Table of Contents

About……………………………………………………………………………….3
Introduction……………………………………………………………………………5
Existing Land Uses Summary…………………………………………………..6
City Enclaves………………………………………………………………………..9
Future Land Use Designation…………………………………………………..10
Zoning District……………………………………………………………………..11
Other Regulations Affecting Development…………………………………..12
Future Oak Hill Downtown Locations………………………………………..13
Land Use and Economic Development………………………………………15
Envisioning Oak Hill………………………………………………………………16
Strengths……………………………………………………………………………17
Weaknesses………………………………………………………………………….18
Opportunities………………………………………………………………………..19
Threats………………………………………………………………………………24
Implementation of the Oak Hill Plan………………………………………………25
Appendices………………………………………………………………………….30
ABOUT THE EAST CENTRAL FLORIDA REGIONAL PLANNING COUNCIL (ECFRPC)

Established in 1962 as an area-wide association of local governments, the ECFRPC is one of Florida’s ten regional planning councils. Council staff provides technical assistance in the areas of land use and environmental planning, emergency preparedness, geographic information systems (GIS), health, housing, urban design, transportation and economic and fiscal analysis among others. Because of the ECFRPC, member governments have received more than $13.8 million in federal and state grants since 2011. This represents a return on investment of $3.59 for every dollar paid in assessments.

The ECFRPC is currently designated by the U.S Economic Development Administration as the region’s Economic Development City (EDD). The EDD program provides economic technical assistance to public and private organizations within the eight-county region. This includes performing economic impact analyses using the REMI model, developing economic strategic plans, and assisting with grant applications.

For more information about ECFRPC programs, visit the organization’s website at www.ecfrpc.org.

ABOUT THE AUTHOR

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Matt Siebert
Economic Development Planner I

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Introduction

Volusia County's southernmost jurisdiction, the City of Oak Hill is located along the Atlantic coastline and its territory encompasses approximately 11.7 square miles. The area was originally inhabited by the Timucua Indians with the first European settlers arriving in the early 1700s. These seasonal English timber cutters named their camp Oak Hill, giving the city its name. The area would not get its first permanent settlement until Florida became a state in 1845. By the time of the Civil War, the city had a salt works building, some part time stores, and several orange groves had been planted. The City of Oak Hill was first chartered in 1927. This charter was disbanded three years later because of the national recession and reactivated in 1962.

Historically, citrus growing and commercial fishing were the city's main economic activities. Both of these industries have been deeply affected by natural and regulatory barriers. The 1995 constitutional amendment that banned the use of entanglement nets had a pernicious effect on Oak Hill's economy. Besides gill net fishermen, the ban also affected other industries related to commercial fishing including fuel, ice, bait, fishing gear suppliers, fish packing houses and distributors, as well as services associated with boat docking, registration, and licensing. Retail businesses also suffered because local residents had no income to support them. Today, the city is mainly a bedroom community where residents commute to New Smyrna, Edgewater, the Canaveral Seashore Park and Kennedy Space Center for work.

In 2017, Oak Hill officials approached the East Central Florida Regional Planning Council (ECFRPC) to assist them with the development of an economic strategic plan for the city. The purpose of this study is to set a framework for future economic development, bring much needed jobs to the community, and increase the city's tax base. This document is comprised of three parts. It includes a land use analysis of all properties located within city limits with a special focus on the community's proposed downtown corridor area. The ECFRPC will facilitate a workshop with the community to identify competitive advantages that could be used to spur the city's economy. The results of the land use analysis and workshop will then be used to develop an economic development plan for the City of Oak Hill.
Existing Land Uses Summary

To prepare this existing land use analysis, the ECFRPC used the latest information from the Volusia County Property Appraiser’s Office (Property Appraiser), Volusia County, and the City of Oak Hill. All data was analyzed using Geographic Information Systems (GIS) mapping software, aerial photographs provided by ESRI, and City of Oak Hill maps.

According to the Property Appraiser, there are close to 1,750 parcels located within the City of Oak Hill. These properties encompass a little more than 2,916 acres of land. This number excludes all properties located within the extra jurisdictional waters of the United States because they can’t be subjected to development based on local land use regulations.

The Property Appraiser provides a land use code to all these properties based on their most current use for taxing purposes. Properties within the City of Oak Hill are classified into 38 different land use codes. The ECFRPC consolidated these property codes into four major land use categories: Vacant, Residential, Commercial, and Institutional. This decision was taken as a way to ease discussion and the display of these land uses. A list of the land use codes assigned to the different land uses is provided in Appendix 1.

These land uses are fairly distributed across city boundaries. While more than half of Oak Hill’s parcels have a residential land use, most of its land can still be considered vacant. The next pages provide more detailed information about each of these land uses.
The vacant land use category is comprised of all vacant properties that are not part of a right-of-way (median, alleyways, etc...) or an ancillary use (parking lots and building public areas). Based on this distinction, there are 730 vacant parcels within the city, which comprise close to 2,000 acres of land. This includes 44 parcels that have an agricultural classification such as cropland, timberland, grazing land, dairies, and ornamentals.

Overall, vacant land comprises close to 70 percent of the city's acreage. Most of these parcels are small with an average size of 2.7 acres.

Ownership is an important consideration when examining vacant land. There are more than 320 property owners of vacant land within the city. The three largest property owners - Oak Hill Partnership, Florida Inland Navigation District, and Lighthouse Cove Development - account for 34 percent of the city's vacant land.

With 385 acres on the southern part of the city, the Oak Hill Partnership is the largest land owner within city limits. Part of the Nova Property Management Company headquartered in Ormond Beach, this company is currently marketing their properties for industrial, manufacturing, and distribution uses.

Created by the Florida Legislature in 1927, the Florida Inland Navigation District (FIND) is a special state taxing district that assists other governments to develop waterway access and improvement projects along the Intracoastal Waterway. The agency owns upland parcels, including right-of-ways, for the management of dredged materials removed from the waterway. FIND owns six lots within the City of Oak Hill that encompass just over 150 acres of land. These properties are distributed throughout the city.

Lighthouse Cove Development is the developer of a waterfront community for adults (55+) that offers a variety of recreational opportunities. Most of these parcels are small residential properties that have not been developed yet. The company still owns 195 vacant parcels in the northern part of the city.

<table>
<thead>
<tr>
<th>Property Owners</th>
<th>Parcels</th>
<th>Acres</th>
</tr>
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<tbody>
<tr>
<td>Oak Hill Partnership</td>
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<td>385</td>
</tr>
<tr>
<td>Florida Inland Navigation District</td>
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<td>157</td>
</tr>
<tr>
<td>Lighthouse Cove Development</td>
<td>195</td>
<td>139</td>
</tr>
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</table>
Residential

The City of Oak Hill has close to 740 acres of land that could be classified as residential. This land use is comprised of all properties used for housing purposes including single-family, mobile home, and multi-family dwellings as well as their accessory uses (driveways, parking lots, and similar uses). Residential land uses account for 25 percent of all land within the city of Oak Hill. Seventy-three percent of all residential properties are owned by Oak Hill residents, and most serve as primary residences. The vast majority of the city's residential properties are either single-family or mobile home dwellings. There is also one four-unit multi-family building located within the city.

Institutional

The Institutional land use category includes properties used for public and non-profit uses. Most institutional parcels are owned by government entities. This includes Seminole Rest Trail, a 17-acre historic park managed by U.S. National Park Service. The site consists of several ancient Native American shell mounds dating from 2,000 BC to 1565 AD and several historic structures. Other important public facilities are VIA Hall, Oak Hill’s only public community building; the Oak Hill Public Library; the City’s Police Department; and Volusia County Fire Station 22. The city also has three community parks that provide recreational opportunities to Oak Hill’s residents. One of the most important institutional sites is the Burns Science and Technology K-8 Charter School. The school opened August 22, 2011 and serves about 250 students. The Oak Hill Community Trust, a 501(c)(3) non-profit organization, purchased the school buildings and ten acres of land from Volusia County School Board after the closure of W.F. Burns Elementary School. Other institutional uses within the City of Oak Hill are the Oak Hill Medical Clinic, the Oak Hill Cemetery, and seven churches.
Commercial

According to the Property Appraiser, there are 45 parcels with commercial uses within the city of Oak Hill. This is about 97 acres of property, which is about three percent of the City's acreage. There are three main types of commercial uses within the City of Oak Hill. Most commercial properties house businesses that provide a variety of services to the community such as retail, restaurants, and professional services. These properties are mainly concentrated along the vicinity of U.S. Highway 1 (US-1). The second commercial subcategory is comprised of recreational vehicle camping and fishing camps located along the Intracoastal and the Mosquito Lagoon. The ECFRPC was able to identify four of these places, which primarily serve as lodging for tourists and recreational fishermen. Finally, there are 12 acres used for light manufacturing and warehousing purposes. This includes the largest commercial property within the City of Oak Hill, which houses Steelmaster Industries, a metal fabrication facility.

City Enclaves

An enclave is a piece of unincorporated county land that is surrounded by City boundaries. The ECFRPC identified over 300 parcels that met this criteria. If they were to be annexed, these enclave properties could be a source of new revenue for the City of Oak Hill. According to the Property Appraiser, these enclave parcels have a combine taxable value of more than $10.6 million.

Based on their property classification codes, the vast majority of these properties are either vacant or used for residential purposes. While these uses are more abundant, commercial properties have a much higher taxable value per acre ($54.5K). If Oak Hill city leaders decide to use annexation as an economic development tool, they should focus their efforts on a annexing these properties.
Future Land Use Designation

While property codes help to describe currently existing uses, the City of Oak Hill has also developed a framework of land use regulations that governs both the type and intensity of activities allowed on a piece of land. The Future Land Use (FLU) designation guides the community's long-term planning and re-development efforts by determining the most desirable land use types and densities for particular areas. The City of Oak Hill's 2025 Comprehensive Plan defines ten different FLU Designations: Agricultural, Commercial, Conservation, Industrial, Low Density Residential, Medium Density Residential, Public/Semi-Public, and Recreation Open Space. For the purpose of this report, the ECFRPC focused on studying only vacant properties. Based on GIS analysis, the city's vacant acreage has three predominant FLU designations: Low Density Residential, Agriculture, and Activity Center.

With over 600 acres, most vacant properties have a Low Density Residential FLU Designation. It allows for the development of no more than four units per acre.

Oak Hill's Comprehensive Plan states that the city has historically used the Agriculture FLU designation as a holding land use. The highest density allowed by this future land use is one unit per five acres (excluding family homesteads). There are approximately 441 acres with this future land designation.

The Activity Center FLU designation was created to allow for the development of mixed use projects comprised of 75% residential and 25% commercial uses based on the site's net developable acreage. The allowed housing density is between four and eight residential units per acreage (with central utilities). The maximum intensity for commercial uses is a .50 floor area ratio (FAR), which also assumes the presence of central utilities.
Zoning Districts

While FLU designations indicate a property’s intended use and development density/intensities, the zoning district specifically defines the allowable uses and the development standards that govern its development. The City of Oak Hill has 15 different zoning districts: A-1 (Agricultural), B-1 (General Commercial), B-2 (Marine-Oriented Commercial), B-3 (Waterfront Recreation/Leisure), BPUD (Business Planned Development), C (Conservation), I-1 (Light Industrial), MH-1 (Mobile Home Subdivision), MH-2 (Mobile Home Single Standard Residential), MH-3 (Manufactured Home Residential), P/Q (Public/Quasi-Public), R-1 (Low Density Single Family Residential), R-2 (Medium Density Residential), and RPUD (Residential Planned Unit Development). A complete description of these zoning districts is available at the end of this document.

For the purpose of this analysis, the ECFRPC focused on analyzing vacant acreage. Over half of the city’s vacant acreage is currently zoned A-1. The purpose of this zoning district is to promote and protect agricultural and horticultural production within the City of Oak Hill. The second most prevalent zoning district is R-1, which encompasses approximately 27 percent of the city’s vacant land. This zoning district seeks to preserve the character of existing or proposed residential neighborhoods. The dominance of these two zoning districts is not a positive sign for the City of Oak Hill, which is in dire need of attracting new economic activity.

Zoning and FLU inconsistencies are another problem that needs to be addressed. Parcels without the correct entitlements cannot be developed until the situation is resolved. The ECFRPC identified more than 65 acres of vacant land with such inconsistencies. This is a particular problem for properties with a Commercial FLU designation. These land use entitlement conflicts should be addressed promptly to make Oak Hill a more business friendly community.
Other Regulations Affecting Development

The ECFRPC examined Oak Hill's Comprehensive Plan to identify any other policies pertaining to land use and economic development. While this document is divided into ten different chapters (elements), this analysis focuses on discussing policies from the Comprehensive Plan's Future Land Use (FLU), Transportation (T), Public Facilities (PF), Coastal Management (CM), and Conservation (C) elements.

The City of Oak Hill currently does not have its own central water and sewer systems, which is definitely a hindrance to new development. The city has entered into an interlocal agreement with Volusia County and the City of Edgewater for the extension of central water and wastewater services within its corporate limits to accommodate new growth (FLU 1.8.1, PF 1.1.2). The city can't issue any permits in areas required to be served with central utility services unless it consults these jurisdictions to check if the services are currently available (PF 1.5.3). Moreover, FLU Policy 1.5.1 specifically references Oak Hill's existing industrial land use areas as needing these services before permitting any new development.

While the city's Comprehensive Plan does not have an economic element, there are several policies that promote the development of waterfront uses for recreational and commercial purposes. These include the preservation of these waterfronts for water dependent uses (FLU 1.15.1), the development of ecotourism infrastructure needs such as shoreline trails and parks, boat ramp and associated parking facilities, birding observation platforms and resource information displays, among others (FLU 1.15.4 and 1.15.6 and C 2.1.1 and 2.1.2). FLU Policy 1.15.5 seeks to assist the preservation of the Seminole Rest site by supporting the acquisition of additional waterfront properties to preserve the vegetative and faunal characteristics of the waterfront and to develop supporting resource-based public access and water/wildlife enjoyment opportunities. Lastly, the Comprehensive Plan also contains policies that address the development of marinas (CM 1.2.5).

The Comprehensive Plan’s Future Land Use Element also has a variety of policies addressing the development of commercial uses (1.3.6 and 1.3.7) and the preservation of prime agricultural land (1.5.3).
Future Oak Hill Downtown Locations

One of the purposes of this project is to examine viable locations for the development of a downtown district for the City of Oak Hill. This new downtown could not only serve as a center of economic and civic activity for the community, but it could help to attract new investment and services for city residents.

Based on information from the previous land use analysis, the ECFRPC identified three large clusters of vacant parcels along major road ways. Each of these was named after the largest property owner. ECFRPC staff will present these options to city officials and residents at a future city workshop. These are preliminary and conceptual recommendations which would need to be vetted by a site engineering analysis before a final decision is made.

Warlick Cluster

The Warlick Cluster is located in the vicinity of 560 Old/U.S Highway 1 and H.H. Burch Road, and is comprised of four parcels totaling about 150 acres. This area is sandwiched between large residential developments and its central location offers a proximity to many amenities, such as grocery stores and restaurants. The identified vacant plots sit alongside U.S. Highway 1, a major road that cuts through the heart of Oak Hill. The largest parcel measures about 70 acres, and it is currently offers space to develop arterial roads to accommodate traffic. This parcel is owned by the Florida Inland Navigation District which may not want to sell. This would then leave then the other three parcels, two of which are owned by the same proprietor.

The Warlick Cluster parcels currently have three different FLU designations: Public/Semi-Public (NA), Commercial (0.35/0.5 FAR), and Medium-Density Residential (4-10 du per acre). These FLU designations could allow for a more compact and dense development if the properties are provided with central water and sewer service. The properties also have different zoning districts: R-1 (Low-Density Single Family Residential), B-1 (General Commercial), RUPD (Residential Planned Unit Development), and MH-3 (Manufactured Home Residential Community). Based on its current characteristics such as acreage and geographical location, the Warlick Cluster seems to be the best area to locate Oak Hill’s downtown development.
Indian River Cluster

The Indian River Cluster also straddles US-1 and sits its adjacent to the Walker cluster. It encompasses about 37 acres divided among five different lots. Indian River Hammock Development owns three abutting parcels, including the largest property which is about 24 acres. All these parcels have direct access to US-1, and are also located near several residential neighborhoods.

The Cluster’s parcels have both Low-Density Residential (4 du per acre) and Commercial (0.35/0.5 FAR) FLU designations. The properties assigned zoning districts (R-1 and B-1) are consistent with the area’s zoning districts.

The Wilson Cluster

Another potential location for Oak Hill’s downtown is the Wilson Cluster. It is comprised of three parcels encompassing approximately 113 acres. This Cluster is characterized by two long, narrow parcels located along West Halifax Avenue, an arterial east-west road. The largest of the parcels is approximately 39 acres, and is privately owned. The third parcel can be accessed through the other two properties, and is owned by the county. Besides, these parcels, there are eight additional properties within unincorporated Volusia County that could be annexed to create a larger downtown area. These properties encompass about 63 acres.

All properties have an Agriculture FLU designation and are zoned A-1 (Agricultural). While the Wilson Cluster is not as centrally-located as the Warlick Cluster, it is close to several residential areas. This might make the provision of central utilities more feasible.
Land Use and Economic Development

A jurisdiction’s existing land use pattern and its planning and property regulatory framework can influence its success in attracting new economic development activity. In the case of Oak Hill, almost two thirds of the city’s acreage is currently vacant. These 2,000 acres are mostly entitled for low density residential and agricultural uses according to the City’s Comprehensive Plan. There are also about 300 acres (415 acres according to the Comprehensive Plan) that are designated with an Activity Center FLU which allows for a mix of residential and commercial uses. All these properties are all located on the southern part of the city and are far from the most populated parts of Oak Hill. While the owner of these properties is marketing this site for industrial uses, it is not clear if these parcels are really entitled to accommodate them.

On the other hand, the City of Oak Hill has about 200 acres of vacant land with Commercial and Industrial FLU designations. This represents only about ten percent of all vacant land within the city. It is important to note that the amount of acreage is difficult to discern because some of the largest parcels have more than one FLU designations. Most of these properties are fronting the US-1 corridor, and were designated to provide for arterial commercial uses. About 33 percent of these properties have inconsistent zoning districts, which would make their development more difficult. From an economic development standpoint, the city would benefit from having sites that have the correct entitlements. In addition to the US-1 properties, the City of Oak Hill has several commercial sites fronting the Indian River Lagoon.

Based on the results of this preliminary analysis, it might be time for the City of Oak Hill to better balance their land uses. This could be partly achieved by focusing on the vacant land use clusters discussed in this report. In addition to this strategy, the city officials should examine the almost 500 parcels located within enclave areas for possible future annexation.

Finally, economic development within Oak Hill is dependent on the availability of central water and sewer. The City of Oak Hill currently has agreements with Volusia County and the City of Edgewater to assist with the provision of these services. Any changes to future land use and zoning entitlements and annexations needs to also consider the cost of providing utility services.
Envisioning Oak Hill

Community participation is an integral part of the economic development process. It is important to know how residents feel about the current state of their city and what they aspire to become. More important though, is creating a realistic road map or pathway to help the community achieve their vision.

Based on the land use analysis findings and some early input from community stakeholders, the ECFRPC developed a modified SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis exercise for the community. A good SWOT analysis can help develop a better understanding of how the community sees itself. This includes identifying what are the perceived strengths and assets that can help bolster its competitive advantage. The exercise can also help point out weaknesses that can impede the community from growing to its full potential. While the SWOT process can help uncover important information, it can also sometimes provide a distorted version of the community. This is because the statements made by meetings participants are often based on preconceived notions rather than real data. Cognizant of this methodological drawback, the ECFRPC tried to support the community’s vision with data when available. This included using the findings from the Oak Hill land use analysis and regional economic data to supplement this discussion.

This part of the plan is organized according to the different parts of the SWOT analysis: Strengths, Weaknesses, Opportunities, and Threats. To simplify the discussion, the ECFRPC summarized the community’s statements into a series of themes. In addition to the SWOT, this plan includes an economic agglomeration (cluster) analysis that identifies potential industries that the City of Oak Hill can pursue based on regional competitiveness. The ECFRPC used information from IBISWorld, an industry market research firm, to supplement this data. The third part of the report provides a conceptual plan for the development of a town center area that concentrates economic activity. Finally, the plan provides a series of strategies and recommendations to implement the plan’s findings.
STRENGTHS

Based on the participant responses to the SWOT analysis and the results of the land use analysis, the ECFRPC has determined that Oak Hill has three major strengths. First, the city has plenty of vacant and developable land. This statement was mentioned by members of the Oak Hill Economic Development Board (Board) and was supported by the findings of the land use analysis. Over 68 percent of the city’s acreage is either residential or agricultural. Most of these parcels are located along U.S. 1, which should make them more desirable for development.

According to Board members, the City of Oak Hill also has several attributes that make it an ideal site for the location of science, technology, engineering, and math (STEM) industries. The city has direct road access to the north entrance of Kennedy Space Center. Moreover, it has also a large site that has already been entitled for manufacturing uses. Workshop participants also stated that there is a large contingent of retired aerospace workers living within city limits. Finally, the City of Oak Hill is home to a highly competitive K-8 STEM school. Opened through community efforts in 2011, the Burns Science and Technology Charter School is currently classified as an "A" school by the Florida Department of Education.

Members of the community also expressed that the city offers a high quality of life. Oak Hill has a quiet and relaxed atmosphere that offers plenty of recreational opportunities for its residents including fishing, hunting, and sailing. It also has easy access to I-95 and the larger cities of Daytona and Orlando.

Finally, there is a strong esprit de corps between different members of the community including elected officials, city staff, and volunteers. The city has a strong and enthusiastic Economic Development Board that is leading the charge to attract new investment to the area. This spirit of collaboration extends to the region. The cities of Edgewater, New Smyrna Beach, and Oak Hill are currently collaborating with the Southeast Volusia Chamber of Commerce and Team Volusia to develop a regional marketing plan to attract aerospace companies to the area.
WEAKNESSES

In order to stimulate change, the community must work hard to address its weaknesses, which can be classified as structural in nature or self-inflicted. An example of a structural weakness is Oak Hill’s small commercial base, which is mainly influenced by forces outside of the city’s control (total population and regional market forces). On the other hand, the city can do a better job at coordinating its vacant land use entitlements. Most of Oak Hill’s vacant land has either an Agriculture or Low Density Residential Future Land Use designation. Another weakness that the ECFRPC identified was the large number of properties with future land use and zoning inconsistencies. The city has about 70 acres of land that have a commercial or industrial future land use designation and residential zoning designation. At this current state, these properties cannot be developed.

The lack of adequate infrastructure is another major weakness. The city currently does not have access to water and sewer, which is a major hindrance to development. Board members also mentioned that there is a limited supply of rental housing and mid-priced homes in the area. According to Zillow, there are homes currently for sale within the immediate area. The average home value is lower than other nearby jurisdictions but this might be because of the large prevalence of vacant lots within city limits. Other weaknesses listed by the community include the lack of city resources and funding to pursue economic development opportunities, the slow progress on annexations, and not having good political presence in the community.

<table>
<thead>
<tr>
<th>City</th>
<th>Average Home Value</th>
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<tbody>
<tr>
<td>Titusville</td>
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<tr>
<td>Oak Hill</td>
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<td>Edgewater</td>
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<tr>
<td>Mims</td>
<td>$181,000</td>
</tr>
<tr>
<td>New Smyrna Beach</td>
<td>$253,000</td>
</tr>
<tr>
<td>Ponce Inlet</td>
<td>$336,400</td>
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</tbody>
</table>

Source: Zillow.com, 2018
OPPORTUNITIES

When identifying strategies to improve Oak Hill’s economic development prospects, city officials need to differentiate between short-term and long-term opportunities. Short term opportunities are those low hanging fruit that require less time and resources to be completed. Based on the ECFRPC’s analysis, city officials could use annexations as a way to increase its budget. There are currently about 350 enclave parcels that have $10.7 million taxable value. The city should develop a plan that defines the parcels that are more advantageous to be annexed based on their current uses and assessed values.

In order to plan for further development, it’s also important for the city to develop strong regional partnerships with organizations that can assist with economic development efforts. Currently, Oak Hill is looking to form relationships with several organizations including the Southeast Volusia Marketing Initiative, Southeast Volusia Chamber of Commerce, National Park Service, Daytona State College, Space Florida, City Alliance, Embry Riddle, and the East Volusia Advertising Authority.

In the long term, the City of Oak Hill should focus its efforts on attracting new industries and strengthening the city’s tax base. In the past, Oak Hill’s economy was heavily dependent on commercial fishing and citrus industries both of which have been severely affected by natural and regulatory barriers. Losing its economic base sent the city’s economy into a tailspin because it also affected the businesses that supplied these industries and depressed the incomes of local residents. The ECFRPC prepared an economic structure analysis using regional data to assist the city with identifying export industries. The ECFRPC also discussed the possibility of creating a new downtown to foster more economic development opportunities. The results of both of these analyses are provided in the next pages.
Industry Diversification

One of the objectives of this Strategic Plan is to recommend a set of industries that Oak Hill officials could target to locate within the city limits. As part of this process, the ECFRPC developed an economic profile of the immediate area. The ECFRPC created a five-mile buffer from city limits using GIS software. This buffer was then uploaded into Infogroup’s Reference USA database to find the total number and type of businesses located within this area.

According to Infogroup and ECFRPC research, there are close to 350 establishments located within this market assessment area. This area is not dominated by any particular industry as these firms span a variety of economic sectors including Construction (57), Other Services (56), Financial Activities (54), and Professional and Business services (52), among others. Oak Hill’s best economic development prospects are to attract companies within traded or export industries, which serve state, national, and international markets. Part of this positive effect is due to the principle of business agglomeration or the co-location of similar businesses in one area. Firms tend to agglomerate because they benefit from being in close proximity to each other and can include producers, suppliers, and other organizations. Strengthening these groupings of firms is key to developing a successful economic development strategy.

The ECFRPC identified four distinct industry agglomerations within the five-mile buffer. With seven establishments, Leisure and Recreation is the study area’s largest business agglomeration. It is followed by Boats (5), Other Manufacturing and Fabrication (5), and Mariculture (4). While these agglomerations are relatively small, they show great potential for growth. The next pages provide a more profound discussion about the characteristics of these groupings based on data from IBISWorld and other sources of information.
Leisure and Recreation

Oak Hill is a coastal town and naturally offers many leisure and recreation opportunities for visitors. The city’s biggest tourism assets are the Indian River Lagoon and the Seminole Rest National Park. The ECFRPC identified seven leisure and recreation establishments. Most of these businesses were campground facilities and fishing camps. However, there were also some charter fishing companies and excursion guides. East Central Florida is already one of the most visited destinations in the world. While most of these tourists come to visit the theme parks, there might be a smaller group interested in more natural and authentic experiences. Staying in a campground or RV Park is often viewed as a cost-efficient alternative to traditional vacations. On average, a family of four staying in a campground can spend about 2% less versus other forms of vacation.

According to IBISWorld, the Campgrounds & RV Parks industry hauled in $6.6 billion in revenue in 2017. The industry is forecasted to grow at a 2.4% annualized growth rate to 2022 (Kalyani, 2017). The industry’s future revenues will be mainly driven by the retirement of the baby boom generation. Adults over the age of 50 tend to be wealthier than the younger counterparts and have more leisure time available to spend on long vacations. According to Kampgrounds of America, about a third of the company’s guests stay at least 30 nights per season. Campgrounds and RV Parks also offer much needed flexibility and freedom to visit several locations, which makes it attractive for this generation.

A lot of the industry’s operators are competing based on the number of amenities provided to visitors including restaurants, swimming pools, and game rooms. On the other hand, younger customers that are driven to the industry prefer activities such as hiking, fishing, and swimming. These recreational activities are available in the Oak Hill area and could be used to develop a strong visitor strategy.
The region’s boat building agglomeration includes watercraft and boat accessory manufacturers, dealers, and marinas. These firms specialize in servicing the recreational boat market which includes fishing boats, yachts, utility boats, and power boats. Florida is currently home to more than 20% of all boating manufacturers (Longo, 2018). This is the largest concentration of firms in the nation. The ECFRPC has also previously recognized the importance of the boating industry for East Central Florida’s economy by naming it a regional innovation cluster. The organization has identified over 124 boating establishments throughout the region. Volusia County is the epicenter of this industry cluster as it is home to the three largest boat manufacturers: Boston Whaler, Everglades Boats, and Edgewater Power Boats. Located in the City of Edgewater, these three companies employ just over 700 people and have over $35 million in annual sales (Infogroup). Another important characteristic of the region’s boating industry is its innovation. The industry is responsible for about 185 patents, and several of the companies have started to develop other applications for their technologies.

Even though recreational boating is considered a luxury, billions of dollars still flow through the industry each year. According to IBISWorld, industry revenues grew at an annualized rate of 5.2% between 2012 and 2017. This growth was driven by many factors including rising household incomes and the price of inputs such as steel, aluminum, and plastic materials. Firms have also adjusted their operations to produce smaller and more affordable boats. Another recent industry trend is the outsourcing of essential components that were previously manufactured in-house such as woodworking, glass products, paint, fiberglass, engine and turbine parts, and navigation systems. This is a key factor for developing an economic strategy around the boating industry. The City of Oak Hill can focus its efforts on attracting firms that supply these types of goods and services to the large boating manufacturers located in Edgewater and other parts of Volusia County.
Metal Product Manufacturing

Of the five manufacturers located within the study area, three are metal product fabricators. These companies tend to be small with the largest one, Steelmaster Industry Inc., employing about 25 people. Firms within this industry specialize in making reinforcing bars, bar joists, railway bridge sections, dam gates, transmission tower sections, railroad car racks, and a variety of other products used by non-residential building and infrastructure construction projects. The largest barrier of entry is the required investment in machinery and other manufacturing equipment.

The metal product manufacturing industry is large with a total revenue of $47.3 billion in the 2017-18 fiscal year. Government investment plays a big role in driving the demand for this industry’s products. Large highway redevelopment and expansion projects, such as the I-4 Ultimate, require the extensive use of metal liners, casings, plates and other metal materials. Government funding is expected to continue. In 2015, Congress passed a six-year transportation bill with an estimated value of $205 billion. Moreover, the prospective imposition of steel and aluminum tariffs and quotas could help to deter competition from imports and bolster domestic operations. Thus, the industry is expected to have a 2.7% annualized growth rate during the next five years.

Mariculture

Enterprises involved within the mariculture (aquaculture) sector farm aquatic animals or plants in controlled environments. At the national level, the demand for this industry is driven by the consumption of fish and shellfish. However, most of the operations near Oak Hill specialize in producing brine shrimp to feed fish stocks or be used as bait. The industry’s growth prospect is not great as domestic operations continue to face tough competition from foreign enterprises. In the case of Florida, the industry has struggled because of water quality, natural disasters, and stricter environmental regulations. Because of these and other factors, IBISWorld expects both the number of farms and employment to go down within the next couple of years. On the other hand, consumer demand for fresh sea food products and support from the Florida Department of Agriculture are positive trends for this industry.
Targeted Industries

Targeted industries are those that are pursued by the state and regional economic development agencies to diversify the economy and create higher paying jobs in the region. Because they complement the economic competitiveness of the region, every economic development plan must consider these industries. Moreover, the City of Oak Hill may receive assistance from these economic development entities when recruiting businesses within these industries. Based on the ECFRPC’s research, Team Volusia and the Space Coast EDC are currently focusing their efforts on attracting seven industries: Advanced Communications, Aviation and Aerospace, Electronics, Homeland Security and Defense, Logistics and Distribution, Manufacturing, and Motion Picture and Video Production. Attracting businesses within any of these targeted industries will be positive for the City of Oak Hill.

The Space Coast EDC is a partnership between the Brevard County Commission and the Space Coast business community. Their focus is on four core industries: Advanced Communication, Aviation and Aerospace, Electronics, and Homeland Security and Defense. Advanced Communication enterprises sell equipment and services such as telephone systems and internet modems. The Space Coast is known for its Aviation and Aerospace industry clusters, with Space X and Blue Origin being vital economic anchors. Large enterprises like these have an extensive supply chain where manufacturing and research firms develop the components and technology for the industry. Additionally, the Electronics Industry overlaps with the Aviation and Aerospace sector. Finally, Homeland Security and Defense specializes in anti-terrorism, border security, disaster prevention management and many other activities. Merritt Island houses Patrick Air Force base, a large military installation. Team Volusia is an economic development corporation that works on strategic economic activities and recruitment initiatives. It focuses attracting companies within the Logistics and Distribution, Manufacturing, Motion Picture and Video Production, as well as Aviation and Aerospace industries. Manufacturing and the use of machinery to produce goods and wares can be effectively complemented by the Logistics and Distribution industry, where networks between firms, facilities, and supplies are created and sustained.

Oak Hill can partner with these and other economic development organizations such as Volusia County’s Department of Economic Development, Enterprise Florida, and the Volusia Manufacturers Association, to attract more businesses to the city.

<table>
<thead>
<tr>
<th>Name</th>
<th>Description</th>
<th>Team Volusia</th>
<th>Space Coast EDC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Communication</td>
<td>Telecommunications equipment and service</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Aviation and Aerospace</td>
<td>Manufacturing and research firms developing technologies for aviation and aerospace purposes</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Electronics</td>
<td>Designing, manufacturing, testing, distributing, and providing electronic components</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Homeland Security and Defense</td>
<td>Anti-terrorism, border security, immigration and customs, and disaster prevention and management</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Logistics and Distribution</td>
<td>The coordination of a complex operation involving firms, facilities, and supplies</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Using machinery to produce goods or wares, sometimes on a large scale</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Motion Picture and Video Production</td>
<td>Creating video by capturing moving images and assembling</td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>
THREATS

When asked to list threats, community members focused on the aggressive annexation activity from the City of Edgewater north and west of Oak Hill, and the perceived bad relationship with the National Park Seashore representatives. However, in the ECFRPC’s opinion, the biggest threat to Oak Hill’s economic well-being is the prospective passage of Florida Constitutional Amendment 1, the Homestead Exemption Increase Amendment. The objective of this measure is to increase the maximum value of the Homestead Exemption to $75,000 from $50,000. Based on recent history, there is a good probability that Amendment 1 will be passed by voters this year. This will be damaging for local governments which use property tax revenues to fund local services. Jurisdictions without a large commercial tax base will be affected more by the passing of this amendment. Small municipalities like Oak Hill can better shield themselves from this type of threat by planning ahead to develop areas with a mix of non-residential uses.

The ECFRPC originally proposed three sites where this potential “downtown cluster” could be located. These areas were selected because they contained large amounts of vacant land, had few property owners, and were located near major roadways. This would allow the City to have a blank slate when developing their new economic area. The reactions from the community to the downtown area were mostly negative. The stakeholders deemed the sites too large and expressed that it would be difficult to coordinate with some of the property owners. Moreover, some of them were not sure whether a mixed-use downtown is compatible with their vision of the city. Despite this negative feedback, the ECFRPC still recommends the city pursue the creation of a small activity center node to concentrate its economic activity. The proposed cluster is located north of Halifax road and shares its northern boundary with SteelMaster Industries. This new cluster is comprised of 17 parcels totaling 25 acres. Most of the parcels have Commercial Future Land Use designation, with several of them having inconsistent zoning districts. This is something that could be easily resolved by rezoning the properties to the appropriate designation. Concentrating new economic activity should also lower the cost of providing water and sewer services.
IMPLEMENTATION OF THE OAK HILL PLAN

This section provides a series of recommendations and strategies to assist the City of Oak Hill with the implementation of this economic development plan. The plan has four distinct focus areas based on the findings of the land use analysis, feedback provided at the community workshop, and the results of the regional economic analysis. This discussion will also differentiate between short term and long term activities to address the cities problems. Finally, the ECFRPC also included an economic development map that depicts the uses for the proposed Oak Hill activity center node.

Focus Area 1: Address Land Use Issues

The term “shovel ready” is often used to describe properties that are ready to receive new investment. This means that the site has both the correct entitlements and necessary infrastructure to start the project in less than 90 days. Based on the results of this project’s land use analysis, this is probably Oak Hill’s biggest weakness. The jurisdiction is mainly comprised of vacant parcels with Low Density Residential (661 acres) and Agriculture (441 acres) FLU Designations uses. Of most concern is the Agriculture FLU designation, which only allows the development of one single dwelling unit per five acres. The predominance of land with Agriculture FLU is puzzling because there aren’t any large agricultural operations located within city boundaries. Moreover, the ECFRPC identified over 53 properties with this FLU designation that are less than five acres. To address this situation, the ECFRPC recommends that the city create a new FLU category that allows properties to be developed at a maximum density of 2.5 du/acre. The new Rural Residential FLU designation can also serve as a transition between traditional agricultural operations and single-family developments. Concurrently with this new designation, the city will also need to create a new Zoning District with specific standards to help implement this new FLU designation.

In the short-term, the City of Oak Hill must also address the prevalence of FLU/Zoning inconsistencies within its vacant properties. Most of the city’s properties with Commercial and Industrial FLU designations are currently undevelopable because of these regulatory inconsistencies. The city needs to contact these property owners to coordinate the rezoning of these parcels immediately. Finally, the city could be more aggressive with the annexation of enclave properties to help boost its budget.
Focus Area 2: Target Export Industries to Diversify City’s Economy

Economic development is often a long-term proposition. This is especially true for communities suffering from years of disinvestment such as Oak Hill. The approval of the gill net ban killed one the city’s main “export” industries, which led to an economic tail spin. The ECFRPC identified several regional industry agglomerations and targeted industries that Oak Hill can pursue to diversify its economy. Based on research and discussions with the community, the ECFRPC recommends that the city focus its efforts on attracting companies within the following industries:

- **Leisure and Recreation**: Oak Hill has a privileged location with easy access to the Canaveral Seashore making it an important destination for people interested in fishing and ecotourism. While the city is home to many fishing camps and campgrounds, the ECFRPC believes it could exploit its natural attributes to attract more visitors. Moreover, Seminole Rest National Park may also help to attract visitors interested in heritage tourism. Coordination with all the industry stakeholders (campgrounds, Seminole Rest, restaurants, and fishing guides) would be important to address any issues. The city may be able to get assistance from Visit Florida and other local tourism promoting organizations to promote itself to prospective visitors.

- **Boats**: Volusia County has a very dynamic boating industry comprised of over 120 businesses with some of the largest companies being located minutes from the City of Oak Hill. The city should focus on attracting companies that specialize in manufacturing essential components for this industry including woodworking, glass products, paint, composites, engine and turbine parts, and navigation systems. Oak Hill should continue working with Volusia County and the region’s economic development organizations to develop a strategy to attract more of these businesses.

- **Aviation and Aerospace**: The City of Oak Hill is located north of Kennedy Space Center, which makes it an ideal location for attracting aviation and aerospace suppliers. The City can coordinate with the Volusia County Economic Development team and the Southeast Volusia Marketing Initiative to develop strategies to attract these companies. However, it is important to note that the city will face fierce competition from Brevard County communities when trying to attract these types of companies.

- **Other Manufacturing and Fabrication**: There are several manufacturing companies located in the vicinity of the City of Oak Hill, including Steelmasters. The city would benefit from attracting small manufacturers such as machine shops, metal working facilities, and others. Moreover, the City is also home to many retired aerospace workers and a STEM focused school. These populations could benefit from the development of a small community fabrication facility (fab lab) that could help with the incubation of small manufacturing businesses.
Focus Area 3: Address Inadequate Infrastructure

To attract more private investment, Oak Hill would also need to focus on upgrading its infrastructure. This includes expanding the availability of water and sewer throughout the city. Based on the most current maps from Volusia County, properties along US-1 between Ariel Road and Golden Bay Boulevard have access to water and sewer mains. Another area with access to both services is the Canal-River Road corridor near the Seminole Rest Park. Other parts of the city are connected to either water or sewer, not both. Based on Oak Hill’s land use patterns and land use entitlements, the ECFRPC recommends that utilities be extended down to Halifax Avenue.

Being a small city, Oak Hill will also need assistance with funding some of these major projects. To fund the cost of the extension project, the City of Oak Hill should seek assistance from Volusia County and State Legislators to access state funding. One prospective funding opportunity is the recently created [Florida Job Growth Grant Fund](https://www.florida.gov/florida-job-growth-grant-fund). Started last year, this program provides about $75 million to help fund infrastructure and job training programs across the state. The ECFRPC can assist the city by using the REMI economic impact analysis software to make a compelling case for this project.

As expressed by community members, the City of Oak Hill also needs to diversify its existing housing stock. This includes having more rental housing and building more mid-priced homes in the community. This problem is not unique to Oak Hill as the whole region is suffering from an affordable housing crisis. The ECFRPC recommends that city officials start conversations with Habitat for Humanity of Greater Volusia and other affordable housing providers to explore potential partnership opportunities.
Focus Area 4: Concentrate Economic Activity along US-1

Oak Hill has very few developed commercial properties, which are dispersed throughout the City. The ECFRPC recommends that City officials make a concerted effort to concentrate Oak Hill’s economic activities along certain parts of US-1. Since the community did not show much interest in developing a downtown for the City, the ECFRPC recommends the creation of a smaller activity center node that combines commercial and industrial uses. Based on the existing land use pattern and other parcel characteristics, the ECFRPC has deemed the two block area between Lagoon and Halifax Avenues as the best site for this node. The area contains several large vacant parcels that could be combined into one development. While this area does not have direct access to water and sewer, it is located south of SteelMasters industries and near other smaller commercial uses. Moreover, several of the parcels will need to be rezoned to a compatible zoning district designation.

The ECFRPC developed a conceptual economic development map that describes some of the potential uses that could be included in this corridor. This map was developed for demonstration purposes only and is not meant to be considered for site planning. A short description of each number is provided below:

1. Boat Manufacturing/Light Industrial: This 18-acre industrial parcel could house one or several small companies that manufacture components for the boating industry. The developer will need to build some type of buffer to separate these uses from the residential dwelling on the back of the property.

2. Fabrication Lab: These five commercial properties comprise about 18 acres of land. The ECFRPC recommends a development anchored by a fabrication lab facility that could be used by the community to develop prototype products.

3. Fishing Village Maritime Uses: These properties would be developed to concentrate the amenities used by recreational visitors such as bait shops, boat dealers, kayak rentals, and a tourist information center, among others.
Conclusions

Economic development is a long-term process that requires years of effort and commitment to produce tangible results. The Oak Hill Economic Development Strategic Plan provides city leaders with a framework to guide the city’s future economic development prospects based on existing conditions within the city, regional competitive advantages, and the community’s feedback. The plan recommends the city focus its efforts on addressing four main areas: land use, economic diversification, infrastructure, and activity center development.

The success of this effort will be mainly predicated on the city’s ability to implement the activities from the different focus areas. To facilitate this effort, the ECFRPC has listed a series of activities that need be followed by city officials and volunteers to achieve results.
### Appendix 1: Oak Hill Parcels by Property Codes

<table>
<thead>
<tr>
<th>Land Use Class Code</th>
<th>Description</th>
<th>Parcels</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Vacant Residential</td>
<td>804</td>
</tr>
<tr>
<td>9</td>
<td>Residential Common Elements/Areas</td>
<td>9</td>
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<tr>
<td>10</td>
<td>Vacant Commercial</td>
<td>95</td>
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<td>12</td>
<td>Mixed Use - Store &amp; Office or Store &amp; Residential or Residential Combination</td>
<td>7</td>
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<tr>
<td>53</td>
<td>Cropland Soil Capacity Class III</td>
<td>10</td>
</tr>
<tr>
<td>56</td>
<td>Timberland - Site index 70 to 79</td>
<td>1</td>
</tr>
<tr>
<td>61</td>
<td>Grazing Land Soil Capability Class II</td>
<td>2</td>
</tr>
<tr>
<td>62</td>
<td>Grazing Land Soil Capability Class III</td>
<td>11</td>
</tr>
<tr>
<td>63</td>
<td>Grazing Land Soil Capability Class IV</td>
<td>8</td>
</tr>
<tr>
<td>66</td>
<td>Orchard Groves, Citrus, Etc</td>
<td>23</td>
</tr>
<tr>
<td>68</td>
<td>Dairies, Feed Lots</td>
<td>23</td>
</tr>
<tr>
<td>69</td>
<td>Ornamentals, Miscellaneous Agricultural</td>
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<tr>
<td>70</td>
<td>Vacant Institutional</td>
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</tr>
<tr>
<td>80</td>
<td>Vacant Government for Municipal, County, State, Federal, and Water Management Districts</td>
<td>9096</td>
</tr>
<tr>
<td>96</td>
<td>Sewage Disposal, solid waste, borrow pit, drainage reservoir, waste land, marsh, sand dune, swamp</td>
<td>13</td>
</tr>
<tr>
<td>99</td>
<td>Acreage Not Zoned Agricultural</td>
<td>18</td>
</tr>
<tr>
<td>1</td>
<td>Single Family</td>
<td>620</td>
</tr>
<tr>
<td>2</td>
<td>Mobile Homes</td>
<td>687</td>
</tr>
<tr>
<td>8</td>
<td>Multi-Family - Less than 10 units</td>
<td>1</td>
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<tr>
<td>12</td>
<td>Mixed Use - Store &amp; Office or Store &amp; Residential or Residential Combination</td>
<td>17</td>
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<tr>
<td>28</td>
<td>Parking Lots (Commercial or patron), Mobile Home Parks</td>
<td>6</td>
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<tr>
<td>68</td>
<td>Dairies, Feed Lots</td>
<td>15</td>
</tr>
<tr>
<td>99</td>
<td>Acreage Not Zoned Agricultural</td>
<td>2</td>
</tr>
<tr>
<td>12</td>
<td>Mixed Use - Store &amp; Office or Store &amp; Residential or Residential Combination</td>
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</tr>
<tr>
<td>71</td>
<td>Churches</td>
<td>12</td>
</tr>
<tr>
<td>72</td>
<td>Private Schools and Colleges</td>
<td>2</td>
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<tr>
<td>76</td>
<td>Mortuaries, Cemeteries, Crematoriums</td>
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<tr>
<td>82</td>
<td>Forest, Parks, and Recreational Areas</td>
<td>27</td>
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<tr>
<td>86</td>
<td>Counties including non-municipal Governments</td>
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<tr>
<td>88</td>
<td>State</td>
<td>1</td>
</tr>
<tr>
<td>89</td>
<td>Federal</td>
<td>5</td>
</tr>
<tr>
<td>91</td>
<td>Utility, Gas/Electric, Phone/Telegraph, Local Assessed Railroad, Water/Sewer Service, Pipelines, Canals, Streets, Roads, Irrigation Channel, Ditch, etc</td>
<td>4</td>
</tr>
<tr>
<td>94</td>
<td>Right-Of-Way Streets, Roads, Irrigation Channel, Ditch, etc</td>
<td>5</td>
</tr>
<tr>
<td>11</td>
<td>Stores, one story</td>
<td>5</td>
</tr>
<tr>
<td>17</td>
<td>Office Buildings, Non-Professional Service Buildings, One Story</td>
<td>2</td>
</tr>
<tr>
<td>21</td>
<td>Restaurants, Cafeterias</td>
<td>2</td>
</tr>
<tr>
<td>25</td>
<td>Repair Service Shops (excluding auto), Radio, TV &amp; Electrical Repair, Refrigeration Service, Launderies,</td>
<td>3</td>
</tr>
<tr>
<td>29</td>
<td>Wholesale Outlets, Produce Houses</td>
<td>1</td>
</tr>
<tr>
<td>33</td>
<td>Nightclubs, Cocktail Lounges, Bars</td>
<td>1</td>
</tr>
<tr>
<td>36</td>
<td>Camps</td>
<td>19</td>
</tr>
<tr>
<td>48</td>
<td>Warehousing, Distribution Terminals, Trucking Terminals, Van and Storage Warehousing</td>
<td>2</td>
</tr>
</tbody>
</table>
Appendix II
Prospective Oak Hill Downtown Site #3

Cluster Name: Wilson
Number of Parcels: 2
Multiple Owners: Yes
Average: 113
ELU: Agriculture
Zoning: Agriculture (A-1)
Parcel ID:

[Map of Oak Hill Downtown Site #3 with parcel information]
Legend

<table>
<thead>
<tr>
<th>Color</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oak Hill</td>
<td>Oak Hill</td>
</tr>
<tr>
<td>Water Main</td>
<td>Water Main</td>
</tr>
</tbody>
</table>

Volusia County

Water

City of Oak Hill
Oak Hill
Sewer Plant
Gravity Mains
Force Mains
Proposed Oak Hill Activity Center

Future Land Use Designation
- Industrial
- Commercial
- Low Density Residential
- Proposed Urban Core

Proposed Oak Hill Activity Center Uses
1. Boat Manufacturing
2. Fabrication Lab
3. Fishing Village
Appendix III
Good Day Luis

Please find the attached sign in sheet for April 16, 2018 workshop.

As for notifications, the agenda was sent by email to citizens, business owners and commissioners, the Agenda was also posted at City Hall for the public to review and the agenda was posted on the City’s website [http://oakhillfl.vt-s.net/Pages/OakHillFL_EcDevAgendas/](http://oakhillfl.vt-s.net/Pages/OakHillFL_EcDevAgendas/)

Please let me know if you need anything else.

Kohn Evans
City Administrator
City of Oak Hill
Phone: 386-345-3522
Fax: 386-345-1834

**PUBLIC RECORDS NOTICE: The City of Oak Hill is governed by the State of Florida public records law. This means email messages, including your email address and any attachments and/or information we receive online might be disclosed to any person making a public records request. If you have any questions about the Florida public records law refer to Chapter 119 Florida Statutes.**
Call to Order

Roll Call

Presentations – Discussion of Community Redevelopment Area and other opportunities – Tony Otte, NSB Economic Development Director

Old Business

1. DEO Economic Development plan Grant – Deliverable #1
2. Approval of the following minutes – August 21, 2017, October 16, 2017, November 20, 2017 and January 29, 2018

New Business

1. Public meeting for S.W.O.T. Analysis

Economic Development Director Comments

Board Member Comments

Public Participation

Adjournment

Note: Pursuant to Florida Statute 166.041 (3) (A), if an individual decides to appeal any decision made with respect to any matter considered at a meeting or hearing, that individual will need a record of proceedings and will need to ensure that a verbatim record of the proceedings is made.
# CITY OF OAK HILL
## SIGN-IN SHEET
City of Oak Hill
Economic Strategic Plan Workshop

Date: April 16, 2018

<table>
<thead>
<tr>
<th>NAME</th>
<th>ADDRESS</th>
<th>EMAIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tom Palmer</td>
<td>715 Volco Rd Edgewater</td>
<td><a href="mailto:topalmer52@yahoo.com">topalmer52@yahoo.com</a></td>
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<td><a href="mailto:karynmac2376@gmail.com">karynmac2376@gmail.com</a></td>
</tr>
<tr>
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<td><a href="mailto:dbg11@att.net">dbg11@att.net</a></td>
</tr>
<tr>
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<td><a href="mailto:jasonesre@gmail.com">jasonesre@gmail.com</a></td>
</tr>
<tr>
<td>Mike Arman</td>
<td></td>
<td></td>
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<tr>
<td>Margo Palmer</td>
<td>715 Volco Rd Edgewater</td>
<td><a href="mailto:m_palmer@watsonrcorp.com">m_palmer@watsonrcorp.com</a></td>
</tr>
<tr>
<td>Barbara Hawes</td>
<td>1280 Mayflower Rd Oak Hill 32759</td>
<td><a href="mailto:b_hawes7476@gmail.com">b_hawes7476@gmail.com</a></td>
</tr>
</tbody>
</table>
Oak Hill Economic Development Strategic Plan Workshop

Monday, April 16, 2018  6:00 PM
Oak Hill City Hall 234 US Highway 1, Oak Hill

I. Welcome and Introductions

II. How Do You See Oak Hill Today?

III. Who Do You Want to Be in the Future?

IV. How Would You Get There?

V. Update on Next Steps
City of Oak Hill Florida

"Where we make fishers of many"
About the ECFRPC

- One of 10 Regional Planning Councils
- Technical Assistance to Governments and Organizations
- $43K DEO Grant

Serving Brevard, Lake, Marion, Orange, Osceola, Seminole, Sumter, and Volusia counties
Today’s Workshop

- Aggregated Oak Hill’s SWOT Results
- Added Land Use/Economic Data
- Audience Participation Questions
Envisioning Oak Hill’s Future in 3-Parts

• How Do You See It Today?

• Who Do You Want to Be in the Future?

• How Would You Get There?
How Do You See it Today?

Develop Community’s Strengths and Assets
How Do You See It Today?

Oak Hill’s Strengths

- Vacant Land
- STEM Focused Community
- Recreational Opportunities
How Do You See It Today?

Vacant Land

- +/- 1,997 Acres
- 68% of Total Acreage
- 2.7 Acre Average Parcel Size
How Do You See It Today?

Vacant Land Ownership

- 320 Property Owners
- Largest Land Owners
- FIND
- Lighthouse Cove
- Oak Hill Partnership
How Do You See It Right Now?

**STEM Focused Community**

- Burns K-8 Charter School
- Close to Kennedy Space Center
- Technology Workforce
How Do You See It Right Now?

Recreational Opportunities

- Fishing Camps
- Mosquito Lagoon
- National Park Service
How Do You See It Right Now?

What are other community assets?
Who Do You Want to Be?

Addressing Weaknesses
Who Do You Want to Be?

Inadequate Infrastructure

- Vacant Land Use Entitlements
- Housing Stock
- Sewer Availability
Who Do You Want to Be?

**Vacant Land FLU Entitlements**

- **31%** Low Density Residential
- **22%** Commercial
- **13%** Activity Center
- **9%** Industrial
- **7%** Agriculture
- **3%** Medium Density Residential
- **2%** Conservation
- **2%** Other

---

[Pie charts showing the distribution of land uses]
### Zoning/FLU Inconsistencies

<table>
<thead>
<tr>
<th>Zoning</th>
<th>Future Land Use</th>
<th>Acreage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A-1</td>
<td>Commercial</td>
<td>29.9</td>
</tr>
<tr>
<td>A-1</td>
<td>Industrial</td>
<td>17.5</td>
</tr>
<tr>
<td>R-3</td>
<td>Commercial</td>
<td>10.1</td>
</tr>
<tr>
<td>R-1</td>
<td>Commercial</td>
<td>4.3</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>5.5</td>
</tr>
</tbody>
</table>
Who Do You Want to Be?

Housing Stock

- Types of Housing
  - Single-Family
  - Mobile Home

- $132,000 Median Value
  - Lower than other cities
  - Vacant Lots

Average Home Values per City

<table>
<thead>
<tr>
<th>City</th>
<th>Average Home Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Titusville</td>
<td>$114,900</td>
</tr>
<tr>
<td>Oak Hill</td>
<td>$132,000</td>
</tr>
<tr>
<td>Edgewater</td>
<td>$142,400</td>
</tr>
<tr>
<td>Mims</td>
<td>$181,400</td>
</tr>
<tr>
<td>New Smyrna Beach</td>
<td>$253,600</td>
</tr>
<tr>
<td>Ponce Inlet</td>
<td>$336,400</td>
</tr>
</tbody>
</table>
Who Do You Want to Be?

Sewer Availability

- City of Edgewater
- Volusia County
Is there a Map that Shows the Location of the Sewer Lines?
How Do You Get There?

Embrace Opportunities and Shield Against Threats
City Enclaves

- Unincorporated property surrounded by City
- $10.7 million taxable value
How Do You Get There?

Developing a New Tax Base

Regionally Targeted Industries

- Manufacturing
- Aviation & Aerospace
- Logistics & Distribution
- Advanced Communications
- Homeland Security & Defense
- Electronics
How Do You Get There?

Regional Agglomerations

- Mariculture
- Leisure and Recreation
- Boats
- Other Manufacturing and Fabrication
How Do You Get There?

Have you considered these industries? Why? Why Not?

What are other industries should be considered?
How Do You Get There?

Develop Strong Regional Partnerships

• Southeast Volusia Marketing Initiative

• Other Partnership Opportunities
How Do You Get There?

What Other Partners Need to Be Engaged?
How Do You Get There?

Downtown Core

• Create Central Hub
  • Residential
  • Commercial
  • Other
    Nonresidential

• Three Large Clusters
How Do You Get There?

**Warlick**

- 150 acres/4 parcels
- Central Location
- Medium-Density Residential, Public/Semi-Public, and Commercial
How Do You Get There?

Indian River

• 37 acres/5 parcels

• Indian River Hammock Development

• Low-Density Residential, Commercial
How Do You Get There?

Halifax

- 113 Acres/3 parcels
- Largest parcel is 39 acres
- County owns smallest parcel
- A-1 Agriculture
Have you Ever Thought About this Option?

Which Option You Like Best?
City of Oak Hill

Economic Strategic Plan Highlights

Vacant Land Use Study

- Two-thirds of City’s land is vacant (+/- 2,000 acres)
- Predominant Future Land Use (FLU) Designations:
  - Agricultural (1 du/acre)
  - Low-Density Residential (4 du/acre)
  - Activity Center (Residential/Commercial)
- Over 65 acres of vacant land are currently undevelopable because of FLU/Zoning inconsistencies

Regional Economic Analysis

- Four industry agglomerations identified within 5-mile area:
  - Leisure and Recreation (7)
  - Mariculture (4)
  - Boats (4)
  - Other Manufacturing and Fabrication (4)
Community Assets Suggestions

Stakeholders within the City of Oak Hill highlighted various community assets that are deemed important. This list includes Oak Hill’s unique Florida feeling, their competent city government, relaxing vibe, and close proximity to Kennedy Space Center. Stakeholders described their local government as “fiscally responsible”. In addition, the city’s Economic Development Board has provided support for their endeavors. A large manufacturing site is located on the south-side of town and hopes to be developed. The city is adjacent to major destinations in the region, located just east of the coast-to-coast bike trail, and is self-defined as a bedroom community.

Items Needed

The city of Oak Hill lacks a sufficient sewer infrastructure. Instead, residents use septic systems. The ECFRPC has requested sewer data which needs to be obtained in order to design the system needed reach the needs of Oak Hill’s citizens.

Enclaves

The city is aware of the many enclaves found around Oak Hill’s boundary. The local government is taking action to acquire at least two properties per month and is sending letters to property owners to make them alert of their intentions.

Agglomerations

The city is focusing on bringing call centers into the local economy, but lack the modern infrastructure to do so (phone lines, fast internet). Additionally, they are searching for clean industries that will provide good wages.
**Partnerships to be Engaged**

The city of Oak Hill’s community stakeholders believe establishing relationships with certain organizations will help their city. These organizations include Daytona State College, Space Florida, City Alliance, and East Volusia Advertising Authority.
Appendix IV
<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Implementation Strategies</th>
<th>Potential Partner Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CREATE NEW RURAL RESIDENTIAL FLU DESIGNATION TO SERVE AS A TRANSITION BETWEEN TRADITIONAL AGRICULTURAL OPERATIONS AND SINGLE-FAMILY DEVELOPMENT</td>
<td>ECFRPC, DEO</td>
</tr>
<tr>
<td>1</td>
<td>CREATE NEW ZONING DISTRICT DESIGNATION AND DEVELOPMENT STANDARDS TO IMPLEMENT RURAL RESIDENTIAL FLU DESIGNATION</td>
<td>ECFRPC</td>
</tr>
<tr>
<td>1</td>
<td>COORDINATE WITH PROPERTY OWNERS TO ELIMINATE FLU/ZONING INCONSISTENCIES WITHIN NON RESIDENTIAL VACANT PROPERTIES.</td>
<td>NOT APPLICABLE</td>
</tr>
<tr>
<td>1</td>
<td>COORDINATE WITH VOLUSIA COUNTY TO ANNEX ENCLAVE PROPERTIES</td>
<td>VOLUSIA COUNTY</td>
</tr>
<tr>
<td>1</td>
<td>WORK WITH ECONOMIC DEVELOPMENT ORGANIZATIONS TO DEVELOP A STRATEGY TO ATTRACT MORE BOATING BUSINESSES.</td>
<td>VOLUSIA COUNTY, CEO ALLIANCE</td>
</tr>
<tr>
<td>2</td>
<td>CONTACT VISIT FLORIDA AND OTHER LOCAL TOURISM PROMOTION ORGANIZATIONS TO EXPLORE COLLABORATION OPPORTUNITIES</td>
<td>LONG-TERM</td>
</tr>
<tr>
<td>2</td>
<td>WORK WITH ECONOMIC DEVELOPMENT ORGANIZATIONS TO DEVELOP A STRATEGY TO ATTRACT MORE BOATING BUSINESSES.</td>
<td>SHORT-TERM</td>
</tr>
<tr>
<td>Focus Area</td>
<td>Implementation Strategies</td>
<td>Potential Partner Organizations</td>
</tr>
<tr>
<td>-----------</td>
<td>---------------------------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>2</td>
<td>CONTINUE COORDINATING WITH STATE AND REGIONAL STAKEHOLDERS TO DEVELOP STRATEGIES TO ATTRACT AVIATION AND AEROSPACE COMPANIES.</td>
<td>VOLUSIA COUNTY, SOUTH EAST VOLUSIA MARKETING INITIATIVE, ENTERPRISE FLORIDA</td>
</tr>
<tr>
<td>2</td>
<td>WORK TO DEVELOP SMALL COMMUNITY FABRICATION FACILITY (FAB LAB) AND INCUBATION SPACE FOR SMALL MANUFACTURING BUSINESSES.</td>
<td>VOLUSIA COUNTY, ECFRPC</td>
</tr>
<tr>
<td>3</td>
<td>COORDINATE THE EXTENSION OF UTILITIES DOWN TO HALIFAX AVENUE.</td>
<td>VOLUSIA COUNTY, VOLUSIA COUNTY</td>
</tr>
<tr>
<td>3</td>
<td>SEEK ASSISTANCE TO ACCESS STATE FUNDING TO FUND THE COST OF THE EXTENSION PROJECT.</td>
<td>VOLUSIA COUNTY, VOLUSIA COUNTY, FLORIDA LEGISLATORS</td>
</tr>
<tr>
<td>3</td>
<td>APPLY TO THE FLORIDA JOB GROWTH GRANT FUND TO FUND WATER/SEWER LINE EXTENSIONS.</td>
<td>VOLUSIA COUNTY, ECFRPC</td>
</tr>
<tr>
<td>3</td>
<td>EXPLORE POTENTIAL PARTNERSHIP OPPORTUNITIES WITH AFFORDABLE HOUSING PROVIDERS TO DEVELOP RENTAL AND WORKFORCE HOUSING.</td>
<td>HABITAT FOR HUMANITY OF GREATER VOLUSIA</td>
</tr>
<tr>
<td>4</td>
<td>COORDINATE WITH PROPERTY OWNERS TO PLAN THE LAGOON/HALIFAX ACTIVITY CENTER NODE.</td>
<td>NA</td>
</tr>
<tr>
<td>4</td>
<td>EXPLORE OPPORTUNITIES TO CREATE OTHER ACTIVITY NODES ACROSS THE CITY OF OAK HILL.</td>
<td>ECFRPC</td>
</tr>
</tbody>
</table>