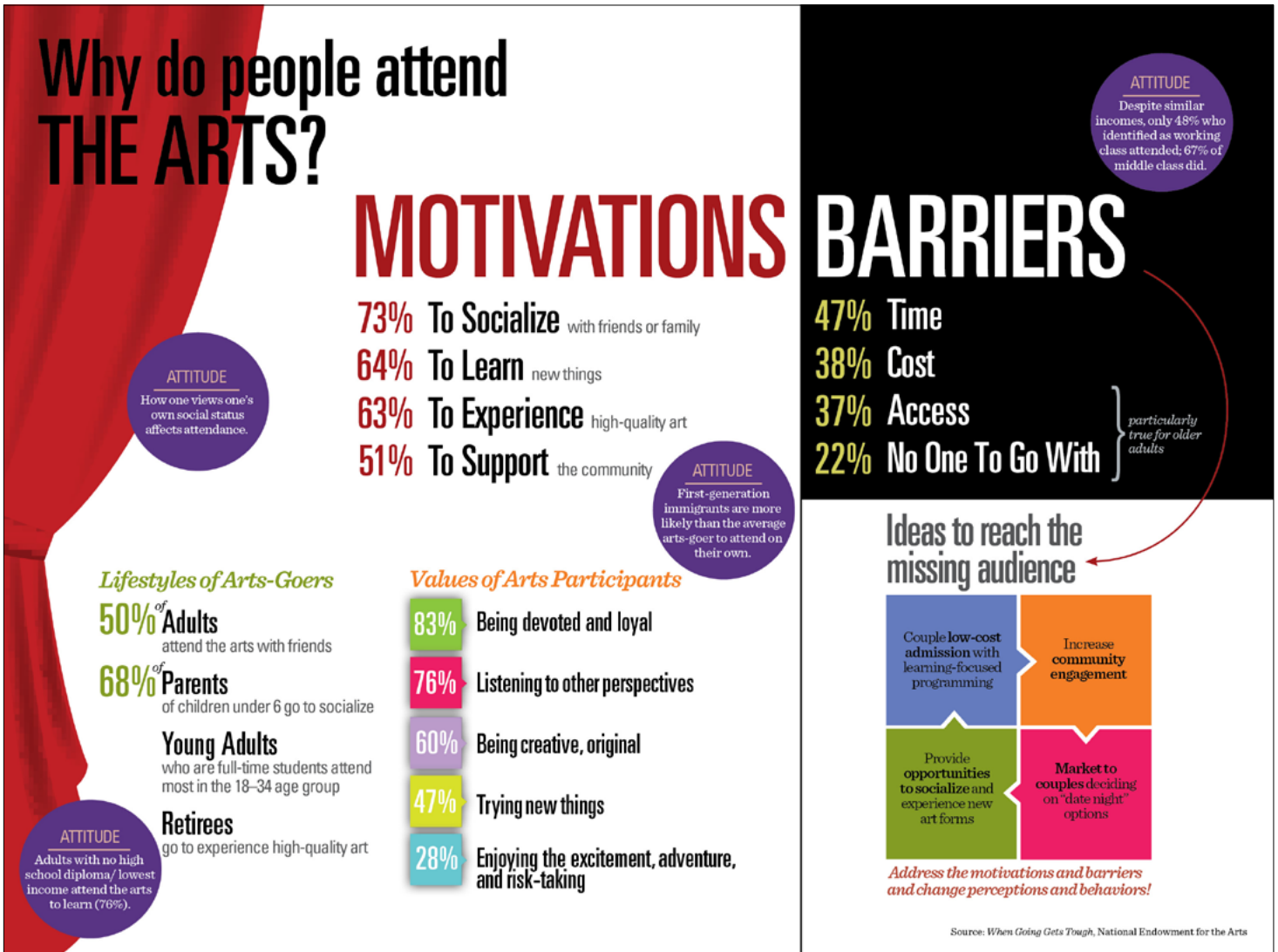
# ART, CULTURE & RECREATION



## Best Practices

In January of 2015, the National Endowment for the Arts revealed new findings about the impact of arts and cultural industries on GDP, as well as how and why Americans participate in certain arts activities. Their findings from three separate reports show a comprehensive view of a single year in the life of the arts and cultural sector from three different angles: supply, demand, and motivations for consumer behavior. This information can help arts providers and cities more effectively understand and develop strategies to engage individuals and communities in the arts. The following infographics are a summary of the report.

# ART, CULTURE & RECREATION



The National Endowment for the Arts (NEA) was established by Congress in 1965. The NEA is the independent federal agency whose funding and support gives Americans the opportunity to participate in the arts, exercise their imaginations, and develop their creative capacities.

Art Works is the NEA's largest category and focuses on funding the creation of art that meets the highest standards of excellence, public engagement with art, lifelong learning in the arts, and strengthening of communities through the arts. There is an opportunity for Deltona to participate in programs such as these. The following examples are grants awarded to cities like Deltona:

- ◆ A \$15,000 grant to the Jamestown Arts Center in Jamestown, Rhode Island to support production, outreach, and educational activities in conjunction with the film Cunningham which traces the artistic evolution of choreographer Merce Cunningham.
- ◆ A \$35,000 grant to Crow's Shadow Institute of the Arts in Pendleton, Oregon to support a printmaking residency program for Native American artists.
- ◆ Our Town is the NEA's signature creative placemaking program that supports partnerships of artists, arts organizations, and municipal government that work to revitalize neighborhoods. This practice places arts at the table with land-use, transportation, economic development, education, housing, infrastructure, and public safety strategies to address a community's challenges. An example of this placemaking program includes a \$150,000 grant to the IDEAS xLab to support Project HEAL, a program to increase public engagement in local public issues through the arts in rural Jackson, Kentucky.



# ART, CULTURE & RECREATION

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A destination and activity hub such as The Center will benefit the entire community and will provide Deltona with a sense of place. When theaters, museums, arts and culture are seen as a part of the community, residents take pride of ownership. Event sponsorships for the City are also a way businesses and organizations demonstrate community spirit. By providing venues for music groups, art exhibits, storytelling festivals, and small theater productions, the City may improve its image considerably.

The City of Deltona, its residents and visitors, the real estate development and investment community, foundations, and others doing business here all stand to benefit greatly from the implementation of a public art program and cultural amenities. The City's public art should be developed according to best practices and encourage participation of local artists.

Unique shopping opportunities, and one-of-a-kind restaurants that encourage "out of the box" menus are the soul of a City. A coffee roaster, a visual artist or a craft brewer that manufactures a product on site is a tremendous draw for residents and visitors. More artisan manufacturers need to know about the opportunities in Deltona for business operations. Another way to encourage artists to become active in the area is to Invite artists to create installations. Work with a local artists' alliance to create public artworks in vacant spaces. Artworks that include light elements are particularly engaging after dark.

The recognition of the area's arts and cultural assets (and the marketing of them) is an important element of economic development.

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**Creatively acknowledging and marketing the community assets can attract a strong workforce and successful firms, as well as help sustain a positive quality of life. Creative-class theory suggests that a high-tech, highly educated workforce prefers a location with creative amenities and recreational opportunities.**

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Well-designed public and cultural spaces are the cornerstone of a community. This essence of community conveys a sense of connecting by providing spaces that are welcoming, safe, and attractive, but to be successful they must also be active. They must provide ample and comfortable seating, offer protection from the weather and connect to the City. This Plan recognizes the important part that Art and Culture and the new Center at Deltona play in the success of the City.

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**Equally important are recreational activities, and Eco-tourism. Why should Eco-tourism be a priority for Deltona and a piece of the Strategic Economic Development Plan? Because it starts with a visit! The first impression that the City makes is oftentimes the most lasting and can be the determining factor in the decision to relocate and raise a family, or start a new business, or even relocate a manufacturing facility or corporate headquarters.**

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For Deltona to develop a tourism sector, an investment of time, creativity and resources in product development must occur. Encouraging people to visit Deltona will require a long-term effort and marketing. Developing tourism works best with community involvement as well. RMA discovered that there are several opportunities for "niche market" tourism in Deltona, especially Eco-tourism.

**Nature-based tourism or "Eco-tourism"** as it is commonly referred to is a rising niche market that is increasing in popularity around the world. Whether it is for active nature experiences such as kayaking, canoeing, hiking or bird-watching – or simply quiet enjoyment of the view of the river, the presence of beautiful unspoiled nature provides opportunity. Deltona's designation as an official Florida "Trail Town" there is an opportunity to promote the area. Deltona is a hub for some of the region's multi-use, non-motorized trails, including the St. Johns River-to-Sea Loop and the state's Coast-to-Coast Trail.

# ART, CULTURE & RECREATION



The objective is to create an environment that is conducive to the expansion of performing and visual arts and recreational activities throughout the City. This environment is enforced with the connectivity recommendations and strategies that include streetscaping and wayfinding signage improvements.

## Art, Culture and Recreation Recommendations and Strategies

- ◆ Create and implement a business Attraction program to encourage new galleries, music and entertainment venues and recreational related businesses.
  - ◆ Aggressively pursue the success and expansion of programs at The Center at Deltona.
  - ◆ Commission a gateway public art display, again using the strengths of the culture of Deltona to cohesively promote the brand.
  - ◆ Wayfinding signage can also artistically promote branding and reflect the future of Deltona. By connecting the City visually through its relationships and culture, a new identity emerges, that will brand Deltona in a new and exciting way.
- 
- ◆ Bundle a business Attraction program, the arts and performance center, public art display and Eco-tourism into a program that speaks to place making, which may trigger grant opportunities as described previously from the NEA.
  - ◆ Provide funding and/or staffing for proactive “clean and safe” programs and activities, including pressure cleaning of sidewalks, litter control, graffiti removal, code enforcement and additional community policing.
  - ◆ Strictly enforce the City’s ordinances regarding abandoned buildings and vehicles, debris, public nuisance violations, signage, land use, lighting and habitable structures.
  - ◆ Target specific uses for The District that will serve as economic engines, such as a hotel, and a brewery or distillery.

# CONNECTIVITY

“The street is the river of life.” — William Whyte

Firms today need to be able to interact with researchers, inventors, and entrepreneurs, as well as with other firms, in order to define new products and identify new markets.

A critical mass of well-connected assets must exist for an innovation and commerce district to grow and develop. These assets possess key elements of distinction: they are in the region’s highest concentration of economic activity, the assets are clustered in a well-defined geographic area, and they are connected to the City.

Research shows that 47 percent of new product and process innovations occur through external partnerships. Density and proximity help facilitate this type of collaboration. And while studies show that labor moves within a shed of approximately 40 miles, knowledge sharing occurs at a scale of less than 1 mile (Carlino&Kerr,2014).

To grow and thrive, the institutions, firms and other organizations that comprise an innovation district need to have easy access to the area’s assets, and the ability to connect to regional markets efficiently. Being transit accessible to workers from throughout the region is also critical. Such connectivity can be improved overtime, but existing capabilities as a baseline criterion of innovation district potential must be defined.

As development in both urban and suburban locales evolves, one thing is clear and that is the desire and demand for a more pedestrian-focused, community-oriented lifestyle.

Pedestrian and cycling friendly cities are the Focus of the 21st Century. Effective, efficient, and safe walkability and cyclability improves the health of the community, enhances transportation options, decreases crime, and increases economic activity. Additionally, walkable/cyclable communities tend to have more social activity.

## Complete Streets are Streets for Everyone.

They are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work. Many cities today are adopting a transportation policy and design approach that requires streets to be planned, designed, operated, and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation.

This smart planning includes tree canopies and crosswalks that are well defined, lighting that not only provides brighter areas, but is also visually attractive.



Complete Streets conceptual design guide. Source: NACTO Design Guides.

# CONNECTIVITY

## Pedestrian and Cycling Friendly Communities

In pedestrian and cycling friendly communities, residents are likely to walk to places such as local businesses, schools, places of worship, public parks and other establishments necessary for daily life. While walking or biking about the community, residents can interact with their surroundings more regularly and thus feel more connected to and responsible for their physical community which will increase the success of redevelopment and revitalization initiatives. Furthermore, by regularly walking/biking in their communities, residents will also interact more frequently with their neighbors creating a richer community network which can increase individual peace of mind, community trust, civic engagement, and may decrease crime rates.

Deltona is currently making efforts to enhance walkability and cyclability for residents, and county roads include sidewalks throughout Deltona. However, in its current state, Deltona's walkability is diminished by large surface parking lots, interrupted connectivity and inconsistent lighting throughout the City which make walking and cycling in Deltona difficult. Amenities, destinations, and neighborhoods should be accessible through multiple modes of transportation; All ages, abilities, genders, and income levels should be comfortable walking and biking throughout the area.

Future development that embraces a walking and biking culture is critical for Deltona to attract economic development. The I-4 Ultimate Project includes significant pedestrian and bicyclist improvements at the intersection of Hwy 472 and I-4 as well as improvements on East Graves Avenue. Also planned as part of the Ultimate Project is the widening of Highway 472 from Graves Avenue to MLK Boulevard from four lanes to six lanes. A pedestrian/cyclist bridge that connects the southern and northern areas of Howland Boulevard is recommended to add safe pedestrian and cyclist access throughout the Activity Center, or District.



## Activity Nodes in Deltona

More people today have a very strong need and desire to feel connected and part of a community. The circles in the map following represent a 10-minute walk, considered the distance the average American will walk rather than drive, from each activity node. Improving walkability within these areas will help to connect the different districts of the City and improve economic mobility.

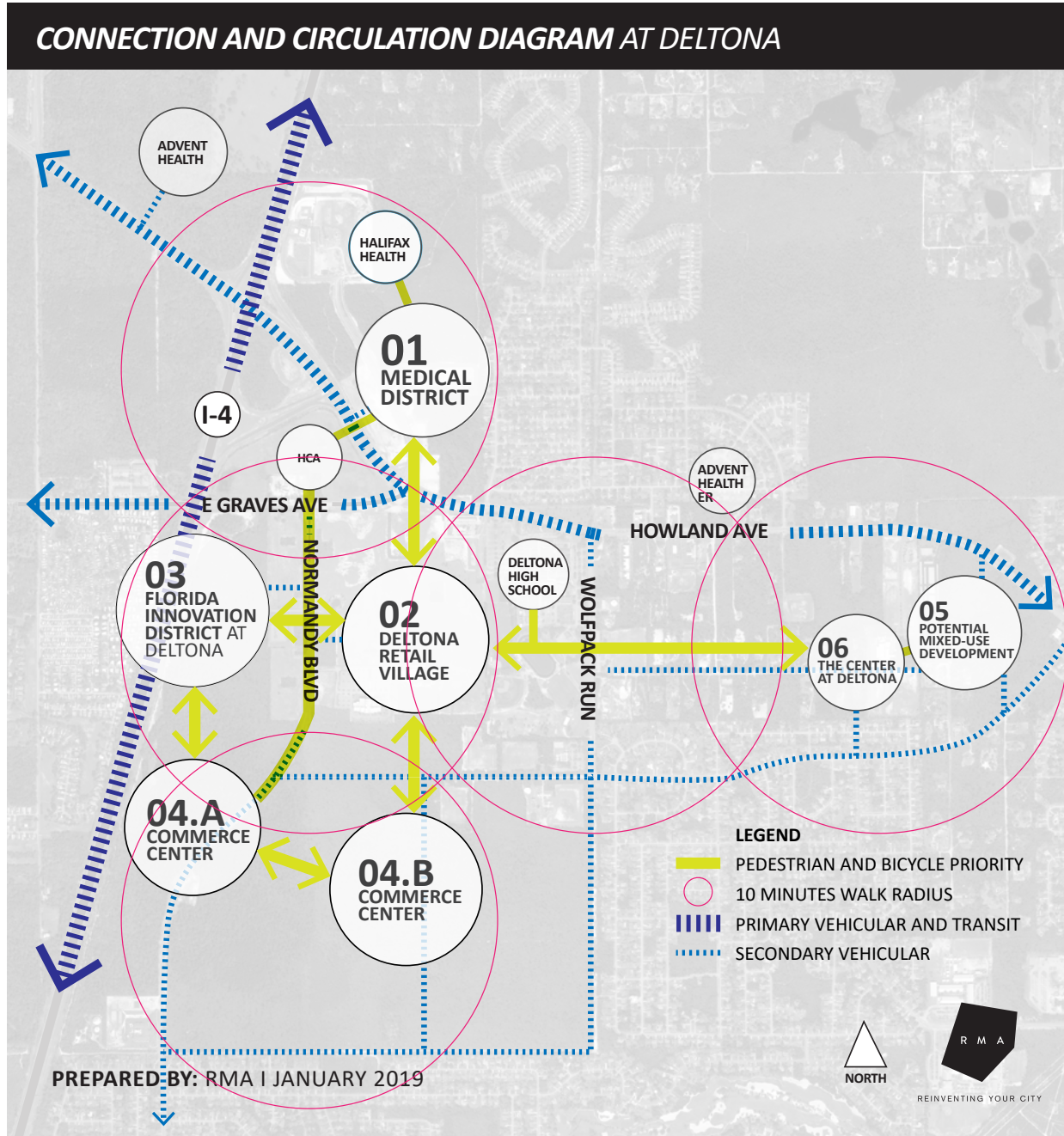
### Best Practices

Smart Growth America's National Complete Streets Coalition has a wealth of documents on how to implement a Complete Streets policy and change the way city streets are designed and built on their website at [www.smartgrowthamerica.org/complete-streets](http://www.smartgrowthamerica.org/complete-streets).

The following principles to improve walkability in Deltona include:

- ◆ Create fine-grained pedestrian circulation.
- ◆ Orient buildings to street and open spaces.
- ◆ Organize uses to support public activity.
- ◆ Place parking behind or below buildings.
- ◆ Address the human scale with building, lighting and landscape details.
- ◆ Provide clear, continuous pedestrian access.
- ◆ Build complete streets in key pedestrian areas for day and night.
- ◆ Integrate safety solutions.

# CONNECTIVITY



As the illustration indicates, the proximity of the major roads in the area provides significant opportunities to connect these areas to provide safe and convenient access and walkability for users.

Howland Boulevard, East Graves Avenue and Normandy Boulevard provide the main transportation arteries of the area and by actively connecting The Center at Deltona to the District and Retail Village through better access, development will occur organically throughout this area. The areas shown in the circles are within a 10-minute walk, making it walkable and accessible from the uses around it. The visual connections through a complete streets' strategy, accompanied by focused streetscaping, landscaping, and wayfinding signage is recommended to continue the smart growth in this area of Deltona.

These pedestrian activity zones will also create fine-grained pedestrian circulation as discussed earlier in this section and improve Deltona's image as a bicycle and pedestrian friendly City, an important image for site selectors.

# CONNECTIVITY

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There should be a strong emphasis on labeling these geographic places as Districts, so they become part of the daily lexicon. This approach also enables the plan implementers to understand and work on a vision that is character based, not simply real estate based.

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## Parking

Parking is an expensive use of valuable real estate. And though it is an important feature that supports the livelihood of any City, it should be used strategically. Parking options should allow people to park once and then walk to multiple destinations, and ideally multiple people throughout the day should use each space.

Successful parking recommendations and strategies come in a variety of forms. However, the objective remains to provide a safe and convenient and healthy street life. Healthy street life means a critical mass of activity where people are more likely to incorporate it into their daily lives. Successful parking helps create destinations, which means a mix of commercial tenants and noncommercial activity that will keep people coming back; a nearby population base of residents, workers, or both; and daytime and evening uses, to keep life on the streets as long as possible.

Parking lots are much more than a place to temporarily store a car, they are often the first part of a space you visit or live next to. It is typically the gateway through which residents, customers, visitors or employees pass before they enter a building or area. Parking lots have a major impact on the design and character of a community and carry direct environmental impacts such as storm water-run off. It is also one of the critical elements of pedestrian-friendly design. According to CityLab estimates, there are three nonresidential parking spaces for every car in the United States. That adds up to almost 800 million parking spaces, covering about 4,360 square miles. **Placing parking lots in front of businesses, civic institutions and apartment/condo buildings not only diminishes aesthetics but also creates a separation between the buildings from sidewalks and streets.**

This creates longer and more dangerous walking routes for pedestrians and makes public transit less attractive and viable, because the transit user's journey from the bus stop to the store or apartment must take place through a large, crowded parking lot that is unprotected from the elements of heat, rain, etc. Additionally, having a high parking requirement for residential and commercial developments increases costs and reduces viability of projects.

Throughout the U.S., cities are making efforts to reimagine parking lots by making them cleaner, safer and more eco-friendly.

### Best practices

Examples of smart urban planning include increasing shade and air quality by providing trees and landscaping, promoting efficient storm water runoff management, improving visual aesthetics, adapting zoning policy related to parking to increase economic vitality and livability, providing incentives for alternative transportation, working with local employers to encourage car-pooling, bicycling, and walking and even the use of solar panels for shaded parking and sustainable energy production.

As parking becomes more of a necessity for growth, the City will want to use its parking regulations as a tool to attract private sector investment. Development that encourages a live, work, play environment by concentrating a variety of daytime (office, commercial, retail, restaurants, etc.) and nighttime (restaurants, breweries, public entertainment, cultural arts, etc.) uses tend to be successful.

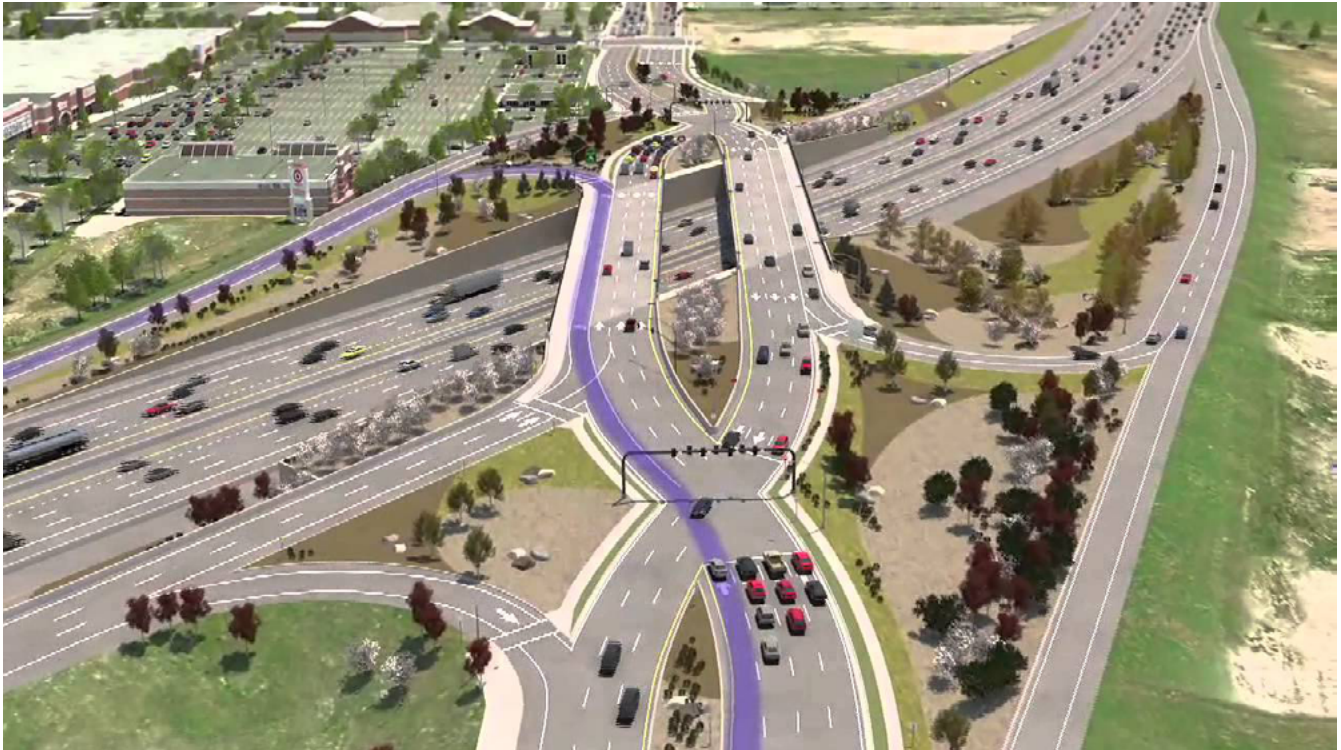
## Transportation and Transit

The River to Sea Transportation Planning Organization (TPO) is the duly designated and constituted body responsible for carrying out the urban transportation planning and programming process for designated Metropolitan Planning Area (MPA), including Deltona. It is critical to future development of Deltona that the City maintains a strong voice in this organization, and that the long-range plan includes improvements throughout Deltona. Currently there is a project for sidewalks at Deltona Lakes/Spirit Elementary, and for landscaping on Highway 472.

# CONNECTIVITY

**I-4 and Hwy 472 (Howland Boulevard):** The interchange at Interstate 4 and Hwy 472 will be completely reconfigured as a Diverging Diamond Interchange. Full pedestrian sidewalks and bike lanes will be provided on both sides of the road at the new interchange and from the Dr. Martin Luther King Beltway/Kentucky Avenue intersection to Graves Avenue.

At the intersection of Graves Avenue and State Road 472, additional left and right turn lanes will be provided, along with lanes to let pedestrians and bicyclist move safely.



Example of a Diverging Diamond Interchange

**I-4 and Saxon Boulevard:** The Interstate 4 eastbound off ramp to Saxon Boulevard will undergo realignment. This project will realign the eastbound off ramp from Interstate 4 (I-4) to Saxon Boulevard. A signal will be added at the connection of the ramp to Saxon Boulevard. This will provide a safer condition for traffic exiting eastbound I-4 to Saxon Boulevard, as well as traffic on Saxon Boulevard.

Additionally, Saxon Boulevard will be widened to add a third lane between the ramp and Finland Drive. This project is being completed in conjunction with project 438038-1, which involves milling and resurfacing of all travel lanes on I-4 from south of Saxon Boulevard to north of S.R. 472.

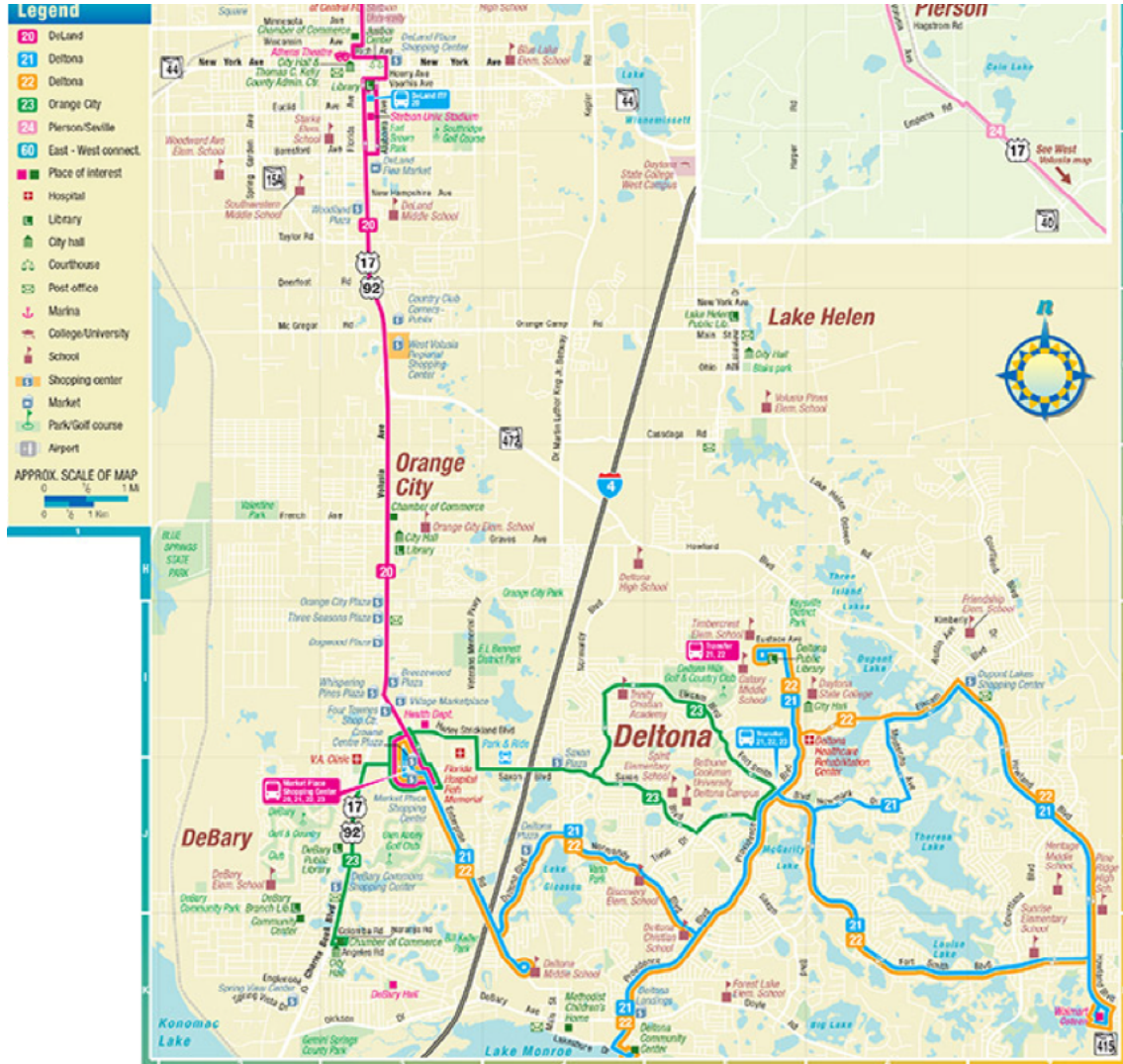
**Transit:** SunRail is a 61.5-mile commuter rail transit project under construction in Central Florida. The 32-mile first phase of SunRail serves 12 stations and link DeBary to Sand Lake Road, south of Orlando. Phase II will serve 5 additional stations, north to DeLand and south to Poinciana.

The DeBary SunRail station has approximately 300 parking spaces and a bus and passenger drop-off area. Votran provides feeder bus service to the DeBary SunRail station. Three feeder bus routes, funded by the Florida Department of Transportation (FDOT), will serve the SunRail station in DeBary: SunRail routes 31, 32, and 33. SunRail 31 and 32 will operate using existing Votran bus stops. SunRail 33 is an express route with limited stops.

- ◆ SunRail 32 will serve Deltona, Orange City and DeBary via U.S. Highway 17-92, and Saxon, Normandy and Deltona boulevards. This route will stop at established Votran bus stops.
- ◆ SunRail 33 will serve Deltona, Orange City and DeBary via U.S. Highway 17-92, Saxon, Providence and Howland boulevards, from Dupont Lakes Shopping Center, with limited stops.

# CONNECTIVITY

Below is a map of current Votran routes in Deltona:



The connectivity of the Opportunity Areas, or Districts can be enhanced as geographical anchor locations, provided use of the mass transit provider, Votran is rider friendly. Deltona will benefit from increased public transportation options. A connected transit system along key locations reduces the need for everyday individual automobile use; and as a result, reduces personal expense and general congestion.

Votran recently launched a new fixed route, Route 25 to service Deltona. This route operates primarily in the Howland Boulevard corridor.

The objective is to improve connectivity within the City, specifically in the Commerce and Innovation District areas, and to encourage safe, convenient, efficient and effective motorized and alternative-means of transportation and transit systems within the City.



# CONNECTIVITY

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## Connectivity Recommendations and Strategies

- ◆ Consider a complete streets strategy connecting the various activity nodes in Deltona with improved pedestrian crossings on Howland Boulevard. Coordinate roadway, sidewalk, landscaping, street lighting, street furnishings, and infrastructure improvements within the District and along Commercial Corridors. Streetscape improvements should include wider sidewalks, seating, and shade trees coordinated with enhanced and well-placed lighting.
- ◆ The expansion of Normandy Blvd should be of high priority for the City. Anticipated truck traffic for a large distribution center will require roadway improvements for Normandy and East Graves.
- ◆ Consider the design and construction of a pedestrian bridge across Howland Boulevard to connect the Medical District to Deltona Village, the Innovation District and the Commerce District which also serves as a gateway entrance into the City. This gateway may be part of the Art and Culture program, providing additional exposure and branding of the City.
- ◆ Implement wayfinding signage, banner programs and street improvements including landscaping and streetscaping to enhance connectivity activities.
- ◆ Evaluate and upgrade lighting along commercial corridors, gateways and strategic residential areas, including street light poles that are pedestrian scale.
- ◆ Work with Florida Department of Transportation and Volusia County to create strategies for successful transit, access and aesthetics for all corridors.
- ◆ Encourage shared parking so that office users have reserved parking during the daytime, but at night the parking becomes open for evening visitors and residents.
- ◆ Encourage the reduction of surface parking through zoning codes and regulation.
- ◆ Work with the Transit Authority to:
  - ◆ Assess transit stop conditions in Deltona and develop a strategy to enhance signage and shelter.
  - ◆ Assess level of participation of riders in Deltona.
  - ◆ Strengthen access to, from and through Deltona.
- ◆ Develop and implement projects through cross promotional campaigns and corporate sponsorships such as healthy initiatives that activate this area.
- ◆ Work with the River to Sea TPO to assure Deltona maintains equity in future planning.

# MARKETING & BUSINESS ATTRACTION

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It starts with a visit!

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Economic development doesn't just happen, it is part of a carefully crafted plan that includes a focused marketing campaign. Through the strategic planning process, brand development has emerged as one of the more compelling actions items that the City can focus on to achieve their goals. Steps need to be taken to create a citywide brand promise with a business and consumer Attraction marketing and branding campaign. The adoption and prioritization of the Economic Development Strategic Plan will guide the branding and marketing plan and campaign development process. The steps generally include:

## Collect

Additional market research with stakeholders (particularly Team Volusia and Duke Energy) to define specific audiences and connect the audience to Deltona's potential should be an ongoing effort. A comprehensive understanding of Deltona's main commercial areas' image is crucial for the development of a sustainable place brand and effective campaign strategy. This insight, combined with the implementation of the visionary goals outlined in this plan, leads to the development of specific message and campaign Recommendations and Strategies. Involving stakeholders in the process leads to the sense of ownership that is necessary for the brand, marketing plan and campaign strategy to be adopted and advocated by people/stakeholders.

## Connect & Collaborate

Additional stakeholders include local authorities, the Chamber of Commerce and other business groups and organizations (i.e. The Corridor and Enterprise Florida). It is important to connect people and places that may have never been connected before and for various stakeholders and groups to collaborate. The goal during this stage is to articulate the city's aspirational brand promise and value proposition and build consensus and advocacy for the city's goals, both internally and externally.

## Create

A comprehensive marketing plan and campaign strategy will target specific objectives and users. These tactics are developed to further the goals outlined in the Plan by identifying specific marketing Recommendations and Strategies that connect "people to place" focusing on the specific "opportunities" available in Deltona to the targeted audiences. This stage includes all creative development including logos, brand standards, collateral, descriptive words, campaign messages, etc.

## Communicate

The brand promise, the city's value proposition and the campaign strategy are then communicated, showcasing Deltona's benefits and its vision for the future. The previous stages of the process provide this stage with the content of communication.

The process then begins again, collecting data to analyze the effectiveness of the tactics and campaign and adjust efforts accordingly.

These steps are often overlapping, occurring simultaneously. Place making through the implementation of the goals and objectives outlined in this plan is a part of the branding process and not a separate activity. Additionally, all marketing strategy should be regularly evaluated and adjusted on an annual basis.

## Specific Business Attraction

A leader in the global tourism market, Florida has built its brand for decades by marketing the state as a destination for visitors. Florida is recognized and admired the world over for its beauty, recreational opportunities and other tourism offerings.

The time has now come to tell the "other side" of Florida's story and discover Deltona's story. The area is rapidly developing a reputation as a place where entrepreneurs and innovators can succeed and where they can come to start and grow great businesses. Deltona needs to continue to promote the growth of its healthcare sectors, its entrepreneurial spirit and its startup culture, as well as to bridge real or perceived gaps about the benefits of doing business in the area.

# MARKETING & BUSINESS ATTRACTION

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Deltona has a clear need to attract and retain more “young blood” to locate and/or remain in the area. Simply put, there’s a pressing need to stimulate job growth to insure a healthy economy by creating jobs in Deltona. This aggressive economic development marketing effort will highlight the many positive features that make Florida and Deltona not only a great place to discover, but also a great place to live, work and do business.

As this identity of Deltona emerges, it is most important to present a clean and welcoming impression to visitors. Aesthetics are a big part of the impression one has when visiting an area. This is one area that Deltona can use improvement. It may require involving the community in a “Clean-up Day” event. The market for recyclable materials left in curbside bins crashed over the past 18 months after the primary consumer — China — banned import of some recyclables and tightened up its standards for how clean the recyclables need to be that it does import. Deltona’s decision to discontinue recycling must be countered with a positive message that speaks to the City’s commitment to a clean community.

Highlight the strong available workforce, the location, and the opportunities. To attract these businesses, one must understand current trends and the nature of the business segment in today’s market.

## Recommendations and Strategies

- ◆ Deltona is currently exporting its workforce to Seminole and Orange Counties. The fact that employees travel to work outside Deltona demonstrates that there are limited opportunities for employment. A continued pro-development environment that encourages workforce training will be necessary to attract new industry.
- ◆ Continue promoting Incentives and awareness of opportunities.
- ◆ Simplify the permitting process and shorten the timing for approvals in Deltona
- ◆ Monitor trends in the manufacturing and logistics industries.
- ◆ Seek out new opportunities such as distribution, medical supplies and other products needed for the Medical District.
- ◆ Brand the City with a professional tagline that associates business with Deltona.
- ◆ Monitor the expansion of Port Canaveral and the progress of the Panama Canal widening and associated effects on distribution in Florida.

## What Businesses look for in an Investment Destination

Deltona has exceptional opportunities that many cities do not have. To recognize these opportunities and why they must not be taken for granted, it is significant to first understand what companies look for when assessing where to do business.

Favorable business characteristics for site selectors include a pro-business environment, the favorable tax climate and its strategic location, including its proximity to international markets. The above attributes are the cornerstone of the Deltona’s Business Park.

**According to the International Economic Development Council (2016), the following is a list of location factors that businesses take into consideration when making site decisions:**

- ◆ Access (proximity) to customer and supplier markets
- ◆ Access (proximity) to, and quality of, transportation system (roads, rail, freight, airports, ports)
- ◆ Access to business and professional services
- ◆ Availability of suitable, affordable, and “ready” land and facilities
- ◆ Environmental condition of the land
- ◆ Business climate
- ◆ Availability and cost of financial capital
- ◆ Image of the community
- ◆ Incentives
- ◆ Labor force quality, productivity, cost, and availability
- ◆ Level of unionization
- ◆ Quality of life – education quality, housing, cost of living, commuting, climate, crime rate, health facilities, and recreational and cultural opportunities
- ◆ Regulations (environmental, worker’s compensation, zoning)
- ◆ State and local government attitudes towards business
- ◆ Taxes (sales, property, corporate, and personal)
- ◆ Telecommunications systems
- ◆ Utility capabilities, reliability and rates

# MARKETING & BUSINESS ATTRACTION

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## Snapshot of Advantages to Doing Business in Deltona

Today's business leaders recognize the importance of a productive workplace environment, which includes a quality of life standard that provides an environment of natural beauty, with activities that provide a well-rounded lifestyle, high-quality schools, great recreational amenities, and nearby retail and entertainment options. The area's moderate climate encourages a healthier, more active lifestyle.

Quality of life elements that are enjoyed by Deltona residents include recreation, arts, culture, green spaces that are walkable and bike-able, connected and accessible, and welcoming.

With its business climate, workforce and trade and transportation infrastructure, Florida is among the nation's top 10 states for manufacturing. These assets should help businesses in Deltona ramp up quickly and provide new technology and management systems that improve production.

## Marketing, Branding, Public Relations and Digital Presence

Fresh compelling content for use across digital platforms, meant to engage viewers and potential customers in the targeted industries must be developed and distributed effectively. Landing pages, digital advertisement campaigns, social media (LinkedIn), newsletters, email campaigns and the like, all combine to create engaging content that draws viewers, gains impressions and ultimately converts viewers into serious prospects. As reported by DCI, the leading sources of information for executives making site selection decisions, in order of importance are:

- ◆ Dialogue with industry peers
- ◆ Business travel
- ◆ Articles in newspapers and magazines
- ◆ Meetings with economic development groups
- ◆ Online sources
- ◆ Word of mouth
- ◆ Rankings
- ◆ Surveys
- ◆ Social media, Advertising, Other TV and radio newscasts /
- ◆ Trade shows
- ◆ Direct Mail

Expanded attendance at trade shows is encouraged, however that can be time consuming and costly. One alternate tactic is to maintain a dialogue with existing businesses regarding trade shows that they are attending, give them a "shout out" and invite them to be a Deltona ambassador.

## Target Market Messaging

Each market segment has significantly different needs when it comes to new business and new development in Deltona. These differing segments can be best reached through a combination of person-to-person communications and targeted electronic, print, and internet media.

The following table below provides an overview of customized marketing messages that will help match the City's value with the specific needs of that individual segment.

# MARKETING & BUSINESS ATTRACTION

External Segment	Primary Interests	Outreach Tools	Suggested Message to Segment
<b>Corporate Executives in Target Industries</b>	<ul style="list-style-type: none"> <li>◆ Proximity to customers</li> <li>◆ Transportation access</li> <li>◆ Cost of doing business</li> <li>◆ Stable local economy</li> <li>◆ Access to resources</li> <li>◆ Workforce</li> <li>◆ Quality of life</li> </ul>	<ul style="list-style-type: none"> <li>◆ Visitations to corporate headquarters</li> <li>◆ Welcome packets</li> <li>◆ LinkedIn strategy</li> </ul>	<ul style="list-style-type: none"> <li>◆ Strategically located</li> <li>◆ Abundant pipeline of graduates</li> <li>◆ Labor force</li> <li>◆ Incentive</li> <li>◆ Explosive population growth</li> </ul>
<b>Location advisors/Site selectors</b>	<ul style="list-style-type: none"> <li>◆ Reducing risk, credible and trustworthy sources</li> <li>◆ Available and skilled workforce</li> <li>◆ Accessibility and location</li> <li>◆ Incentive and taxes</li> <li>◆ Predictable permitting process</li> </ul>	<ul style="list-style-type: none"> <li>◆ Meetings at industry events</li> <li>◆ Website/online media</li> <li>◆ Partnerships and industry networks</li> <li>◆ Industry press</li> <li>◆ Briefing/Tours</li> </ul>	<ul style="list-style-type: none"> <li>◆ Pro-business leadership</li> <li>◆ Expedited permitting</li> <li>◆ A commitment to business</li> <li>◆ Growing Medical District</li> </ul>
<b>Real Estate Brokers</b>	<ul style="list-style-type: none"> <li>◆ Real Estate sector conditions (inventory, property features, price accessibility)</li> <li>◆ Transportation utilities, tax rates</li> <li>◆ Demographics</li> <li>◆ Municipalities vision/goals for the area</li> <li>◆ Responsive Planning and Zoning Department</li> </ul>	<ul style="list-style-type: none"> <li>◆ Brochures/fact sheets</li> <li>◆ LinkedIn</li> <li>◆ Host bi-annual community real estate meetings</li> <li>◆ Familiarization tours</li> <li>◆ Host a broker event</li> <li>◆ Attend commercial real estate events</li> </ul>	<ul style="list-style-type: none"> <li>◆ Business friendly climate</li> <li>◆ Pro expansion and retention of business</li> <li>◆ Significant amount of build-to-suit industrial property</li> </ul>
<b>Talent/Workforce</b>	<ul style="list-style-type: none"> <li>◆ Quality of life</li> <li>◆ Available housing options</li> <li>◆ Area amenities</li> <li>◆ Available jobs</li> </ul>	<ul style="list-style-type: none"> <li>◆ Brochures</li> <li>◆ Host workforce training workshops</li> <li>◆ Co-op ads in alumni magazines</li> </ul>	<ul style="list-style-type: none"> <li>◆ Recreational activities</li> <li>◆ Events</li> <li>◆ Climate</li> <li>◆ Housing opportunities</li> <li>◆ Accessible</li> <li>◆ Welcoming</li> <li>◆ Safe</li> </ul>

Internal Segment	Primary Interests	Outreach Tools	Suggested Message to Segment
<b>Existing businesses in target industries - logistics, distribution and manufacturing</b>	<ul style="list-style-type: none"> <li>◆ Infrastructure</li> <li>◆ Incentives</li> <li>◆ Business resources/education</li> <li>◆ Collaboration/networking</li> <li>◆ Expansion</li> </ul>	<ul style="list-style-type: none"> <li>◆ Surveys</li> <li>◆ Merchant meetings</li> <li>◆ Business visits</li> <li>◆ Co-op ads</li> </ul>	<ul style="list-style-type: none"> <li>◆ Low taxes</li> <li>◆ Business friendly regulatory environment</li> <li>◆ Quality infrastructure and public services</li> <li>◆ Personal commitment and passion to supporting local businesses</li> <li>◆ Team Volusia</li> <li>◆ Resource partnerships</li> </ul>
<b>Partner Organizations</b>	<ul style="list-style-type: none"> <li>◆ Collaboration</li> <li>◆ Piggybacking outreach efforts</li> </ul>	<ul style="list-style-type: none"> <li>◆ Individual meetings</li> <li>◆ Phone calls</li> <li>◆ Chamber of Commerce events</li> </ul>	<ul style="list-style-type: none"> <li>◆ Personal commitment and passion to supporting local businesses</li> </ul>
<b>Press</b>	<ul style="list-style-type: none"> <li>◆ Newsworthy Events</li> </ul>	<ul style="list-style-type: none"> <li>◆ Targeted press releases</li> <li>◆ Press kits</li> <li>◆ Familiarization tour</li> <li>◆ State-wide press releases</li> <li>◆ Media coverage events</li> </ul>	<ul style="list-style-type: none"> <li>◆ Record-setting residential growth</li> <li>◆ Thriving and growing medical enterprises</li> <li>◆ Core transportation hub and distribution center</li> </ul>
<b>Residents</b>	<ul style="list-style-type: none"> <li>◆ Amenities</li> <li>◆ Available jobs</li> <li>◆ Quality of life</li> <li>◆ Available housing</li> <li>◆ Traffic</li> </ul>	<ul style="list-style-type: none"> <li>◆ Social Media</li> <li>◆ Events</li> </ul>	<ul style="list-style-type: none"> <li>◆ Recreational activities</li> <li>◆ Events</li> <li>◆ Climate</li> <li>◆ Housing opportunities</li> <li>◆ Accessible</li> <li>◆ Welcoming</li> <li>◆ Safe</li> </ul>

# MARKETING & BUSINESS ATTRACTION

## Best Practices: North Miami, FL

- ◆ Development and Adoption of Updated Plan outlining the vision for North Miami and specific redevelopment goals and strategies.
- ◆ Development of a Comprehensive Downtown Marketing Plan and Campaign Strategy to position the area for business and consumer Attraction based on the goals outlined in the Plan.
- ◆ Launch of Creative Design and Campaign

During the development of the downtown marketing plan, stakeholders and community members were engaged through focus groups, one-on-one meetings and surveys specifically crafted to gain insight regarding the existing North Miami image. The resulting creative design and campaign capitalized on the design elements in the city's logo and the campaign slogan was developed.



Words describing the experience one can expect in Downtown NoMi (tasteful, rhythmic, artistic, eccentric) were selected and are used in social media posts, on downtown banners, and in all communications forms, such as press releases, e-newsletters, blogs and website.



# MARKETING & BUSINESS ATTRACTION

## Best Practices: Oakland Park, FL

- ◆ Development and Adoption of five-year citywide Strategic Plan with twelve locations identified as redevelopment target sites.
- ◆ Development of a Comprehensive Downtown Marketing Plan and Campaign Strategy to position the area for business and consumer Attraction based on the goals outlined in the Strategic Plan.
- ◆ Creative Design and Campaign Launch

The process followed in Oakland Park to uncover what could be an authentic, meaningful and achievable brand position was initiated. During the research and discovery process, it became apparent that there was an existing cluster of kitchen related businesses (cabinet makers, knife makers, restaurant supply, etc.) in the city. Combining this discovery, the existing building infrastructure and stakeholder input lead to the idea that the area could be positioned as a culinary arts district. The idea was presented to community stakeholders, city staff and leaders, and was adopted along with a comprehensive marketing plan to position the downtown's opportunities for residential and commercial development and to attract businesses.

## The campaign had two messages and two target audiences.

**Consumer:** Downtown Oakland Park Culinary Arts District – Where we savor moments, make sweet memories and spice up your life!

**Businesses/Investors:** Downtown Oakland Park Culinary Arts District – Where we savor ideas, make sweet plans and help you spice up your bottom line.



# MARKETING & BUSINESS ATTRACTION



## Signage

Signage is a vital element of defining a sense of place. Community identity and messaging can be reinforced throughout the City of Deltona with consistency in signage, entry features and pedestrian wayfinding. Gateway signage must be a statement or signature-announcement of the new Deltona, full of opportunity. The most logical locations for new gateway signage are at the different entrances into the City from Interstate 4.

The entrance gateway in Delray Beach was designed to impress visitors when they entered the City. This design has succeeded and fulfilled their goal with significant acceptance and praise from the community and throughout the state and country. The 600-foot-long-by-100-foot-wide gateway features six 8-foot-wide, curved columns, three on each side of Atlantic Avenue, heading east off the I-95 ramps. Backed by concrete to withstand hurricane-force winds, the poly carbon panels display colorful images of the City's history, culture, shells and flowers. The gigantic, hurricane-proof columns are illuminated at night, to reflect an enlightened community.

The City of Daytona Beach's iconic welcome sign across International Speedway Boulevard serves not only as an entrance gateway, but also provides pedestrian access across International Speedway Boulevard.





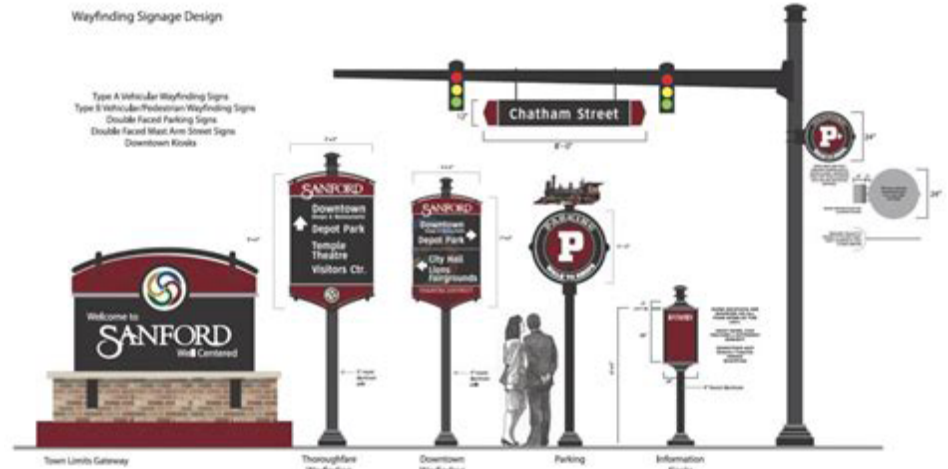
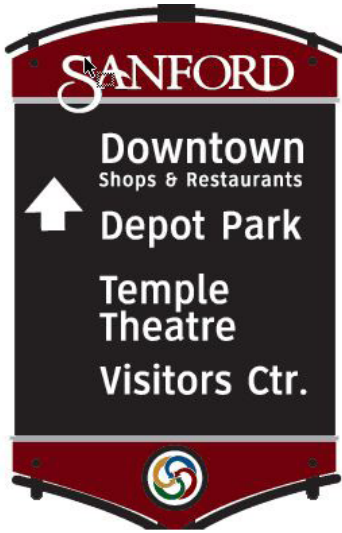
# MARKETING & BUSINESS ATTRACTION

## Wayfinding Signage

A comprehensive city-wide wayfinding signage program, including but not limited to, lighted street name signs visible at night that incorporated public art is another way to establish the Deltona identity.

Identify key locations for “city identity” include physical landmarks and gateways. A professional wayfinding system should be developed for the City of Deltona, utilizing for implementation City resources such as the sign shop.

## Best Practices: Sanford, FL



## Pole Banners

Develop a banner program for target areas. Design and install branded light-pole banners in strategic areas that express the “brand message” and highlight the strategic area’s unique position. For example: Capitalize on “The District” and Discover Deltona. Some cities make the mistake of using banner poles with their city seal displayed as the most prominent element of the banner. Using a “Real Faces, Real Places” program that highlights real people and places in Deltona creates authenticity that contributes to the Deltona image. The banner poles in Mount Dora are real people and events that take place in the City.

## Best Practices: Mount Dora, FL and North Miami, FL



# MARKETING & BUSINESS ATTRACTION

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## Vision

As a major business and employment district at the edge of an exciting City, The District will attract private developers and businesses who will upgrade existing properties and build attractive new residential, live/work and retail projects. The larger gateway parcels will attract large scale commercial and industrial development that are ripe for public-private-partnerships (P3s). A new vibrant entry point for Deltona, complete with major public realm gateway features like public art, innovative signage, and active uses will activate the area. The activated and pedestrian friendly District will transition to the nearby neighborhoods and improve the image and quality of life of the entire City.

## Branding and Marketing Recommendations and Strategies

- ◆ Create and implement a Citywide Branding Campaign to further develop the Deltona Brand.
- ◆ Create and implement a destination/identity branding campaign for “The District” aka Activity Center and its components connecting one to the other through messaging and signage.
- ◆ Designate the Innovation District and Commerce District to complement the existing Medical District and Retail Village.
- ◆ Create and implement a Wayfinding and Signage Program.
- ◆ Create and implement Gateway Signage that incorporates Public Art.
- ◆ Improve aesthetics, with clean and safe programs, including pressure cleaning of sidewalks, litter control, graffiti removal, area code enforcement and community policing.
- ◆ Hold Public Events and Festivals with targeted audiences.
- ◆ Improve ambiance of specific areas with amenities such as fountains, street furniture, and sidewalks.
- ◆ Develop a marketing message
- ◆ Establish metrics for business Attraction efforts.
- ◆ Cooperate with economic development agencies to stimulate interest and visits to the area.
- ◆ Bundle the business Attraction program, the arts and performance center, public art display, Eco-tourism efforts, streetscape and landscaping improvements into a program that speaks to place making, which may provide grant opportunities.
- ◆ Develop an annual strategic marketing plan that identifies goals and objectives for a comprehensive marketing and communication plan. The plan should address citywide communications, internally and externally.



R M A

REINVENTING YOUR CITY