

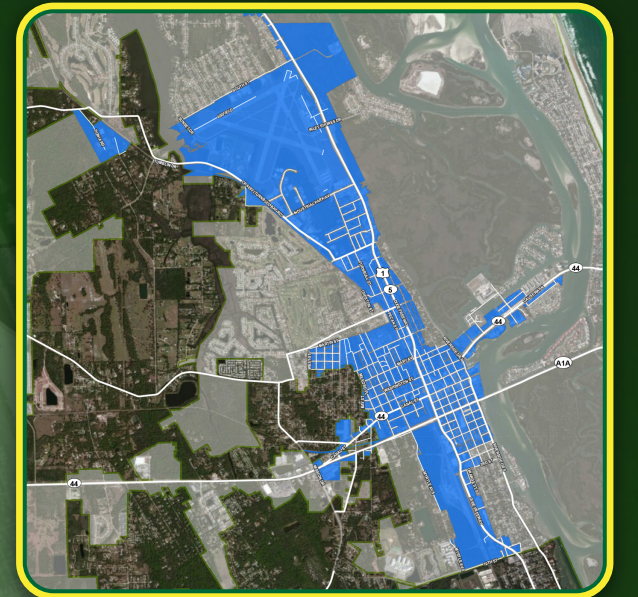
# U.S. 1 COMMUNITY REDEVELOPMENT AREA Master Plan



Prepared for

Prepared by

Kimley»Horn





## ACKNOWLEDGEMENTS

This report was created with the help and guidance of a number of individuals. This section is intended to recognize those who have had an active role in the report's creation and community planning.

### CITY OF NEW SMYRNA BEACH CITY COMMISSION

Adam Barringer, Mayor  
J.S. Grasty, Vice Mayor  
Kirk Jones, City Commissioner  
Jason McGuirk, City Commissioner  
Judy Reiker, City Commissioner

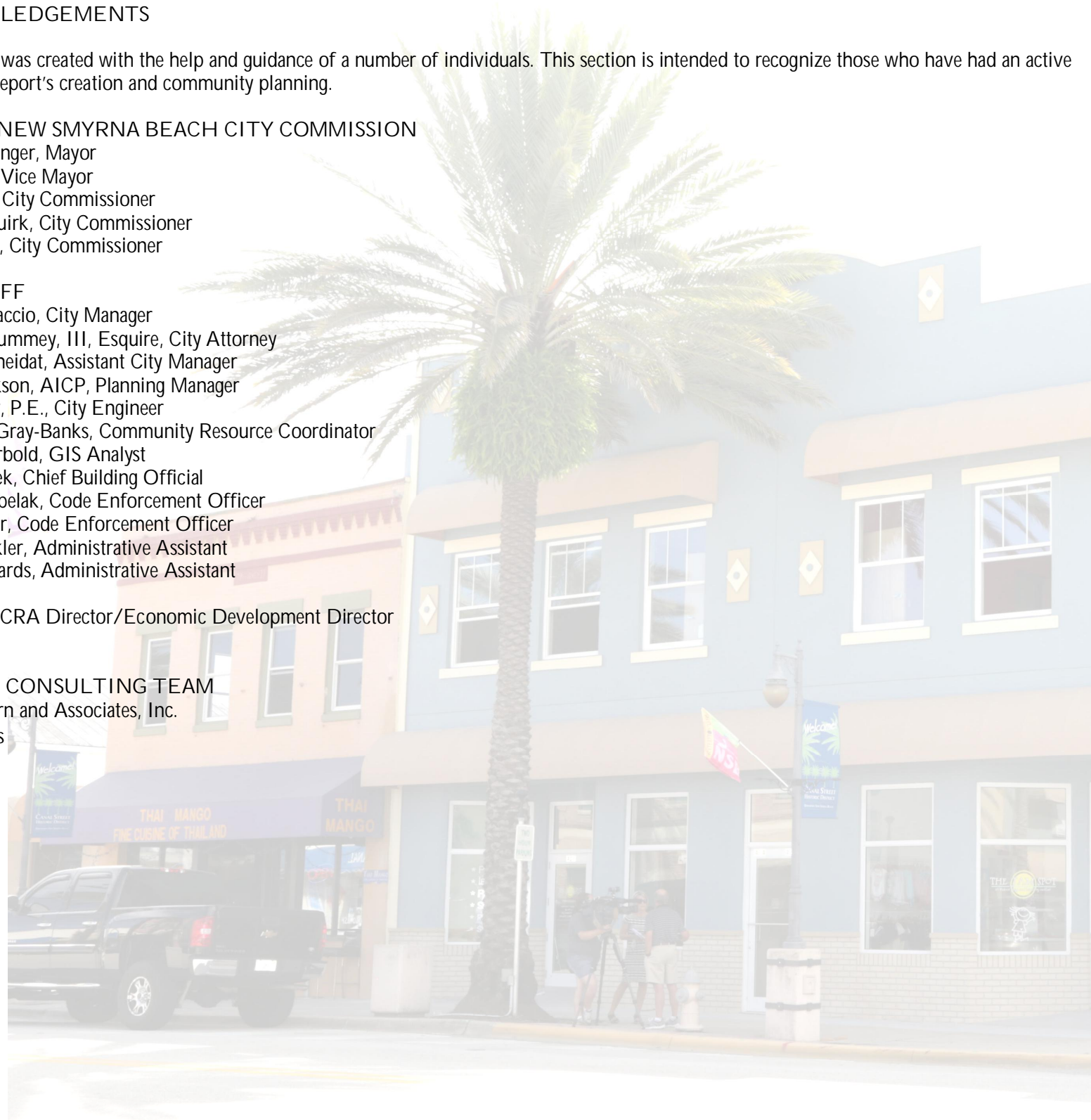
### CITY STAFF

Pam Brangaccio, City Manager  
Frank B. Gummey, III, Esquire, City Attorney  
Khalid Resheidat, Assistant City Manager  
Gail Henrikson, AICP, Planning Manager  
Kyle Fegley, P.E., City Engineer  
Donna M. Gray-Banks, Community Resource Coordinator  
Charles Herbold, GIS Analyst  
Mike Knotek, Chief Building Official  
Barbara Bobelak, Code Enforcement Officer  
Patty Snyder, Code Enforcement Officer  
Sandy Winkler, Administrative Assistant  
Renee Richards, Administrative Assistant

Tony Otte, CRA Director/Economic Development Director

### PROJECT CONSULTING TEAM

Kimley-Horn and Associates, Inc.  
Urbanomics  
TEDS  
AECOM



524 Canal St. - Total Vision





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## Executive Summary

The purpose of the US 1 CRA is to act as a tool for the City to stimulate economic recovery and to improve local conditions by reinvestment in the community. Kimley-Horn and Associates, Inc., with support from its team members, Urbanomics, Inc., Traffic Engineering Data Solutions, Inc. (TEDS), and AECOM, have prepared the 2014 US 1 CRA Master Plan. The 2014 Plan presents the Vision for the CRA that was developed with consideration of the inventory and analysis of existing conditions within the City and the study area defined through the Finding of Necessity (“Blight Study”) process. Portions of this Master Plan included components previously identified and/or provided as part of the US 1 CRA Finding of Necessity Report to provide consistency and continuity in the CRA and Master Planning approach.

This Plan was also developed through an extensive and proactive public involvement process, on-site field inspection and investigations, and review of adopted City Plans and initiatives. The on-site investigations included the transportation and pedestrian network, stormwater infrastructure, parking and circulation, building conditions, landscaping, and aesthetics. The Plan is also based on interviews with identified stakeholders (residents, business owners, civic leaders, City officials, CRA Board, and staff), and community input and comments received throughout the public involvement process. The Plan is intended to be a guide for CRA and local government decisions and implemented over the course of the CRA’s lifetime. This Plan includes economic analysis, analysis of current and projected funding through Tax Increment Financing (TIF), alternative funding opportunities, identification of targeted opportunity sites (i.e., those that assist the CRA to implement the overall Vision), redevelopment initiatives and programs including a Capital Improvements Plan (CIP), and strategies for improvements within the CRA. The Opportunity Sites identified on the map and this Plan are not intended to be static and may change throughout the life of the US 1 CRA and should be viewed as dynamic. The intent of these Opportunity Sites and the respective program is to provide and recognize, “Strategic incentives, partnerships and facilitation will be key to realizing their highest and best use.” The recommended CIP projects are identified in the Capital Planning Section of the Plan and includes project summaries as well as the anticipated (targeted) time frame within which the project is to be undertaken (short-, medium-, or long-term). These projects and programs include a wide range of targeted public improvements that not only benefit the CRA but also the City of New Smyrna Beach and Volusia County as a whole. Projects include pedestrian safety enhancements/improvements, preservation of historic structures critical to the fabric of the community and respective neighborhoods, parking facilities, utility improvements and property rehabilitation/remediation. Based on current TIF projections, the analysis estimates the CRA could expect to receive approximately \$270,000 (average) per year over the next 10 years; totaling approximately \$278-29million (depending on levels of new development) by FY 2044 (30 years) and approximately \$51-53 million by FY 2054 (40 year totals). Only the City of New Smyrna Beach and Volusia County taxing authorities are requested to participate; Volusia ECHO and the Southeast Volusia Hospital District are not included. However, it is understood, the duration of the US 1 CRA will be for 40 years with opportunities for review and update as prescribed in the Duration & Update Section of the Plan. In addition, state and federal grant programs exist that could provide additional financial resources for community and economic development initiatives within the CRA.

The US 1 CRA encompasses approximately 2,170 properties totaling 2,002 acres, or approximately 3.13 square miles (excluding rights-of-way) or approximately 3.8 square miles (including rights-of-way). The City of New Smyrna Beach is approximately 38 square miles and the US 1 CRA is approximately 8 percent of the total City area. The majority of indicators presented within the Finding of Necessity reveal a predominance or incidence of slum and blight within these areas as compared to the City as a whole. The primary focus of the US 1 CRA is the commercial corridors extending throughout the City including US 1 (Dixie Freeway), Canal Street, and SR 44. An additional focus is the industrial areas primarily centered in and around the New Smyrna Beach Municipal Airport, Turnbull Bay Road, as well as those distributed throughout the City. While the primary focus of the US 1 CRA centers on US 1 (Dixie Freeway) and non-residential properties along the corridors, there are areas supporting residential neighborhoods that are adjacent to these key economic areas of the City that would directly benefit from redevelopment programs. Due to existing limitations on business expansion (lot and development patterns, diversity of ownership, etc.), several businesses including Mullinax Ford are relocating or have relocated from US 1 to the SR 44 corridor. These business relocations are creating additional vacancies of large, highly visible properties along the US 1 Corridor.

Although the initial Finding of Necessity analyzed the areas within the US 1 CRA through a sub-district analysis, this Plan reflects the combination of programs and projects that are intended to support and enhance the community, CRA, and Volusia County. The CRA is unique based on its strengths, challenges and opportunities, and targeted improvements specifically identified for implementation and in support of the CRA’s purpose. Additional recommendations with regard to the regulatory environment, as well as future (potential) capital projects and programs, are also provided in this Plan. It is important that the leadership of the community have identified a community-wide Vision in support of economic and redevelopment activities throughout the City, including the US 1 Corridor. It is imperative the community supports the Plan and reviews it on a regular basis. The Plan is dependent on advocacy and support by the CRA and the City. In addition, the City and CRA should look at ways to include and encourage involvement by all segments of the community, capitalizing on the socio-economic diversity within the community. In addition to those items included in the CIP, strategies have been provided which include support for special events and programs that encourage additional visitors to the CRA. The Plan identifies assets and challenges within the CRA and support the community in its mission to provide quality environments and places for businesses, residents, and visitors alike. Many of the challenges identified will not be solved overnight or even in the short-term but will instead lead to the action plan for implementation purposes which is derived by the prioritization of the needs/goals. The Plan addresses several critical elements that are necessary to consider when addressing the CRA. While these elements are defined by their meaning, what they consist of, and how they can be applied, they are not to be considered static and additional critical elements may be identified based upon experience and/or changing future conditions.

This Master Plan is intended to help guide public investment along the US 1 Corridor and it’s supporting residential and industrial areas. The Plan also aims to create a destination for businesses, residents, and visitors to enjoy for many years to come. This investment has been designed to build upon the existing amenities within the City and its multiple successes within the Canal Street and North Causeway areas, and to create a strong sense of place. While the Master Plan components and recommendations will need to be phased over time and re-evaluated on a regular basis, the Plan and its components are intended to provide a “road map” to achieving economic development and neighborhood stabilization. It is understood the US 1 CRA will sunset at the end of 40 years from the date of adoption. The Plan provides for at least an annual review with an option to update and amend the Plan every five (5) years contingent on county review and approval. Furthermore, this Plan assumes county participation in all capital projects identified in the Work Program; it is understood that no county contribution would be applied toward non-capital expenditures.



## SECTION ONE INTRODUCTION TO REDEVELOPMENT

Traditional development patterns, such as those visible in the City of New Smyrna Beach's urban core, included increased connectivity and an effective mix of uses. However, during the last 20 years, more suburban development patterns and land use principles began to emerge, leading to separation of land uses and activities from people and neighborhoods. Relinking these disconnected segments of the community requires that the City affirm its Vision and identify what is possible. The City, through this US 1 Corridor CRA Master Plan, have identified a long-term Vision and a set of tools to assist in shifting from describing only what we see, to seeing what we want, and the pathway to achieve it. This Plan also provides the City, its residents, and business owners the ability to encompass a set of accountable outcomes and recognize that they have the tools necessary to help shape and continue the evolution of development within the community.

Since 1985, the City of New Smyrna Beach has been committed to creating a Vision which included redevelopment of the community through the reuse of existing infrastructure, adapting and reusing buildings, and more generally, engaging in urban infill to meet development needs. Since the commercial and industrial areas are the foundation of the City's employment centers and impact the supporting residential neighborhoods, the focus of the Master Plan is on programs and projects that positively affect the prosperity of many of the businesses identified in the City of New Smyrna Beach US 1 Corridor Community Redevelopment Area (US 1 CRA), Map 1 – Proposed US 1 Boundary Map.

The City of New Smyrna Beach identified the need to continue their prior economic development and redevelopment efforts by initiating the steps required to create a Community Redevelopment Area (CRA) centered on its primary commercial corridors, supporting industrial areas, and residential neighborhoods. The commercial corridors include US Highway 1 (Dixie Freeway), Canal Street, and SR 44. Currently, the City and County have enjoyed the benefits of the City's existing CRA which is scheduled to sunset in 2015. During this time, the community has witnessed the benefits of redevelopment through the revitalization and reinvigoration of Canal Street, Flagler Avenue, the downtown area, and portions of the community commonly referred to as the Historic Westside. The City of New Smyrna Beach, working in concert with Volusia County, has consistently implemented development plans and programs that have led to direct and visible changes in the community.

The proposed corridors reviewed as part of the finding of necessity were based on discussions with City staff, meetings with property owners and stakeholders within the community, and an independent assessment based on professional planning and community development practices. Appendix A contains the listing of properties of the US 1 Community Redevelopment Area. The US 1 CRA encompasses approximately 2,170 properties totaling 2,002 acres, or approximately 3.13 square miles (excluding rights-of-way) or approximately 3.8 square miles (including rights-of-way). The City of New Smyrna Beach is approximately 38 square miles and the US 1 CRA is approximately 8 percent of the total City area. The US 1 CRA includes the City's primary commercial corridors including US 1 (Dixie Freeway), Canal Street, North Causeway, and SR 44. The US 1 CRA also includes those industrial properties in and around the New Smyrna Beach Municipal Airport, Turnbull Bay Road, US 1 South, as well as those, typically smaller uses, distributed throughout the City. An additional focus of the CRA includes areas of supporting residential neighborhoods that are adjacent to these key economic areas of the City that would directly benefit from and also support redevelopment programs.

The City of New Smyrna Beach has a number of competitive strengths and weaknesses in relation to locations outside of the larger urbanized areas for attracting new businesses and industry. These are further detailed within the US 1 CRA Master Plan and also identified within the Economic Development Plan. Strengths are positive attributes that should be marketed effectively to investors, developers, and new businesses. New Smyrna Beach is not unique in several of its identified strengths; numerous Florida communities can claim the same or similar strengths and more. Weaknesses can also include competitive weaknesses or disadvantages and liabilities that limit the community's ability to attract and sustain economic growth, business, and industry. Underutilized segments include those community assets that may be present and available but are not readily identifiable, fully funded, or perceived as lacking.

New Smyrna Beach has the assets and resources necessary (i.e., land, incentives, strong leadership) to pursue such activities based on:

- Political support for economic development, employment diversification, and job creation.
- An integrated, connected transportation system with multiple modes of transportation including major highways, rail, air/aviation, and albeit currently limited, transit.
- Lands, including developed sites, located within close proximity to the transportation and other related infrastructure (i.e., water, wastewater, rail, electricity) including the availability of incentives and programs through the City, CRA, and Brownfields Assessment Funds.
- Infrastructure capacity.

The opportunity exists to meet the challenges identified by the community in planning, building, and revitalizing these core areas of the City. Implementing the Vision is the challenge and the City is pursuing the necessary means to be able to implement this Vision. The City acknowledges the need for an integrated plan that recognizes land use, infrastructure, transportation, environment, and jobs creation. Benefits of a CRA are not limited to just those properties within the Community Redevelopment Area but also provide secondary or "trickle-down" benefits to adjacent properties. Capitalizing on the City's success stories and the relationships formed, the City seeks to refocus its efforts and provide the necessary tools to redevelop and enhance areas in the US 1 CRA.



## Vision

The New Smyrna Beach community identified in its previous CRA master plans and its Economic Development Plan, the community values and critical issues; a framework that combines traditional planning principles and land development practices through planning directives aimed at:

- Creating a distinct community image, unique identity, and recognized City character.
- Uniting the community together through the development of a central community core, neighborhood centers, and gathering spaces.
- Establishing land development patterns that integrate the City's commercial core, commercial corridors including US 1, neighborhoods, civic areas, and public spaces.
- Uniting the community through an integrated, multimodal transportation system in concert with the Florida Department of Transportation and Volusia Transportation Planning Organization.
- Meeting the public services and infrastructure capacity needs for today and the future.
- Establishing sustainable land development practices, traditional master planning strategies, and identifiable architectural design standards.

The US 1 CRA Plan and the Community's Vision, established throughout the planning process, provide the necessary framework to enable the community to evolve and develop over time to improve its quality of life and enhance its character. The City has identified numerous assets that can serve as catalysts for economic development and neighborhood stabilization. The City has undertaken numerous efforts towards this end, and the US 1 CRA Master Plan will help the City achieve its Vision and provide the framework for change in the community. Building off of previous City successes, a goal of this CRA Master Plan is to activate the streets through attractive, viable uses that draw residents and visitors out of the car and off the main thoroughfare, stabilize neighborhoods through public infrastructure, improved housing and buildings, provide employment opportunities through primary and secondary jobs creation, and encourage redevelopment and reinvestment in the community by the private sector.

During the Community-wide Workshops and stakeholder meetings, several key ideas and items emerged that applied both to the Vision and CRA Master Plan, as well as the City's subsequent implementation. These "Lessons Learned" included:

- Taking advantage of opportunities in previous plans and building off of those as part of this Master Plan; projects need to be as "shovel ready" as possible especially with regard to outside funding opportunities.
- Inviting and encouraging public involvement throughout the preparation and implementation of the Plan or a specific activity and understanding public involvement does not always have to be government led or driven.
- Using processes that are flexible, allowing for the ability to adapt to changing market conditions and/or changing public priorities.
- Understanding the difference between public and private sector responsibilities.
- Understanding the role of the City/CRA and its staff is to balance the goals in the plan with the real world issues, funding, and opportunities that arise when implementing the Plan or a specific activity.
- Identifying key incremental components and thresholds of larger projects from both a funding (resources) and implementation perspective. Smaller projects or components of projects can be easily built upon and allow greater flexibility in budgeting.
- Certain levels of population are needed to create certain opportunities; be realistic in the expectations.
- Lifestyle and public image matters—build upon the City's previous successes, community events, political and community support, and available land.
- Creating a 'Sense of Place' and a 'Sense of Community' using natural amenities and features.
- Continuing to encourage and support Economic and Industrial Development.
- Understanding that an ambitious, diversified economy is needed for overall growth and continued community sustainability. This is also a key asset in attracting other targeted businesses and industry.
- Maintaining an 'Open For Business' attitude through the local government as well as civic and professional organizations.
- Respecting property rights and individual ideas.

## New Smyrna Beach Community Redevelopment Area

The City of New Smyrna Beach is approximately 38 square miles, including rights-of-way, and the US 1 CRA is approximately 8 percent of the total City area. This is an important statistic to consider when reviewing the data and analysis provided in this report. The majority of indicators presented reveal a predominance or incidence of slum and blight within these areas as compared to the City as a whole. The area identified and previously approved in the US 1 Finding of Necessity Report encompasses those areas that exhibit conditions consistent with and applicable in meeting the qualifying conditions and definitions of Chapter 163, Part III, Florida Statutes, including but not limited to:

- Defective or inadequate roadway conditions and parking facilities

"We will build an attractive City that offers exceptional opportunities for her citizens and lifestyles that embrace an enhanced quality of life. Our walking friendly City with her beautiful waterways will engender diverse recreational and economic opportunities for people of all ages. Job opportunities will abound throughout our industrial centers and downtown areas. Beautifully landscaped corridors with attractive signage will refine our City with a well-maintained road system and a transportation network, including train and air transportation. Our City will boast of sustainable business corridors and office parks. We will possess a hospital district and be a hub for educational enhancement through our schools and colleges. Through our diligence our City will grow and be a place in which people want to live. Our partnerships with educational institutions, governmental entities, community and cultural groups will further be a testament to being responsive to citizens' needs and proactive in making our vision a reality".

*City of New Smyrna, Economic Development Element, sustainable strategic vision statement*

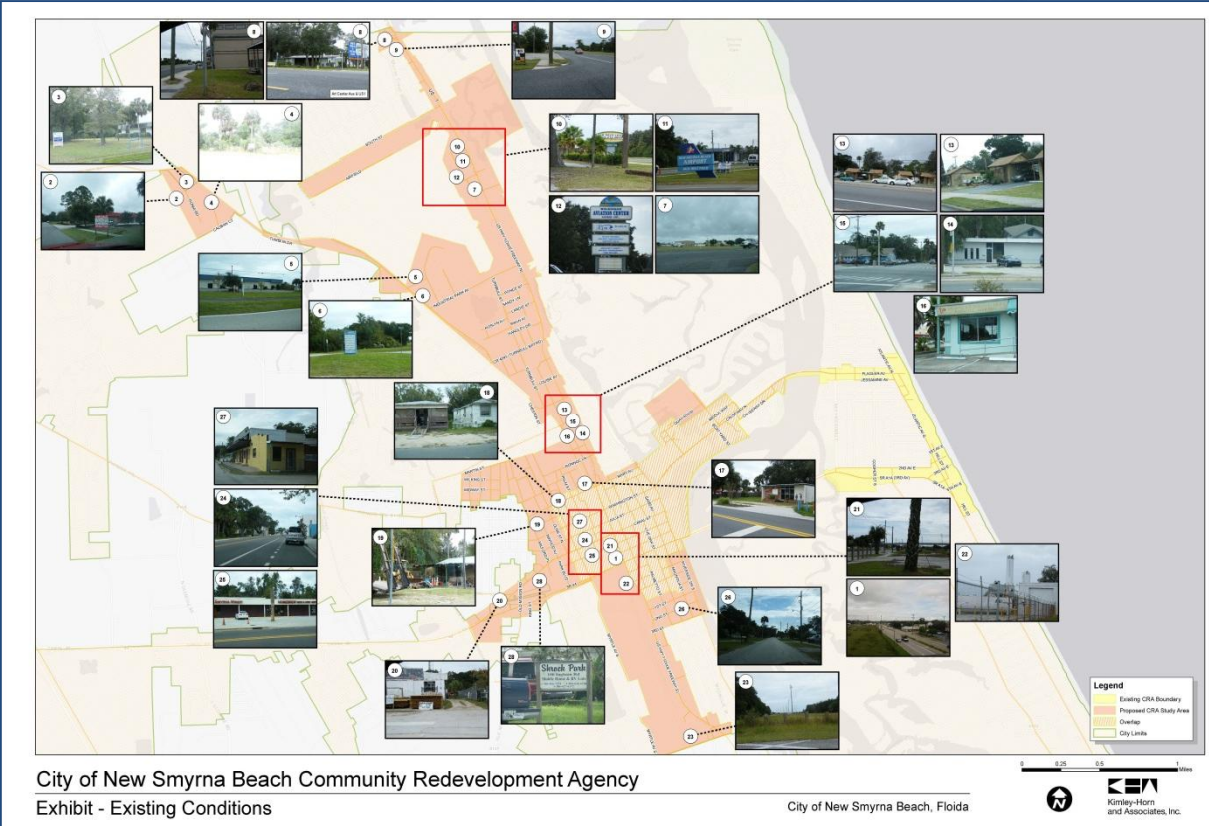


- Property valuations
- Faulty lot layout
- Unsanitary or unsafe conditions
- Deterioration of site or other improvements
- Inadequate/outdated building density pattern
- Incidence of crime
- Greater number of violations, including Florida building code
- Diversity of ownership or defective/unusual conditions of title
- Governmentally-owned property with adverse environmental conditions
- Inadequate provisions for ventilation, light, air, and open space
- Existing conditions that endanger life/property by fire/other causes

Based on the independent assessment of qualifying conditions within the US 1 CRA Study Area, the boundary identified exceeds the requirements for establishing a community redevelopment area as defined by Chapter 163, Part III, Florida Statutes. The City has identified compliance with no less than five (5) and in most cases six (6) or more of the required indicators. Table 1 below identifies and summarizes those qualifying conditions that were observed and noted during the City's recently approved Finding of Necessity. The complete Table 1 from the Finding of Necessity, including reference to multiple analysis areas (i.e., sub-districts), is included in Appendix B.

Table 1 – Summary of Qualifying Conditions

| QUALIFYING CONDITIONS   | US 1 CRA |
|---|----------|
| Defective/Inadequate: <i>Street Layout, Parking Facilities, Roadways, Bridges, Public Transportation Facilities</i> | X        |
| Property Values (fail to show appreciable increase)   | X        |
| Faulty Lot Layout   | X        |
| Unsanitary or Unsafe Conditions   | X        |
| Deterioration of Site or Other Improvements   | X        |
| Inadequate/Outdated Building Density Pattern  | X        |
| Incidence of Crime (Higher than remainder of City)  | X        |
| Greater Number of Violations, Including Florida Building Code   | X        |
| Diversity of Ownership or Defective/Unusual Conditions of Title   | X        |
| Governmentally Owned Property with Adverse Environmental Conditions   | X        |
| Inadequate Ventilation, Light, Air, Sanitation or Open Space  | X        |
| Coastal and Tourist Area that is Deteriorating and Economically Distressed  | X        |
| Existence of Conditions that Endanger Life/Property by Fire/Other Causes  | X        |





As adopted by the City of New Smyrna Beach, the US 1 CRA has been confirmed as “qualifying for designation” through the independent analyses completed as part of this report and consistent with the applicable Florida Statutes. The City has initiated the process to create the US 1 CRA and will be required to follow not only the statutory process identified in Chapter 163, Part III, Florida Statutes but also the process as adopted by Volusia County.

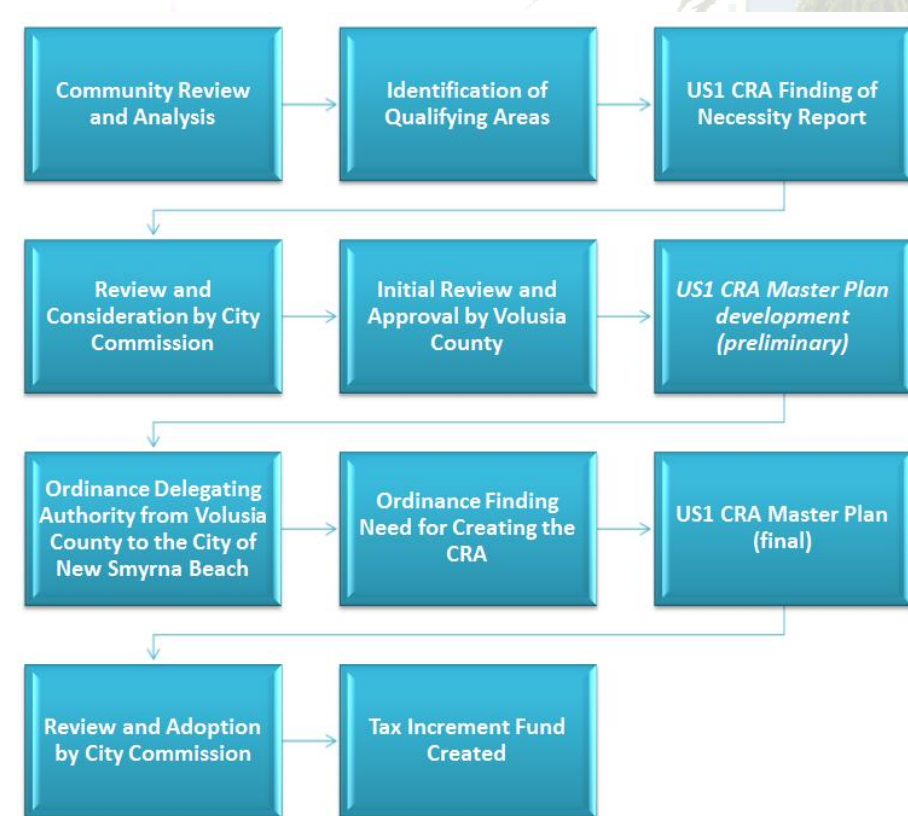
The City’s current CRA is due to sunset in 2015 having achieved a significant number of successes and helping reshape the CRA, as well as the community as a whole. These successes have benefited both the City of New Smyrna Beach and Volusia County. The intent of the US 1 CRA as defined by the City is to provide redevelopment strategies (i.e., projects and programs) identified through this Master Plan that meet both the statutory requirements and those established by Volusia County. This Plan and the applicable redevelopment strategies serve as the building blocks to enhance the City’s Vision and support improvements in:

- Community values and quality of life
- Land use and development
- Transportation, infrastructure, and public services
- Parks and natural environment

## CRA Process

This report builds upon the analysis and findings provided in the US 1 Community Redevelopment Area Assessment – Finding of Necessity adopted by the City of New Smyrna Beach on May 14, 2013. The Finding of Necessity is the first step as required by Chapter 163, Part III, Florida Statutes in establishing a Community Redevelopment Area. In addition to the statutory requirements, Volusia County has also adopted a series of Resolutions governing the CRA process. The statutory requirements, including those adopted by Volusia County, are summarized below. The process generally follows the steps outlined in Figure 1:

Figure 1 – Community Redevelopment Area Process



Volusia County has adopted three (3) Resolutions outlining their process and requirements for communities seeking delegation approval. Volusia County has, from time to time, adopted resolutions regarding the establishment, expansion, and/or modification to community redevelopment areas, reporting requirements, and financial contribution restrictions. These resolutions have been acknowledged by the City of New Smyrna Beach and have been incorporated into this analysis and the US 1 CRA Master Plan. Copies of the Volusia County Resolutions are included in Appendix C. Specifically, Volusia County adopted:

Resolutions 2001-233 – established a sunset date for existing CRAs (2036) unless otherwise adopted, limitations on CRA boundaries (expansion, amendment, or similar).



Resolution 2010-19 – established reporting requirements, presentations to the County Council, submittal of upcoming fiscal year budgets for review.

Resolution 2010-20 – established contribution rates and contributing taxing authorities, provided a specific sunset date, limitation on administrative and non-capital costs, set a ceiling on county contributions, limiting the contribution by the County to a millage rate that does not exceed the millage rate used by the City to calculate its tax increment contribution, restrict the use of County contributions to a specific project or projects, or expenditures as defined in the plan; specify frequency of plan updates, and determine available incentives for specific goals such as job generation and other economic development achievements.

## CRA Implementation Overview

The Community Redevelopment Agency is responsible for developing and implementing the Community Redevelopment Plan that addresses the unique needs of the targeted area. The plan includes the overall goals for redevelopment in the area, as well as identifies the types of projects planned for the area within a long-term capital improvements program specific to the community redevelopment area. Projects may include a variety of elements or programs intended to spur private reinvestment in the community redevelopment area. Streetscapes and roadway improvements, building renovations, new building construction, flood control initiatives, water and sewer improvements, parking lots and garages, neighborhood parks, and sidewalks and street tree plantings are typical of projects funded by community redevelopment agencies across the state. The Plan can also include redevelopment incentives, such as grants and loans to private owners and businesses within the community redevelopment area, for such things as façade improvements, sprinkler system upgrades, signs, and structural improvements. The redevelopment plan is a living document that can be updated to meet the changing needs within the Community Redevelopment Area; however, the boundaries of the area cannot be changed without starting the process from the beginning.

The information included within the previously prepared Finding of Necessity and this CRA Master Plan depicts and describes the proposed US 1 CRA recommendations. These recommendations are not only a result of the CRA development review through the statutorily required Finding of Necessity but also the culmination of a multiple community involvement workshops and previous visioning efforts within the City. By implementing the recommendations of this CRA Master Plan, including the designation of the Community Redevelopment Area as depicted on Map 1, the Vision of residents, business owners, property owners, and the City will be realized. Detailed descriptions of these recommendations are included in the sections of the Master Plan. The context of the Master Plan, although specific policies, recommendations, and projects may be modified over the timeframe established by this CRA to meet current needs, are the main ideas and values expressed by the community that will remain constant.

These recommendations include:

- Defining the US 1 Corridor CRA
- Addressing zoning and land use needs including possible adoption of an Overlay District(s)
- Updating the land development code, encouraging design and development standards aimed at promoting redevelopment and economic development
- Building on and expanding the City's cultural areas
- Implementing transportation enhancements, including multimodal improvements (pedestrian, bicycle, transit, and vehicular).
- Implementing and enhancing stormwater enhancements
- Creating/expanding the City's medical core campus
- Expanding industrial and employment center opportunities
- Identification of key streets and gateway areas
- Designing and constructing community gateway features
- Identifying key Opportunity Sites that will further foster and support redevelopment efforts
- Enhancing the City's character and quality of life through neighborhood stabilization and new employment opportunities
- Creating a range of obtainable housing opportunities and choices
- Supporting and encouraging the core industries within the community
- Expanding on those industries at the airport that are both aeronautical and non-aeronautical (including aeronautical support services)
- Balancing the need to protect natural resources with the need to provide economic opportunities
- Providing well-designed, functional, and cost-effective transportation, utility, and public services to workplaces, neighborhoods, communities, and centers of economic activity
- Identifying funding mechanisms for projects and programs

## Community Redevelopment Agency

The activities and programs offered within a Community Redevelopment Area are administered by the Community Redevelopment Agency that is locally established when the CRA is designated. Typically a five to seven member CRA "Board," created by the local government, directs the agency or serves as an advisory board to the elected officials serving as the CRA Board. The CRA Board can be comprised of local government officials and/or other individuals appointed by the City. Consistent with Sections 163.356 and 163.357, Florida Statutes, the New Smyrna Beach City Commission will need to determine the composition of the CRA Board and whether the City Commission will serve as the CRA Board. Should the City Commission elect to serve as the CRA Board consistent with Section 163.357, the City will need to develop specific policies and procedures to ensure that the CRA Board functions are appropriately and independently undertaken from the customary City Commission



responsibilities. Examples include special meeting notices, separate minutes of the CRA Board, and separate tracking of CRA expenditures and activities. As the program develops, existing City staff may be assigned responsibilities to coordinate CRA actions.

The CRA has certain powers that the City or County by itself may not do, such as establish tax increment financing and leverage local public funds with private dollars to make redevelopment happen. Consistent with Section 163.358, Florida Statutes, the City may delegate such powers to a community redevelopment agency created under s. 163.356, except the following:

- (1) The power to determine an area to be a slum or blighted area, or combination thereof; to designate such area as appropriate for community redevelopment; and to hold any public hearings required with respect thereto.
- (2) The power to grant final approval to community redevelopment plans and modifications thereof.
- (3) The power to authorize the issuance of revenue bonds as set forth in s. 163.385.
- (4) The power to approve the acquisition, demolition, removal, or disposal of property as provided in s. 163.370(4) and the power to assume the responsibility to bear loss as provided in s. 163.370(4).
- (5) The power to approve the development of community policing innovations.
- (6) The power of eminent domain.

At the end of the CRA duration, , all revenues (presumably much increased from the start of the CRA) are retained by each taxing entity who contributed to the CRA trust fund.

## Steps to Formally Create the CRA

The City has commenced the process to create a redevelopment area through its actions to engage the community in public visioning and the preliminary discussions held with County representatives. The City has completed the first step in the process and is now progressing with the subsequent steps towards establishing the CRA and implementing its recommendations. The City has engaged representatives from Volusia County and received input on the Master Plan, as is required by Florida Statutes.

The following additional actions highlight next steps needed to formally establish the City's CRA:

- Adopt the Finding of Necessity. This will formally identify the conditions within the targeted area and establish the area boundary. The Finding of Necessity report will serve as the basis for considering the necessary formal actions to begin the process to engage the County in its review. *(Complete)*
- Develop and adopt the Community Redevelopment Plan. The plan further defines the needs of the targeted area and includes a specific program for encouraging redevelopment in the CRA. *(In Progress)*
- Seek and obtain delegation authority from Volusia County to establish the Community Redevelopment Area and Tax Increment Finance District. *(In Progress)*
- Create a Redevelopment Trust Fund. Establishment of the Trust Fund enables the Community Redevelopment Agency to direct the increase in real property tax revenues back into the targeted area. *(Pending)*

## Tax Increment Financing

Tax increment financing (TIF) provides most of the funding for the community redevelopment area. The year the community redevelopment area was established is considered the "base year" and is applied to those properties within the area. Although a certain percentage of funds are allocated to the TIF Fund, the base rates and a portion of the increase are still directed to the general fund for both the City and County. A portion of any increases in taxes (revenues) beyond the base year for properties within the CRA are provided to the redevelopment fund. Therefore, as the taxable property values increase due to redevelopment projects, the redevelopment fund also increases. Tax increment financing is not an additional tax to the property owner.

Since all the monies used in financing community redevelopment area activities are locally generated, Community Redevelopment Agencies are not overseen by the state. However, redevelopment plans must be consistent with local government comprehensive plans and funds derived from within the community redevelopment area must be used to benefit the targeted redevelopment area. It is important to note that property tax revenue collected by the School Board and any special district, such as for libraries, are not affected under the tax increment financing process. Funds are deposited to a trust fund by the taxing entities (city and county), after monies are received from the tax collector. The tax increment revenues can be used immediately as they are received to undertake planning studies or capital projects or other programs that serve the community redevelopment area. In addition, these funds can be saved for a particular project or can be bonded to maximize the funds available. All funds received from a tax increment financing area must be used for specific redevelopment purposes within the targeted area and not for general government purposes.

Section 163.387(1), Florida Statutes provides the following guidance for determining the TIF:

The annual funding of the redevelopment trust fund shall be in an amount not less than that increment in the income, proceeds, revenues, and funds of each taxing authority derived from or held in connection with the undertaking and carrying out of community redevelopment under this part. Such increment shall be determined annually and shall be that amount equal to 95 percent of the difference between:

- (a) The amount of ad valorem taxes levied each year by each taxing authority, exclusive of any amount from any debt service millage, on taxable real property contained within the geographic boundaries of a community redevelopment area; and
- (b) The amount of ad valorem taxes which would have been produced by the rate upon which the tax is levied each year by or for each taxing authority, exclusive of any debt service millage, upon the total of the assessed value of the taxable real property in the community redevelopment area as shown upon the most recent assessment roll used in connection with the taxation of such property by each taxing authority prior to the effective date of the ordinance providing for the funding of the trust fund.

Funds deposited in the redevelopment trust fund may be expended only within the boundary of the redevelopment area and as described in the approved redevelopment plan. What follows are the requirements articulated in Section 163.387(6), Florida Statutes:



- (a) Administrative and overhead expenses necessary or incidental to the implementation of a community redevelopment plan adopted by the agency.
- (b) Expenses of redevelopment planning, surveys, and financial analysis, including the reimbursement of the governing body or the community redevelopment agency for such expenses incurred before the redevelopment plan was approved and adopted.
- (c) The acquisition of real property in the redevelopment area.
- (d) The clearance and preparation of any redevelopment area for redevelopment and relocation of site occupants as provided in s.163.370.
- (e) The repayment of principal and interest or any redemption premium for loans, advances, bonds, bond anticipation notes, and any other form of indebtedness.
- (f) All expenses incidental to or connected with the issuance, sale, redemption, retirement, or purchase of agency bonds, bond anticipation notes, or other form of indebtedness, including funding of any reserve, redemption, or other fund or account provided for in the ordinance or resolution authorizing such bonds, notes, or other form of indebtedness.
- (g) The development of affordable housing within the area.
- (h) The development of community policing innovations.





## SECTION TWO COMMUNITY CONCEPTS AND MARKET CONDITIONS

### *Economic Development Strategies and Financial Projections*

This section presents a number of site specific development, reuse, and redevelopment projects, and economic and community development initiatives. These are designed to focus the attention and resources of the City on actions that stabilize economic conditions and stimulate economic growth and community betterment in older urban areas of the City. These projects and initiatives are presented against a background assessment and review of real estate market factors and realities. Thirty-year projections of tax increment revenues are also made in this section to indicate the level of potential dedicated financial resources available to the City in the future to fund redevelopment activities and programs.

### *MARKET CONTEXT*

#### *Previous Market Studies*

Market analyses were prepared in 2009 and 2010 for the New Smyrna Beach Community Redevelopment Agency by RCLCO and the Gibbs Planning Group. The 2009 RCLCO analysis presented a comprehensive review of the housing, retail, office, and hotel markets and assessed potential growth opportunities for these markets in the existing New Smyrna Beach Community Redevelopment Area, including areas east of the Intracoastal Waterway. The 2010 Gibbs analysis focused primarily on retail needs and opportunities in the existing Community Redevelopment Area.

Both analyses were conducted at a time when the U.S. and regional economies and real estate markets were in a deep slump and little development activity was taking place. The prolonged nature of the economic decline that began in late 2007 and continues today was generally unforeseen at the time, with the result that market expectations, projections, and recommendations in these reports, while perhaps ultimately valid, have been stalled as and until the economy regains strength. Some projections of market demand in these reports are:

- 48,000 square feet of new office space in the CRA from 2009 to 2019 (RCLCO)
- 100,000 square feet of new retail space in the CRA from 2008 to 2018 (RCLCO)
- 225-230 new hotel rooms in the City from 2009 to 2019 (RCLCO)
- 895,000 square feet of new retail space citywide (Gibbs)

At this time, the Kimley-Horn team considers it unnecessary and unproductive to repeat the same types of market analyses as guidance for the US 1 Community Redevelopment Area Master Plan, as there is a substantial overlap in areas of the City covered by the existing and proposed new CRAs. Moreover, the two earlier market studies continue to provide background and support for identifying and addressing needs and general opportunities in the new US 1 Community Redevelopment Area, and no major real estate activity has occurred since the two earlier reports were prepared. Instead, the focus of this report is to provide additional background, support, and rationale for site-specific actions and projects, and design specific economic and community initiatives to meet current challenges and to leverage and promote general economic stability and growth in this aging area of the City.

As context for assessing the market environment and development opportunities in New Smyrna Beach, some economic and fiscal comparisons with other jurisdictions in Volusia County, as presented below, provide context for understanding and identifying market needs and opportunities in the new US 1 Community Redevelopment Area.

#### *Economic Indicators*

New Smyrna Beach is not an affluent community, and 13 percent of the population is below the poverty level, but median household income in the City exceeds that in Volusia County and is slightly higher than Ormond Beach and Port Orange. Median housing value in the City is substantially higher than the County and two other cities, but most housing in the US 1 CRA is very modest. This is particularly true for the Historic West Side neighborhood, which would benefit greatly from an active program of housing infill and rehabilitation. Other needs and opportunities in the new US 1 CRA include accommodating new live-work housing concepts in the Canal Street area, and preserving and enhancing the urban housing environment in the Medical area, the residential neighborhood south of SR44/Lytle Avenue.

Comparative retail sales per capita are most surprising in that New Smyrna Beach leads the County and two other cities by wide margins. There are two explanations for this. First, New Smyrna Beach has been and remains the historical trade and service center for Southeast Volusia County, an area of approximately 60,000 residents. Second, the City has long been a popular beach community for seasonal residents and tourists from Central Florida and beyond. The combination of a comparatively large trade and service area, and large influx of seasonal residents and tourists, generates substantially more retail activity in the City than would otherwise be supported by the resident population.



New Smyrna Beach also has comparatively high per capita sales in the accommodations and food services sector for the same reasons. Food service sales are a much more dominant factor in per capita averages. The City has a modest inventory of traditional hotels and motels, and rental condominiums are the prevalent form of overnight accommodations. Table 2 below provides economic and fiscal data and indicators for the City of New Smyrna Beach as compared to Ormond Beach, Port Orange, and Volusia County as a whole.

Table 2. Comparative Economic and Fiscal Data

| Economic and Fiscal Indicator                            | New Smyrna Beach | Ormond Beach | Port Orange | Volusia County |
|--|------------------|--------------|-------------|----------------|
| <i>Demographic and Economic Comparisons (1)</i>          |                  |              |             |                |
| Population 2012  | 22,900           | 38,376       | 56,766      | 494,950        |
| Median Household Income, 2007-2011(\$)                   | 49,625           | 48,427       | 47,763      | 44,169         |
| Median Owner-Occupied Housing Value, 2007-2011 (\$)      | 233,800          | 201,300      | 171,200     | 172,100        |
| Retail Sales Per Capita, 2007 (\$)                       | 19,857           | 13,731       | 9,460       | 12,230         |
| Accommodation & Food Service Sales Per Cap, 2007 (\$)    | 2,727            | 2,820        | 1,283       | 1,826          |
| <i>Fiscal Comparisons (2)</i>                            |                  |              |             |                |
| Just Value of All Property Per Capita (\$)               | 144,282          | 87,956       | 57,670      | 70,790         |
| Taxable Value of All Property Per Capita (\$)            | 107,003          | 64,002       | 41,024      | 52,578         |
| Tax Base -- Real Property                                |                  |              |             |                |
| -- Residential (%)                                       | 86.4             | 74.6         | 72.5        | 71.8           |
| -- Commercial (%)  | 9.2              | 13.6         | 17.1        | 13.8           |
| -- Industrial (%)  | 1.0              | 3.4          | 2.8         | 2.7            |
| -- Other (%)   | 0.8              | 1.7          | 1.3         | 2.2            |
| Tax Base -- Personal and Centrally Assessed Property (%) | 2.5              | 6.6          | 6.2         | 9.7            |

(1) Based on US Bureau of the Census data

(2) Based on Florida Department of Revenue data

Source: URBANOMICS, Inc.

Given its traditional roles as the trade and service center for Southeast Volusia County and popular coastal tourist destination, the 48,000 square feet of new office space and 100,000 square feet of new retail space, as projected in the 2009 RCLCO market study, are achievable if not easily exceeded in the new US 1 Community Redevelopment Area over the next ten years. In the same time frame, additional lodgings in the form of B&Bs, particularly on Riverside Drive, and small boutique inns and/or small limited service hotels are supportable in the Canal Street and North Causeway areas.

Economic development opportunities include additional industrial, office, and flex-tech space for technology-oriented firms at New Smyrna Beach Municipal Airport and focusing on Canal Street as a special opportunity to attract businesses and entrepreneurs in the growing area of creative and design arts.



### *Fiscal Indicators*

Some fiscal comparisons are also illuminating. Just and taxable values of real estate and other property in New Smyrna Beach are significantly higher on a per capita basis than the County, Ormond Beach, and Port Orange. The implication is that for comparable millage rates, New Smyrna Beach can generate substantially greater per capita proportions of ad valorem revenues than other jurisdictions. This may also allow the City to be more flexible than other jurisdictions in using tax incentives to leverage private investments.

New Smyrna Beach is much more reliant on its residential tax base than the County and two other cities. Residential property contributes 86.4 percent of local real property taxes, compared to percentages in the seventies for the other three jurisdictions. Commercial and industrial property in New Smyrna Beach account for only 10.2 percent of local real property taxes, compared to 16.5 to 20.0 percent in the other three jurisdictions.

New Smyrna Beach has a much greater proportion of high value residential property than the other jurisdictions, which tends diminish proportional contributions from commercial and industrial property. Nevertheless, comparatively low tax revenue contributions from commercial and industrial real estate in New Smyrna Beach provide strong arguments for attracting new business and industry to the City, and particularly to the new US 1 Community Redevelopment Area, to generate both tax revenues and jobs for local residents.

### *REDEVELOPMENT PROJECTS AND INITIATIVES*

#### *Objectives*

The redevelopment projects and initiatives outlined below are not inclusive of all properties in the new US 1 Community Redevelopment Area that need attention or have potential, nor are they inclusive of all actions that the City might wish to take to achieve their Vision. They are, however, those projects and initiatives considered as having a comparatively high level of need or importance and/or a high potential payoff. Projects and initiatives recommended herein have the following objectives:

- To identify key site specific development and redevelopment projects and other initiatives that will serve as catalysts for general redevelopment.
- To focus attention and investments on needs and opportunities for significant undeveloped residential and commercial properties, significant developed commercial and institutional properties that may be vacated in the future, and significant developed commercial and industrial properties that are outmoded and detract from their surroundings.
- To slow the migration of existing business activity to SR44 west and I-95.
- To capitalize more effectively on local assets to promote local economic development.
- To stabilize and strengthen urban neighborhoods.

#### *US 1 North/Airport Area*

*Airport Economic Development Strategy.* The New Smyrna Beach Municipal Airport is an economic engine and employment center for the City and has the potential to become a more important and productive economic development resource. Recommended strategies for capitalizing on the economic potential of the airport include re-branding it as the “New Smyrna Beach Executive Airport”, “New Smyrna Beach Gateway Airport”, or similar and marketing the airport and surrounding properties for business/corporate use and development. Re-naming (re-branding) the airport will help set it apart from countless other generically-named airports throughout Florida and beyond and will establish a fresh marketing identity targeting a very desirable clientele for the airport itself and for development of surrounding lands.

In addition to marketing and building out existing available industrial properties around the airport on South Street and in the New Smyrna Beach Industrial Park, US 1 frontage property offers opportunities to attract offices and flex-tech space for a variety of professional and technical firms in the aerospace, environmental science, electronics, bioscience, and IT industries. New Smyrna Beach is well located and has the lifestyle attributes that make it attractive to businesses associated with the nearby Space Coast, I-4 Technology Corridor, and the Orlando area.

Lands between the US 1 right-of-way and airport property or facilities appear to be of sufficient depth (approximately 250 feet) to support development of small office and flex-tech space, provided that such development is consistent with or is recognized by and is incorporated into the Airport Master Plan. The strategy for utilizing the US 1 frontage and adjacent airport lands to best advantage should also include finding a new operator for the vacant attractive Skyline Restaurant and developing a new airport terminal befitting the airport and its potential.



High speed Internet access and data transmission, both wired and wireless, is an important if not critical factor in attracting and supporting technology-oriented firms to the airport area and certain improvements may be needed to provide state-of-the-art service. With this in mind, it is recommended that the City study the level of available services in the airport area, particularly fiber and wireless facilities and capabilities, and develop a plan to upgrade service in concert with local communications providers.

*Mullinax Ford Dealership.* The Mullinax dealership has vacated their existing facility on US 1 north and relocated to a new facility on SR44 west. Their departure from the 10.6-acre US 1 site will have an immediate negative impact on this section of the US 1 Corridor and will generate the perception that the general area is in economic decline.

The City should discuss the future of the property with the owners and investigate opportunities to reuse the existing facility(s). Although it may not be desirable for reuse of these facilities for another new car dealership not presently represented in the Southeast Volusia market, there are a number of other car brands with outlets in Daytona Beach and Deland that are not yet represented in the South Volusia County. RV, boat, and marine equipment dealers are also options.

*New Smyrna Beach Chevrolet Dealership.* The existing Chevrolet dealership on US 1 north is planning to follow the lead of Mullinax Ford dealership in relocating from their existing 6.56-acre leased site to SR44 west. The exodus of these two major commercial activities from the US 1 Corridor will greatly exacerbate the perception that the area is no longer a viable location for business. As with the existing Mullinax site, the City should discuss the future of the property with the owners and investigate opportunities to reuse the existing facility for another new car dealership not presently represented in the Southeast Volusia market; other uses should also be investigated. RV, boat and marine equipment dealers are also options for this property.

#### Canal Street Area

*Creative and Design Arts Economic Development Strategy.* New Smyrna Beach is generally well-known as an arts-oriented community, as exemplified by the Atlantic Center for the Arts and a number of local galleries, shops, museums, art shows, festivals, and other special events. It was named one of the 100 Best Small Art Towns in America. This reputation and the ambiance of the Canal Street Historic District and community at large provide an exceptional opportunity to make the creative and design arts a major economic and community development theme for New Smyrna Beach, particularly as related to development opportunities in the Canal Street area. Economic development programs throughout the U.S. have an increased focus on attracting and growing what is called the “creative class” of artists, craftsmen, designers, and thinkers to enhance both local economies and quality of life.

For New Smyrna Beach, a strategy to take advantage of emerging economic development opportunities in the creative and design arts should include the following:

- Targeting and actively recruiting small businesses and entrepreneurs in architecture, landscape architecture, interior design, graphic design, web design, design of smart phone and tablet apps, digital printing, photography, and media advertising, among others.
- Identifying sites for and implementing regulations that encourage and facilitate development of business incubators, design studios, home-based businesses, and live-work units that combine living quarters with offices and studios.

State-of-the-art high speed Internet access and data transmission, both wired and wireless, is also an important factor in attracting and supporting website designers, software developers, and other design-oriented professionals and technicians associated with the creative and design arts. As with the airport area, it is recommended that the City also study the level of available services in the Canal Street area and develop a plan to upgrade service accordingly, working with local communications providers. This may also benefit the Bert Fish Medical Center area in terms of facilitating the management and transmission of medical data.

*City-Owned Faulkner Street Property.* This 1.4-acre City-owned site in the Canal Street area near City Hall is the subject of a current developer RFP. The City seeks to return this property to the tax rolls through private development. Development opportunities include condominiums or townhomes, an assisted living facility, business and professional offices and studios, and residential live-work units with office and studio spaces.

*Small-Format Urban Market.* Large contemporary grocery stores serving New Smyrna Beach are found on SR44 west and on the beach side of the Intracoastal Waterway, but convenient service in the older central part of the City, including the Canal Street, Medical, Historic West Side, and US 1 Corridor areas is very limited. This presents an opportunity to attract a small-format urban grocer, which are becoming increasingly popular. Facilities generally are in the 10,000 to 30,000 square foot range.

Emerging brands include Wal-Mart Neighborhood Market, Wal-Mart Express, Aldi, and Trader Joe's, all of which are increasing their Florida presence. IGA stores are another well-known national brand of small franchised grocery stores, of which there are several in Central Florida.



It is recommended that the City identify potential development sites of up to 1.5 acres in the Canal Street area to accommodate a 15,000-25,000 square foot store and 60-100 parking spaces (at four spaces per 1,000 square feet) and market prospective sites to potential users. The former site of the Daytona Beach Community College on the southeast corner of US 1 and Wayne Avenue has been identified as a possibility. It is a 1.2-acre site occupied by a three-story 18,000 square foot office building, and is for sale for a current asking price of \$900,000. This exceeds \$17 per square foot of land and would not be attractive as is to a user. Ideally, the City should consider providing a cost free site or, at a minimum, attractive tax incentives.

#### *North Causeway Area*

*City-Owned AOB Property.* This former Utilities Commission wastewater treatment plant site is located in the North Causeway subarea on the Intracoastal Waterway. The City has been attempting to find private parties interested in acquiring and developing the site in recent years, and although proposals were received by the City, no tangible results have occurred to date. The City released another developer RFP, which it hopes will be met with more success in an improving economy (as of this Master Plan, the responses were rejected by the City for various reasons). A portion of the City-owned property is currently being used for a boat launch and parking. Development opportunities for the remaining portion of the property include market rate condominiums or townhomes, restaurant, hotel, grocery store, marina, or a mix of these uses. Depending on developer interests and status of the existing 3.1-acre lease, it is recommended that a unified development concept for the entire property be on the table, particularly given that the City-owned leased property is tax exempt.

*Blossom Development Property.* Texas-based Silvestri Investments dba Blossom Development is the owner of three contiguous undeveloped parcels totaling 12.5 acres in this area, according to Volusia County Property Appraiser records. The current taxable value of this waterfront property, which has frontage on and access to North Causeway, is \$1.75 million, or approximately \$140,000 per acre. This is much less than desirable for a viable commercial and/or multifamily housing property in this location.

The site is the subject of local controversy, stemming from a recent proposal by an affordable housing developer to build a 239-unit lower income “workforce housing” apartment project. The property is currently tied up pending the outcome of a lawsuit against the City which denied the project months ago. An earlier Island Town Center proposal for the property, which called for development of 202 condominium units, boat slips, restaurant, and shops, was dropped several years ago due to a faltering economy.

The earlier proposal is much more reflective of mixed use and market-rate housing opportunities for the property, as there are other locations in the City much better suited to affordable housing and with much lower land values. These include the 10<sup>th</sup> Street end of the large FEC property on Myrtle Avenue across from New Smyrna Beach Middle School.

#### *Medical Center Area*

*Bert Fish Medical Center.* The South Volusia Hospital District has agreed to enter a long term lease agreement with Naples, FL-based Health Management Associates (HMA) to operate the medical center. HMA, a for-profit company, operates a number of hospitals in Florida. The takeover of Bert Fish would change it from tax exempt to tax paying status, which will greatly benefit the City and Community Redevelopment Area. Although HMA has indicated that it will spend several million dollars improving Bert Fish, there has been some concern that acquisition may lead ultimately to relocation of the hospital out of downtown, possibly to a location near I-95.

In anticipation of this possibility, the City should discuss with HMA officials actions and incentives needed to retain the long-term downtown presence of the medical center. The desirability and feasibility of potential reuse opportunities, such as a specialty long-term care hospital, outpatient care facility, nursing or rehabilitative care facility, and assisted living facility, should also be explored.

*Old Smith Street Utility Plant Site.* This facility is a back-up electric power plant owned and operated by the New Smyrna Beach Utility Commission and is located on a tax exempt 1.7-acre site immediately south of the Bert Fish medical complex. The facility is highly unattractive and a detriment to the value and development appeal of surrounding properties. A 2011 engineering report found the facility to have a number of deficiencies and appeared not to have been in operation for a long period of time.

In the interest of creating a positive environment for retaining and expanding the medical complex and complementary land uses, it is recommended that the City and Utilities Commission initiate discussions leading to the eventual closure of the plant and redevelopment of the property. Redevelopment opportunities include expansion of the medical complex, including assisted living and nursing or rehabilitative care, and market rate multifamily housing.



*Historic West Side Area*

*Housing Infill and Rehabilitation Program.* There are 150 vacant residential lots in the Historic West Side area according to Volusia County Property Appraiser records. Not all may be usable, but the number of vacant properties is significant. Vacant lots average 9,400 square feet in area and have an average just value of \$13,600. In addition, an unknown number of existing residential structures may be vacant and in need of major renovation or lived in but below standard. If not already done, it is recommended that the City survey the neighborhood to determine housing units that are below standard or in need of major repair and renovation. Empty lots and blighted and vacant structures detract greatly from the values of adjacent properties and can become a significant neighborhood crime and safety issues.

It is recommended that the City develop and implement a Housing Infill and Rehabilitation Program by utilizing and packaging together available Neighborhood Stabilization, CDBG, and other Federal and state grant funds, Habitat for Humanity resources, and local TIF revenues and other funds. The objective of this program would be to build and/or rehab up to ten housing units annually, the number depending on available funding. The City should also investigate establishing a 501(c)(3) non-profit Local Development Corporation (LDC) to act for the City in implementing the program. Such an LDC would have access to financial resources (e.g., private contributions and donations) not available to the City.

To complement this housing initiative and strengthen the value of public investments in the area, redevelopment actions should also provide an attractive and stable environment for neighborhood-serving businesses. Possibilities include reinforcement and expansion of the small business district on Canal Street west of the railroad and development of new neighborhood business opportunities on undeveloped FEC property near Myrtle Avenue. This may be an attractive optional location for the development of a small-format urban market as recommended above in the Canal Street area.

*Former K-Mart Shopping Center.* The former K-Mart Shopping Center on the southeast corner of SR44 and Wallace Avenue includes a vacant 90,000-square foot anchor store and 18,000 square feet of largely vacant small store spaces. The old K-Mart store and the “shadow” stores are under different ownerships. The old K-Mart has opportunities to be remodeled and reoccupied by one or more big-box general merchandise or home goods stores not presently in the South Volusia market or needing a larger footprint than their current location. This would help generate traffic to support the small store spaces on the site. It is recommended that the City pursue discussions of reuse possibilities with both owners, leading to an active strategy to sell and/or lease space to new tenants.

*US 1 South Area*

*Florida East Coast Railroad Property.* This 104-acre property extends along Myrtle Avenue from 10<sup>th</sup> Street on the south to a short distance north of SR44 on the west side of the FEC rail line, rail yard, and maintenance facilities. It also includes narrow strips of land on US 1 on the east side of the rail line. Flagler Development, the real estate arm of FEC, has the property for sale for \$3.9 million or \$37,500 per acre. Conceptual plans for the property show a mix of housing, office, retail uses, and hotel uses, including approximately 750,000 square feet of office and retail space, a 120-room hotel, and nearly 300 housing units.

The presence of the rail yard and maintenance facilities are likely to be a deterrent to development in the central portion of the property, but the 10<sup>th</sup> Street and Lytle Avenue/SR44 areas of the property are more insulated from these railroad activities. Affordable multifamily housing is a viable development option for the 10<sup>th</sup> Street end of the property because of the presence of the adjacent New Smyrna Beach Middle School and the nearby 192-unit Newport Sound low-income community. It appears that as many as 20-25 acres may be available for development in this area with adequate separation from the FEC yard and shops. This would accommodate up to around 300 multifamily units.

The Lytle Avenue/SR44 end of the property is most appropriate for neighborhood/community-scale retail and office uses and/or multifamily housing. Around 20-25 acres may be available for development in this area with adequate separation from the FEC yard and shops, and would provide for up to around 200,000 square feet of commercial space or a mix of commercial space and multifamily housing. Some narrow frontages on US 1 may also be suitable for these uses as shown on the FEC concept plan for the property, provided that property between the rail line and US 1 is of sufficient depth to allow reasonable development to occur and to buffer it from railroad operations.

It is recommended that the City explore development options with FEC representatives and subdivision of the property into smaller sales and development parcels.

*Old Cemex Ready Mix Concrete Plant Site.* This seven-acre property at 700 S. Dixie Highway is a major eyesore and a deterrent to development and value appreciation of nearby properties. The 2012 taxable value of the property is only \$406,812, or approximately 58,000 per acre, which is much lower than otherwise would be desirable and possible for developed commercial property with US 1 frontage.

It is recommended that the City discuss with the property owner, Rinker Materials Corp, their thinking on the future of the property, presence of any brownfield issues requiring remediation, and their interest in participating as a land partner in redeveloping the property.



*TAX INCREMENT REVENUE PROJECTIONS**Tax Base Trends, Existing Community Redevelopment Area*

The existing New Smyrna Beach Community Redevelopment Area (CRA) was established in 1985. The existing CRA had a total taxable value of real estate in 1985 of \$69,814,730, according to Volusia County records. A combination of increasing values of existing taxable properties and new taxable development resulted in a gain in the tax base of the existing CRA to a 2006 peak of \$420,497,577, an annual average increase of 8.93 percent. Much of the increase occurred from 2003 to 2006, when taxable values increased by almost \$65 million per year.

Since then, CRA taxable values have declined sharply to recent low of \$232,141,838 in 2011, a drop of 40.3 percent in five years. Taxable values increased slightly by approximately \$2.2 million in 2012 (a 0.97 percent gain) and another \$7.7 million in 2013 (a 3.26 percent gain) to total tax base of \$242,027,764. The average annual growth rate of the CRA tax base from 1985 to 2013 was 4.54 percent. During this 28-year span, several national and regional economic booms and busts took place, the most recent being the most severe slump in over 75 years.

*TIF Revenue Projections, New US 1 Community Redevelopment Area*

The 28-year average annual growth rate of the existing CRA (i.e., 4.54 percent) provides a good starting point for assessing and projecting tax base growth in the new CRA, particularly given their overlapping Canal Street and North Causeway areas. TIF revenue projections presented in Table 3 reflect use average annual growth rates as opposed to attempting to predict the timing and magnitude of economic booms and busts that are almost certain to occur every decade.

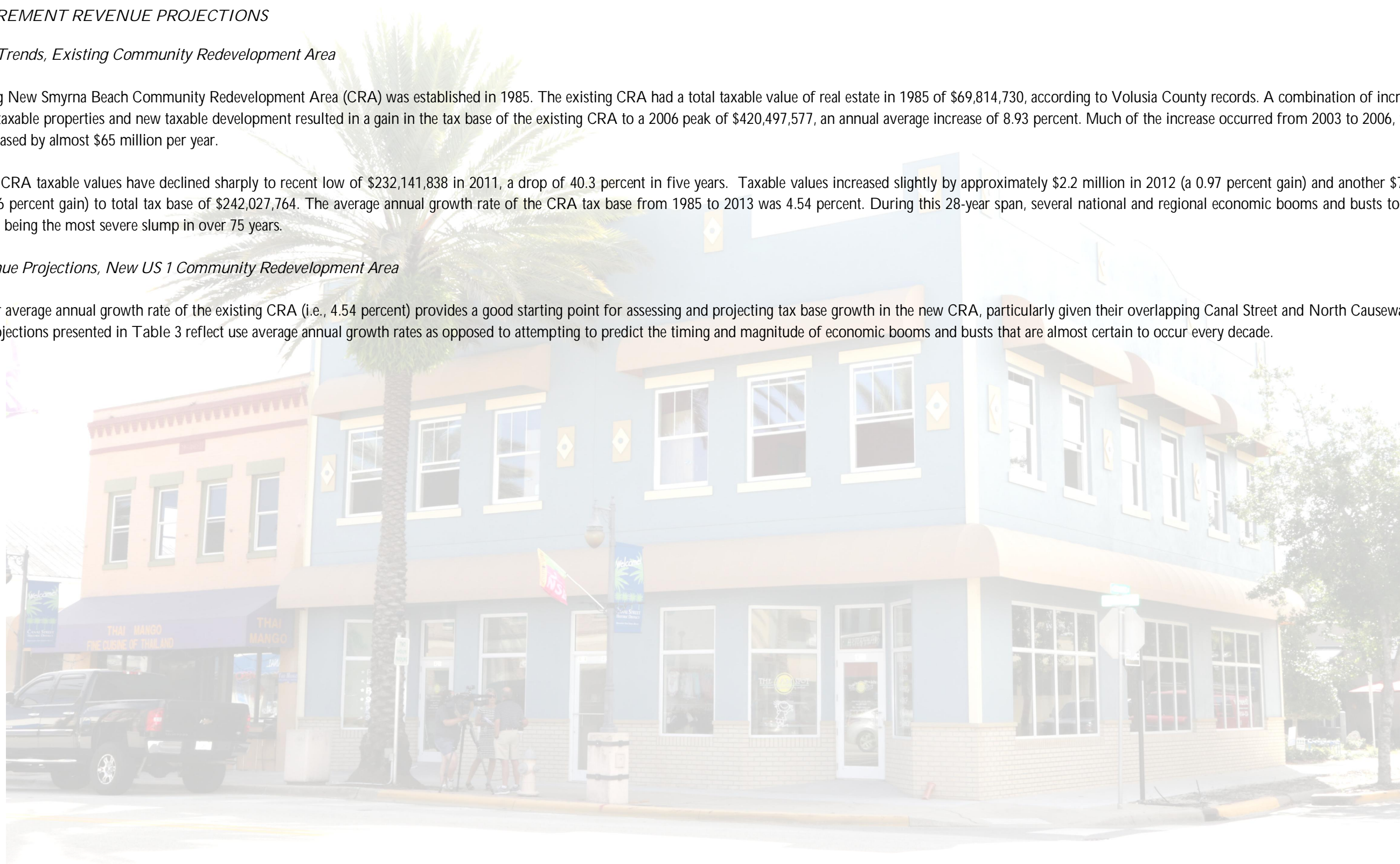




TABLE 3 - US1 Corridor CRA - Tax Increment Projections (3.0% Tax Base Growth Rate, Plus \$500,000 Initially Up To \$1 Million Per Year for New Development)

| Year             | Taxable Value<br>Existing Uses (1) | Cum Added<br>Val Over Base | Taxable Value<br>New Devel (2) | Cum Value<br>New Devel | Total Added Val<br>Over Base | Tax Increment<br>Base (95%) | City TIF Revs<br>(annual) (3) | County TIF<br>Revs (ann) (4) | Total TIF<br>Revs (annual) | Total TIF<br>Revs (cum) |
|------------------|------------------------------------|----------------------------|--------------------------------|------------------------|------------------------------|-----------------------------|-------------------------------|------------------------------|----------------------------|-------------------------|
| 2012             | 200,020,210                        |                            |                                |                        |                              |                             |                               |                              |                            |                         |
| 2013             | 206,020,816                        |                            |                                |                        |                              |                             |                               |                              |                            |                         |
| 2014             | 212,201,441                        |                            |                                |                        |                              |                             |                               |                              |                            |                         |
| 2015             | 218,567,484                        | 6,366,043                  | 500,000                        | 500,000                | 6,866,043                    | 6,522,741                   | 23,328                        | 22,162                       | 45,489                     | 45,489                  |
| 2016             | 225,124,509                        | 12,923,068                 | 500,000                        | 1,000,000              | 13,923,068                   | 13,226,914                  | 47,305                        | 44,939                       | 92,244                     | 137,734                 |
| 2017             | 231,878,244                        | 19,676,803                 | 500,000                        | 1,500,000              | 21,176,803                   | 20,117,963                  | 71,950                        | 68,352                       | 140,302                    | 278,036                 |
| 2018             | 238,834,591                        | 26,633,150                 | 500,000                        | 2,000,000              | 28,633,150                   | 27,201,493                  | 97,283                        | 92,419                       | 189,703                    | 467,739                 |
| 2019             | 245,999,629                        | 33,798,188                 | 500,000                        | 2,500,000              | 36,298,188                   | 34,483,279                  | 123,326                       | 117,160                      | 240,486                    | 708,224                 |
| 2020             | 253,379,618                        | 41,178,177                 | 500,000                        | 3,000,000              | 44,178,177                   | 41,969,268                  | 150,099                       | 142,594                      | 292,693                    | 1,000,917               |
| 2021             | 260,981,006                        | 48,779,565                 | 500,000                        | 3,500,000              | 52,279,565                   | 49,665,587                  | 177,624                       | 168,743                      | 346,367                    | 1,347,284               |
| 2022             | 268,810,436                        | 56,608,996                 | 500,000                        | 4,000,000              | 60,608,996                   | 57,578,546                  | 205,924                       | 195,628                      | 401,552                    | 1,748,836               |
| 2023             | 276,874,750                        | 64,673,309                 | 500,000                        | 4,500,000              | 69,173,309                   | 65,714,643                  | 235,022                       | 223,271                      | 458,293                    | 2,207,128               |
| 2024             | 285,180,992                        | 72,979,551                 | 500,000                        | 5,000,000              | 77,979,551                   | 74,080,574                  | 264,942                       | 251,695                      | 516,636                    | 2,723,765               |
| 10 Year Revenues |                                    |                            |                                |                        |                              |                             | 1,396,802                     | 1,326,962                    | 2,723,765                  |                         |
| 2025             | 293,736,422                        | 81,534,981                 | 500,000                        | 5,500,000              | 87,034,981                   | 82,683,232                  | 295,708                       | 280,923                      | 576,631                    | 3,300,396               |
| 2026             | 302,548,514                        | 90,347,074                 | 500,000                        | 6,000,000              | 96,347,074                   | 91,529,720                  | 327,347                       | 310,980                      | 638,326                    | 3,938,722               |
| 2027             | 311,624,970                        | 99,423,529                 | 500,000                        | 6,500,000              | 105,923,529                  | 100,627,353                 | 359,884                       | 341,889                      | 701,773                    | 4,640,495               |
| 2028             | 320,973,719                        | 108,772,278                | 500,000                        | 7,000,000              | 115,772,278                  | 109,983,664                 | 393,346                       | 373,678                      | 767,024                    | 5,407,519               |
| 2029             | 330,602,931                        | 118,401,490                | 500,000                        | 7,500,000              | 125,901,490                  | 119,606,415                 | 427,760                       | 406,372                      | 834,133                    | 6,241,652               |
| 2030             | 340,521,018                        | 128,319,578                | 500,000                        | 8,000,000              | 136,319,578                  | 129,503,599                 | 463,157                       | 439,999                      | 903,156                    | 7,144,808               |
| 2031             | 350,736,649                        | 138,535,208                | 500,000                        | 8,500,000              | 147,035,208                  | 139,683,448                 | 499,564                       | 474,586                      | 974,150                    | 8,118,957               |
| 2032             | 361,258,748                        | 149,057,308                | 500,000                        | 9,000,000              | 158,057,308                  | 150,154,442                 | 537,012                       | 510,162                      | 1,047,174                  | 9,166,131               |
| 2033             | 372,096,511                        | 159,895,070                | 500,000                        | 9,500,000              | 169,395,070                  | 160,925,317                 | 575,533                       | 546,757                      | 1,122,290                  | 10,288,421              |
| 2034             | 383,259,406                        | 171,057,965                | 500,000                        | 10,000,000             | 181,057,965                  | 172,005,067                 | 615,159                       | 584,401                      | 1,199,560                  | 11,487,981              |
| 10 Year Revenues |                                    |                            |                                |                        |                              |                             | 4,494,470                     | 4,269,746                    | 8,764,216                  |                         |
| 2035             | 394,757,188                        | 182,555,748                | 1,000,000                      | 11,000,000             | 193,555,748                  | 183,877,960                 | 657,621                       | 624,740                      | 1,282,361                  | 12,770,342              |
| 2036             | 406,599,904                        | 194,398,463                | 1,000,000                      | 12,000,000             | 206,398,463                  | 196,078,540                 | 701,255                       | 666,193                      | 1,367,448                  | 14,137,790              |
| 2037             | 418,797,901                        | 206,596,460                | 1,000,000                      | 13,000,000             | 219,596,460                  | 208,616,637                 | 746,097                       | 708,792                      | 1,454,888                  | 15,592,678              |
| 2038             | 431,361,838                        | 219,160,397                | 1,000,000                      | 14,000,000             | 233,160,397                  | 221,502,378                 | 792,181                       | 752,572                      | 1,544,753                  | 17,137,432              |
| 2039             | 444,302,693                        | 232,101,253                | 1,000,000                      | 15,000,000             | 247,101,253                  | 234,746,190                 | 839,546                       | 797,569                      | 1,637,115                  | 18,774,547              |
| 2040             | 457,631,774                        | 245,430,333                | 1,000,000                      | 16,000,000             | 261,430,333                  | 248,358,817                 | 888,230                       | 843,819                      | 1,732,049                  | 20,506,596              |
| 2041             | 471,360,727                        | 259,159,287                | 1,000,000                      | 17,000,000             | 276,159,287                  | 262,351,322                 | 938,273                       | 891,360                      | 1,829,633                  | 22,336,229              |
| 2042             | 485,501,549                        | 273,300,108                | 1,000,000                      | 18,000,000             | 291,300,108                  | 276,735,103                 | 989,715                       | 742,287                      | 1,732,002                  | 24,068,231              |
| 2043             | 500,066,596                        | 287,865,155                | 1,000,000                      | 19,000,000             | 306,865,155                  | 291,521,897                 | 1,042,599                     | 781,949                      | 1,824,548                  | 25,892,779              |
| 2044             | 515,068,594                        | 302,867,153                | 1,000,000                      | 20,000,000             | 322,867,153                  | 306,723,795                 | 1,096,967                     | 822,725                      | 1,919,692                  | 27,812,471              |
| 10 Year Revenues |                                    |                            |                                |                        |                              |                             | 8,692,485                     | 7,632,005                    | 16,324,490                 |                         |



Table 3 Continued

|                  |             |             |           |            |             |             |            |           |            |            |
|------------------|-------------|-------------|-----------|------------|-------------|-------------|------------|-----------|------------|------------|
| 2045             | 530,520,651 | 318,319,211 | 1,000,000 | 21,000,000 | 339,319,211 | 322,353,250 | 1,152,864  | 864,648   | 2,017,512  | 29,829,984 |
| 2046             | 546,436,271 | 327,868,787 | 1,000,000 | 22,000,000 | 349,868,787 | 332,375,348 | 1,188,707  | 891,530   | 2,080,238  | 31,910,221 |
| 2047             | 562,829,359 | 337,704,851 | 1,000,000 | 23,000,000 | 360,704,851 | 342,669,608 | 1,225,524  | 919,143   | 2,144,666  | 34,054,887 |
| 2048             | 579,714,240 | 347,835,996 | 1,000,000 | 24,000,000 | 371,835,996 | 353,244,196 | 1,263,343  | 947,507   | 2,210,849  | 36,265,737 |
| 2049             | 597,105,667 | 358,271,076 | 1,000,000 | 25,000,000 | 383,271,076 | 364,107,522 | 1,302,194  | 976,646   | 2,278,840  | 38,544,577 |
| 2050             | 615,018,837 | 369,019,208 | 1,000,000 | 26,000,000 | 395,019,208 | 375,268,248 | 1,342,109  | 1,006,582 | 2,348,691  | 40,893,268 |
| 2051             | 633,469,402 | 380,089,784 | 1,000,000 | 27,000,000 | 407,089,784 | 386,735,295 | 1,383,120  | 1,037,340 | 2,420,460  | 43,313,728 |
| 2052             | 652,473,484 | 391,492,478 | 1,000,000 | 28,000,000 | 419,492,478 | 398,517,854 | 1,425,259  | 1,068,944 | 2,494,204  | 45,807,932 |
| 2053             | 672,047,689 | 403,237,252 | 1,000,000 | 29,000,000 | 432,237,252 | 410,625,390 | 1,468,561  | 1,101,420 | 2,569,981  | 48,377,913 |
| 2054             | 692,209,119 | 415,334,370 | 1,000,000 | 30,000,000 | 445,334,370 | 423,067,651 | 1,513,059  | 1,134,794 | 2,647,854  | 51,025,767 |
| 10 Year Revenues |             |             |           |            |             |             | 13,264,740 | 9,948,555 | 23,213,295 |            |

**Notes:**

1. Annual growth rate of existing tax base is 3.0 percent per year, reflects returning to estimated total 2006 taxable value in approximately 17 more years.
2. New development includes major renovations, new construction, and adding existing tax exempt properties to tax roll; based on \$500,000 for first five years increasing incrementally to \$2,000,000 per year for last five years of 30-year projection period.
3. City advalorem tax rate of 3.5764 for FY2013-2014.
4. County maximum participation tax rate 3.5764, limited to 95% up to \$1 million, 75% up to \$2 million, and 50% over \$2 million.
5. Not included in revenues: ECHO and SE Volusia Hospital District

A significant share of the tax base of the existing CRA is east of the Intracoastal Waterway, includes higher value beach area properties, and a suspected greater proportion of more recent development than areas west of the Intracoastal. Therefore, the long-term growth rate of property values in the new CRA is likely to be somewhat more moderate than experienced over the past 28 years in the existing CRA. TIF projections for the new US 1 CRA reflect a base year of 2014, with the first annual incremental revenues projected in 2015, the year in which the existing CRA is scheduled to sunset.

Thirty-year and Forty-year TIF revenue projections for the new US1 Corridor CRA are based on a much more moderate 3.0 percent average annual growth rate for the existing tax base, plus \$500,000 per year up to \$1 million per year to reflect potential impact of new development in the CRA. New development is defined as including major redevelopment of existing properties, new development on existing vacant properties, and conversion of tax exempt properties to taxable properties. New development is assumed to be \$500,000 per year for the first twenty years, increasing to \$1 million per year for the next twenty years of the projection period. Projected new development over 30 years is a conservative \$20 million, \$30 million over the 40 year period, compared to a projected increase of \$302.9 million in the existing tax base and \$415 million, respectively. Vacant and currently tax exempt lands in the CRA have the potential to increase in value to a far greater extent than projected.

It remains to be determined if the same 1985 base year can continue to apply to the overlapping Canal Street and North Causeway areas, given that Florida statute appears to allow extensions up to 30 years for CRAs established before 2002 when community redevelopment plans are amended during the original life of the CRA even up to the last year, as is occurring for the overlapping Canal Street and North Causeway areas. TIF projections for the new US1 Corridor CRA will be subject to adjustment as this base year issue is resolved and actual taxable values for a new 2014 base year are established by the Volusia County Property Appraiser. County TIF Revenues are limited subject to Table 3, Note 4 (above) and Table 4, Note 3 below.

The existing CRA will generate an estimated \$1,700,708 in tax increment revenues in 2013, according to the Volusia County Property Appraiser. Estimates for the overlapping Canal Street and North Causeway areas are not available, nor are they included in the new TIF projections presented. County Property Appraiser records show a total taxable value of \$200,020,210 for the new US1 Corridor CRA in 2012. This includes \$82,993,108 for the Canal Street-North Causeway subarea, \$71,564,104 for the US1 North-Airport subarea, and \$45,462,998 for the US 1 South-Historic West Side subarea, which includes the Medical area.

Based on the 3.0 percent growth inflation/appreciation rate, the total taxable value of existing properties would increase to an estimated 2014 base of \$212.2 million and to a projected \$692.2 million in 2054. The total 40-year tax increment from the increased value of existing properties is an estimated \$415.3 million. Over the same 40-year span, new development would generate an additional estimated increment of \$60.0 million. The total tax increment over 40 years, including gains in values of existing properties and values of new development, is a projected \$445.3 million.

Projections are considered conservative in that the total taxable value of existing properties in the new CRA would not return to estimated 2006 peak levels for another 17 years. TIF revenue projections total approximately \$27.8 million over 30 years, including \$15.3 million from the City and \$13.8 million from the County. TIF revenue projections total approximately \$51 million over the 40 year period (total), including \$27.8 million from the City and \$23.1 million from the County, as summarized in the table below.

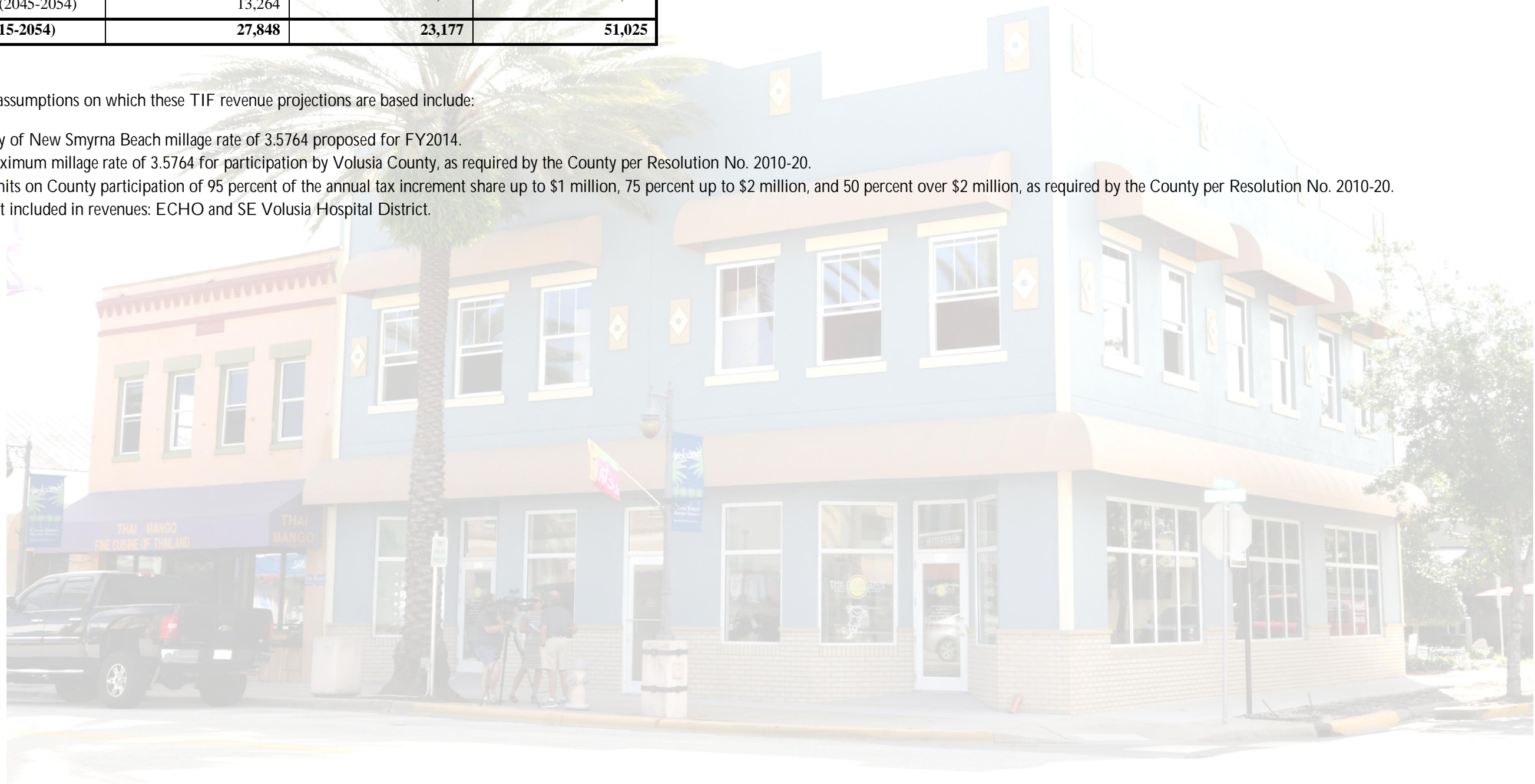
Table 4 - Summary of Projected Tax Increment Revenues, 2015-2054



| Time Frame                | City (\$000)  | County (\$000) | Total (\$000) |
|---------------------------|---------------|----------------|---------------|
| Yrs 1-10 (2015-2024)      | 1,396         | 1,326          | 2,723         |
| Yrs 11-20 (2025-2034)     | 4,494         | 4,269          | 8,746         |
| Yrs 21-30 (2035-2044)     | 8,692         | 7,632          | 16,324        |
| Yrs 31-40 (2045-2054)     | 13,264        | 9,948          | 23,213        |
| <b>Totals (2015-2054)</b> | <b>27,848</b> | <b>23,177</b>  | <b>51,025</b> |

Additional assumptions on which these TIF revenue projections are based include:

1. City of New Smyrna Beach millage rate of 3.5764 proposed for FY2014.
2. Maximum millage rate of 3.5764 for participation by Volusia County, as required by the County per Resolution No. 2010-20.
3. Limits on County participation of 95 percent of the annual tax increment share up to \$1 million, 75 percent up to \$2 million, and 50 percent over \$2 million, as required by the County per Resolution No. 2010-20.
4. Not included in revenues: ECHO and SE Volusia Hospital District.





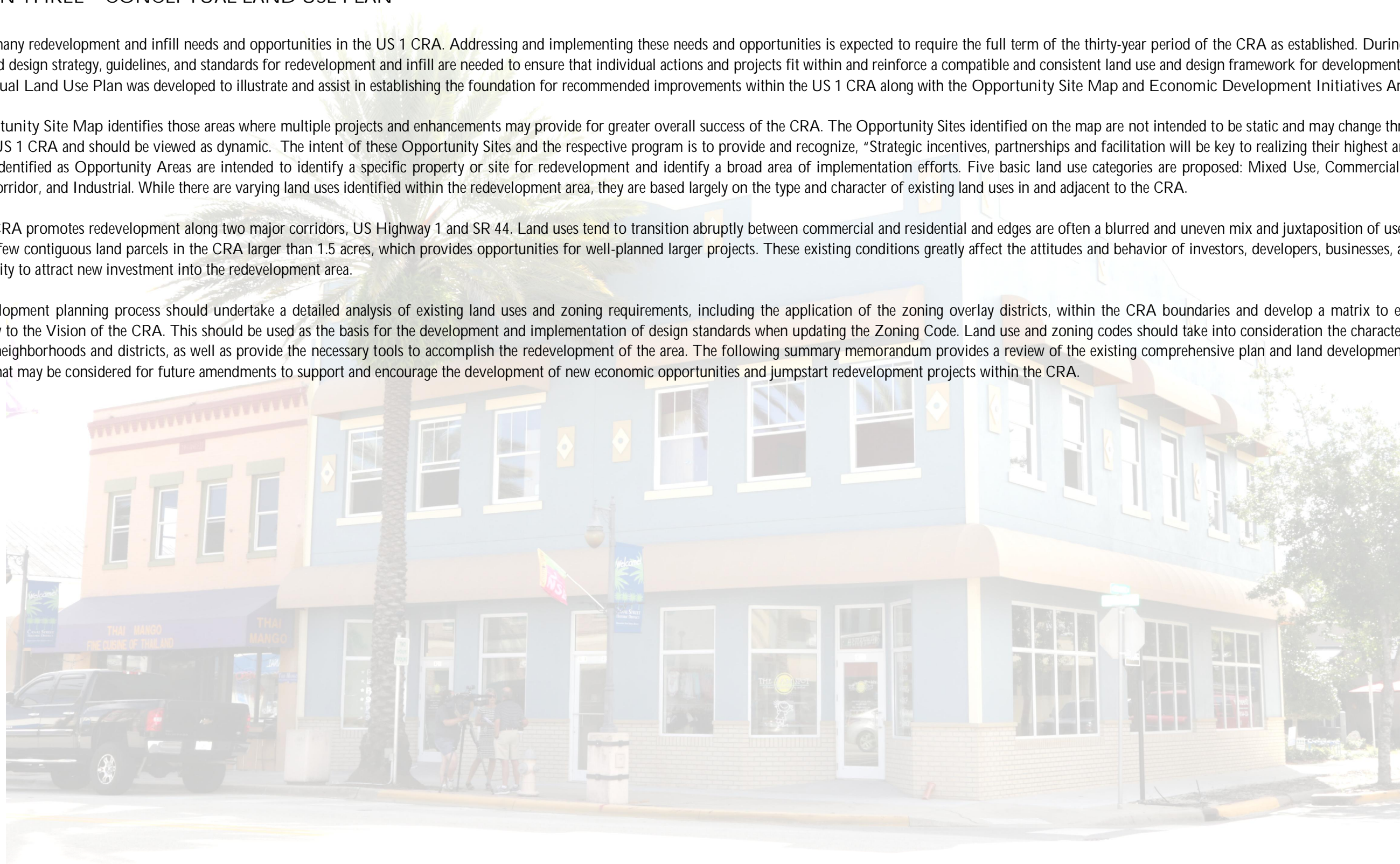
## SECTION THREE CONCEPTUAL LAND USE PLAN

There are many redevelopment and infill needs and opportunities in the US 1 CRA. Addressing and implementing these needs and opportunities is expected to require the full term of the thirty-year period of the CRA as established. During this time, a land use and design strategy, guidelines, and standards for redevelopment and infill are needed to ensure that individual actions and projects fit within and reinforce a compatible and consistent land use and design framework for development in the CRA. A Conceptual Land Use Plan was developed to illustrate and assist in establishing the foundation for recommended improvements within the US 1 CRA along with the Opportunity Site Map and Economic Development Initiatives Area Map.

The Opportunity Site Map identifies those areas where multiple projects and enhancements may provide for greater overall success of the CRA. The Opportunity Sites identified on the map are not intended to be static and may change throughout the life of the US 1 CRA and should be viewed as dynamic. The intent of these Opportunity Sites and the respective program is to provide and recognize, “Strategic incentives, partnerships and facilitation will be key to realizing their highest and best use.” The areas identified as Opportunity Areas are intended to identify a specific property or site for redevelopment and identify a broad area of implementation efforts. Five basic land use categories are proposed: Mixed Use, Commercial, Residential, Business Corridor, and Industrial. While there are varying land uses identified within the redevelopment area, they are based largely on the type and character of existing land uses in and adjacent to the CRA.

The US 1 CRA promotes redevelopment along two major corridors, US Highway 1 and SR 44. Land uses tend to transition abruptly between commercial and residential and edges are often a blurred and uneven mix and juxtaposition of uses. However, there are a few contiguous land parcels in the CRA larger than 1.5 acres, which provides opportunities for well-planned larger projects. These existing conditions greatly affect the attitudes and behavior of investors, developers, businesses, and residents and the ability to attract new investment into the redevelopment area.

The redevelopment planning process should undertake a detailed analysis of existing land uses and zoning requirements, including the application of the zoning overlay districts, within the CRA boundaries and develop a matrix to evaluate their applicability to the Vision of the CRA. This should be used as the basis for the development and implementation of design standards when updating the Zoning Code. Land use and zoning codes should take into consideration the characteristics of the respective neighborhoods and districts, as well as provide the necessary tools to accomplish the redevelopment of the area. The following summary memorandum provides a review of the existing comprehensive plan and land development regulations identified that may be considered for future amendments to support and encourage the development of new economic opportunities and jumpstart redevelopment projects within the CRA.





## SECTION FOUR REVITALIZATION CONCEPTS

The US 1 Community Redevelopment Area Master Plan provides an opportunity for the community to design a new future for the US 1 CRA. The Master Plan provides a framework that creates opportunities for public and private investment aimed at improving local economic conditions and overall community quality of life. The Master Plan also provides physical solutions to the economic conditions by identifying redevelopment objectives and laying the foundation for capital improvement projects and programs. By encouraging new public and private investment and other physical and social improvements, property values may increase and the overall safety, health, and welfare of life can improve for residents of New Smyrna Beach and the surrounding Volusia County areas. The following recommendations (strategies) identify potential implementation and redevelopment strategies to build upon the prior successes and establish specific directions for review on a periodic and formal annual review. These strategies reflect community input and prioritization developed over the course of facilitated discussions to engage residents, business owners, property owners, and community leadership on desired local redevelopment priorities.

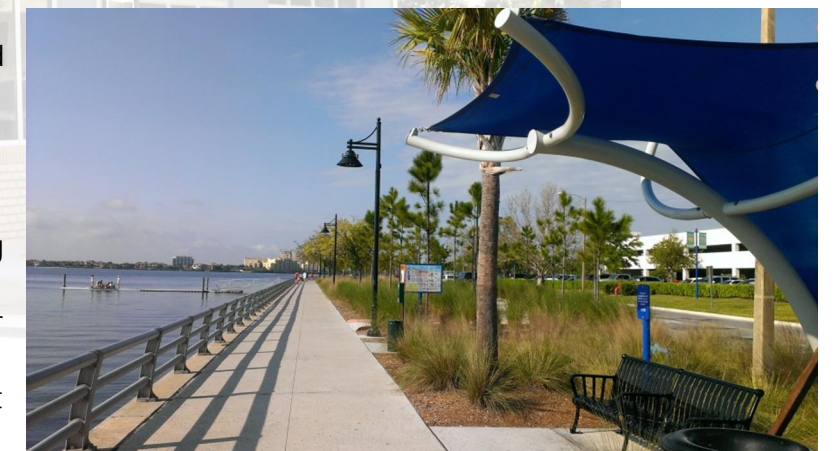
## Strategies for community redevelopment

1. Construct/Improve public facilities and infrastructure.
  - Identify through the US 1 CRA Master Plan CIP public improvement projects for infrastructure including but not limited to
    - pedestrian safety improvements (e.g., sidewalks, pedestrian crossings, traffic calming measures),
    - stormwater,
    - streets and roadway facilities (i.e., improving unpaved/sub-standard roads and rights-of-way),
    - sanitary sewer installation (removal of septic tanks).
  - Improvements to the Airport Industrial Park area including street and utility extensions.
  - Construction of parking facilities to facilitate (allow) for increased use of existing properties for buildings and other revenue generating options (versus provisions for site-specific, off-street parking); may include the construction of parking garages.
  - Preserve, rehabilitate and augment existing community and civic structures and facilities, including historical preservation, adaptive reuse of existing structures; identify and preserve culturally significant structures within the CRA which can serve a broader segment of the community.
  - Provide transit opportunities and improvements including the potential for a CRA/downtown trolley or circulator.
  - Provide incentives for brownfield remediation and site improvements necessary to redevelop properties that are either undeveloped or underdeveloped due to existing site conditions and constraints (i.e., brownfield).
  - Expand the CRA/City wayfinding signage program.
  - Based on the limited amount of vacant properties available for development within the CRA, redevelopment of existing properties and better utilization of existing facilities will be necessary to achieve the City and CRA's long term buildout of residential and non-residential parcels.
2. Adopt Smart growth strategies for land use and development.
  - Direct development towards existing infrastructure, adapt and reuse buildings, and engage in urban infill to meet development needs.
  - Support infill development by creating flexibility in zoning, parking, and building codes. Zoning that encourages well planned compact mixed-use development can encourage reuse.
  - Review and revise, as appropriate, the City's Land Development Regulations to support redevelopment efforts including the use of form based codes as compared to traditional zoning codes.
    - Establish minimum levels of development to complement the City's maximum levels to encourage increased areas of development and minimize low density and/or single use facilities.
    - In lieu of minimum development standards, provide development incentives to encourage additional density, intensity (non-residential), mix of uses (vertical and/or horizontal), provision of public spaces, activated streets and pedestrian zones, or similar standards.
    - Create "neighborhood" development districts with standards similar to those of the Mixed Use District.
    - Provide alternative design and development standards including road/right-of-way cross-sections supportive of urban development and redevelopment practices.
  - Promote policies that prioritize and direct infrastructure spending and improvements to existing neighborhoods. Identify and fund projects that promote both City and County benefits.
  - Work to keep valuable jobs downtown within easy access of residential areas; provide (retain) employment incubator spaces to support small business and personal services.
  - Maintain and work to promote basic services in the Business Corridor district (post office, grocery store, bank, pharmacy, etc.).
3. Provide value added financial strategies by incorporating institutional practices that facilitate or expedite various aspects of development projects.





- Make information about available development sites readily accessible to the public.
  - Assist in helping with land assembly and title clearance in preparation for land development of available sites.
  - Allow for the aggregation of specially targeted or multiple owner lots designated as underutilized or undersized to provide incentives for private investor redevelopment.
  - Create/expand a business development program to aid, expand, or retain existing businesses and promote new business opportunities. Consider a small business administration loan program to aid small business startups in the community.
  - Provide development related assistance through an “Opportunity Site Grant Program”.
  - Create a US 1 merchants association.
4. Provide and improve recreation facilities and public spaces through partnerships and interlocal agreements with the private sector and other governmental entities to ensure they are well maintained, accessible, safe, and inviting.
- Make special enhancement funds available to re-design and repurpose existing parks and public areas utilizing Crime Prevention through Environmental Design (CPTED).
  - Identify and expand the development of neighborhood parks and community gathering spaces. This can include public improvements for parks, playgrounds, structures/facilities, parking areas, boat ramps and related infrastructure.
  - Explore the potential re-use of existing County offices in downtown for other public-private use.
  - Promote the senior center as an asset in the community through event planning and promotion.
5. Expand the City's Neighborhood Planning Program, including the development of neighborhood and/or community master plans.
- Provide housing/neighborhood improvement programs aimed at assisting to stabilize existing neighborhoods.
  - Encourage innovative design which integrates environmentally sound best practices (e.g., green building design, low-impact development, dual water systems, and xeriscape).
  - Consider updates and amendments to the Comprehensive Plan and Zoning Code to expand the mixed use zoning area within the proposed US 1 Community Redevelopment Area.
  - Continue to evaluate building heights and other design features for modification, together with other implementation tools, as the CRA matures.
  - Assist in the preparation of neighborhood overlay plans and sector plans to promote flexibility in design addressing building height, shared access, and parking facilities.
  - Create an overlay district and a land use compatible area adjacent to the airport and FEC.
  - Investigate joint marketing and zoning changes to the hotel/motel uses along US 1.
6. Establish compatible industries adjacent to commercial and residential districts.
- Limit Industrial uses to areas specifically classified as Industrial on the City of New Smyrna Beach's Future Land Use Map targeting the areas adjacent to the New Smyrna Beach Municipal Airport and the Tionia Industrial Park; industrial uses within the Business Corridor district should be prohibited.
  - Develop standards of design and type of use which will minimize detrimental effects to the public health, safety, and welfare, and be in harmony with the objectives of this Master Plan.
  - Promote and provide incentives for green industries within US 1 CRA.
  - Improve commercial and industrial land use compatibility with nearby residential and phase out incompatible uses.
  - Provide infrastructure improvements and business support services (infrastructure, wi-fi, etc.) which will assist in attracting and retaining businesses within the targeted industrial and business zones.
7. Incorporate housing revitalization through housing maintenance programs and rehabilitation services.
- Provide the development of housing diversity and affordable housing to residents of low to moderate income, including the elderly.
  - Re-establish older neighborhoods through redevelopment and revitalization of the City's housing stock through improvements in safety, infrastructure, and housing partnerships.
  - Promote programs and incentive for homeowners to rehabilitate their homes. Such incentives may include low interest loans or information on other funding sources for the repair of single and multi-family homes depending on the applicant's income and monthly budget.
  - Coordinate with intergovernmental agencies such as Volusia County Housing Authority and Habitat for Humanity to assist low income households with down payment and closing costs assistance.





- Institute incentives for private developers to finance the construction of affordable housing including density bonuses, tax abatement, and the reduction or waiving of building permit fees.
  - Preserve and expand residential and non-residential incentives currently in use within the existing CRA. Look for a diversification of programs and projects throughout the entire new CRA.
  - Explore a sustainable housing/new housing program to create opportunities within the community including rental assistance and holding rental rates steady.
8. Encourage community policing innovations designed to decrease crime by reducing opportunities for criminal activity through visible presence of law enforcement in the community, including community mobilization, neighborhood block watch, citizen patrol, bicycle or foot patrol, or intensified motorized patrol.
  9. Investigate/implement a Community Benefit Agreement (CBA) program. CBA's are generally programs which aim to provide some form of benefit to residents of an affected community or neighborhood. Typically these agreements require an additional condition for projects that receive agency funds, such as a requirement that area residents receive priority in construction employment for the project.
  10. Establish a unique identity to promote the Vision of the US 1 CRA through branding and marketing programs.
    - Create a logo, identity package, and website which can be used to identify the new CRA while continuing to utilize promotional/branding material from the existing CRA, such as "The Loop."
    - Establish a brand for the new CRA that may be used on literature, banners, gateways, and all types of promotional campaigns.
    - Support festivals, exhibits, performances, and other special events designed to attract residents and visitors to the new US 1 CRA.
    - Encourage consistent architectural and site design themes to promote a style or quality of new construction that would maintain the desired theme and scale of development in the US 1 CRA.
    - Create a business recruitment package that is updated regularly with a listing of available properties, maps, building profiles, and information for current and planned events.
    - Create formal joint marketing and business recruitment, expansion, and retention efforts with the Chamber of Commerce and Airport for the US 1 CRA.

## URBAN DESIGN ELEMENTS

### GATEWAYS AND SIGNAGE

Some of the simplest and least expensive beautification efforts can have enormous impacts. Gateway signage and landscape can be the first building blocks of an overall branding program and instill civic pride. Beautification efforts along the corridor can be completed incrementally over time, but it is important to have an overall plan in place to strategically organize the investments. Consistent and complementary signage and gateways were all identified as priorities for the CRA to consider during the public workshops.

With the significant volumes of traffic traveling on US 1 through the City, signage may be one of the most underutilized, yet most effective tools, to attract and guide residents and visitors. Wayfinding signage can include not only basic information including a site's name and general direction, but a map illustrating the proximity of uses to one another. With a comprehensive wayfinding study in place for the CRA, the City could use the final product as a basis for enhancing other roadways and corridors throughout the City in a coordinated fashion.



1. Provide gateways at key areas of the City to encourage a sense of community and arrival. Use the gateways into the City to solidify and confirm the image of New Smyrna Beach. Potential gateway locations identified as part of the public workshops include: US 1 north of the NSB Airport; US 1 south at the City limits; and Canal Street at SR 44 or US 1.
2. Provide seasonal identification features, such as the holidays and other events, along the major CRA corridors.
3. Coordinate with FDOT and the City/County to add paving systems or some other symbolic markings in the intersection to reinforce the gateway effect.
4. Extend the gateway theme into wayfinding and signage design elements throughout the CRA.
5. Coordinate the wayfinding signage master plan through a partnership with FDOT, the City/County, and local businesses. Wayfinding design and other features require careful planning to avoid conflicts with other features, pedestrian flow, and view corridors to local business signage and building identifiers.
6. Address the needs of seasonal residents and visitors to the City/CRA who often may have very little or no knowledge of the location of attractions in the New Smyrna Beach CRA. The importance of signage and wayfinding, which cater to a national and international population base, can be major "supporters" to the many businesses and economic activities within the CRA.

### COMMUNITY CONNECTION

Community connectivity is not all about cars. Traditionally, the US 1 Corridor has catered to the movement of vehicles. The community of New Smyrna Beach has recognized that more important for the long term vitality of the US 1 CRA is the connectivity and comfort for pedestrians, bicyclists, and users of mass transit. Adding pedestrian connectivity and enhancing the comfort and safety of the pedestrian experience through context sensitive solutions, is really where investment in infrastructure gets the most return.





An efficient community connectivity system joins neighborhoods and activity centers via a network of streets, sidewalks, and bicycle lanes that are safe and supportive of pedestrians, bicyclists, and vehicles including public transit such as trolleys. Such a system offers users choices for short and long trips alike and promotes convenient movement of people and goods throughout the community. The City and County are both supportive of multimodal transportation planning which can include an interconnected network of community-friendly streets, adequate sidewalks, and interconnected pathways that provide for the safe, effective, and efficient movement of all modes of travel including driving, walking, cycling, and transit.

As connectivity increases, travel distances decrease and route options increase, allowing the transportation system to be used more efficiently by the automobiles, buses, pedestrians, and bicyclists. Connectivity improves circulation and allows for street designs that can be responsive to the practical needs of the City and CRA. Rather than streets assuming a more suburban form with multiple lanes, no or limited parking and dedicated turn lanes, the street can be a place where wide sidewalks, on-street parking and pedestrian trips are possible.

“Complete Streets” is a term used nationally to describe the transformation of vehicle-dominated thoroughfares in urban and suburban areas into community oriented streets that safely and conveniently accommodate all modes of travel, not just motorists. This section describes the process and components of a Complete Street, setting the stage for the plan’s transportation and land use recommendations. Local citizens, business owners, and officials recognize the importance of a shift from an automobile-dominated roadway to a balanced, multimodal transportation system that respects all users of the roadway and the rights of adjacent land owners. Focus groups and the general public voiced their concerns during the well-attended public workshops about the City’s current transportation system.

## Streetscape Improvements

Streetscape improvements can be one of the best ways to instill pride in the citizens and demonstrate effective use of resources for the CRA. Streetscape projects are intended to beautify public rights-of-way, provide safe opportunities for pedestrian/bicycle travel, and upgrades to the use and appearance of roadways and intersections. Beautification projects may include landscaping of medians and rights-of-way, undergrounding or relocation of utilities, decorative lighting, street furniture, and “gateway” features at its entrances. Other streetscape projects emphasize pedestrian/bicycle mobility and safety, such as construction of sidewalks/pedways, enhanced transit stops, and intersection improvements.

Effective planning and coordination is required to help revitalize, reenergize, and create enhanced streets.

1. Identify and approve funding for transportation systems (automobiles, transit, pedestrians, bicycles) to facilitate connectivity throughout the CRA by serving all of the neighborhoods and providing connection access to parks, schools and activities.
2. Actively monitor the Florida Department of Transportation plans for US Highway 1 to reflect the community’s preferred design alternative and Complete Street standards.
3. Incorporate “Complete Streets” and Context Sensitive Design practices and programs into all retrofits and new roadway construction, where feasible.
4. Identify areas programmed for infrastructure improvements with FDOT, Volusia County, and/or the City, including water/wastewater, drainage, parking, traffic lights, sidewalks, landscaping, and new signage. Coordinate beautification/infrastructure projects in order to save time and material costs.
5. Create a safe efficient traffic circulation system that provides sufficient access by all modes of transportation between activity centers within the redevelopment area and the services of the community.
6. Develop a streetscape plan for the commercial and business corridors including site furnishings, lighting, landscaping, decorative pavers and signage. Prioritize the recommended improvements based on programmed plans in partnership with other agencies.
7. Provide for roadway improvements within the industrial area/Industrial Park Avenue.
8. Add a traffic signal at US 1 and Industrial as previously indicated in a study for FDOT. The study also recommended that the City consider constructing an east bound right-turn lane in this area to further increase traffic safety.
9. Integrate traffic calming techniques throughout the internal roadway system to enhance safety and facilitate a pedestrian/bicycle friendly environment. Traffic calming techniques may include the use of pavers or decorative concrete, raised pavement, roundabouts, or change of landscape treatment. In addition, the creation of pedestrian nodes at major intersections, mid-block crossings, and other locations will alleviate potential conflicts between vehicles, pedestrians, and bicyclists.
10. Underground utilities, where feasible, to protect property during natural disasters and increase visual appeal.
11. Add mast arm signal lighting at designated intersections to improve safety and continued use during storm events and to increase visual appeal.

## Pedestrian Pathway Improvements

Today, it is understood that every outing begins and ends with a pedestrian trip. For improved quality of life, citizens now strive for livable, walkable communities that balance travel between modes. A common theme of any sustainable community is how well it accommodates pedestrians and bicyclists, for both recreational and more utilitarian trips. The ability to move safely along and across a city’s streets is a cornerstone of a



*Allan Jacobs, wrote in the book “Great Streets”;  
“Given a limited budget, the most effective expenditure of funds to improve a street would probably be on trees.”*





community's transportation system. Still, pedestrian activities are often forgotten when planning future improvements to the transportation network. When a proper pedestrian environment exists, walking provides a practical choice and benefits both individuals and their communities. These benefits include improved personal health, reduced traffic congestion which improves air quality, and lowers automobile parking demands.

Features that contribute to walkable communities include a healthy mix of land uses, wide sidewalks, buffers between the edges of pavement and the sidewalk, and trees or canopies to shade walking routes connecting significant features. Lighting and/or improved lighting within the pedestrian areas also creates a more inviting space. Slowing traffic speeds, narrowing streets to reduce pedestrian crossing distance, and incorporating pedestrian infrastructure (i.e. signage, crosswalks, and adequate pedestrian phasing at signals) into future roadway design plans and redevelopment projects, also make communities more walkable and inviting to both residents and visitors.

In order for sidewalks, bicycle paths, and parking areas to be properly utilized, they must be established with safety in mind. One of the key elements to safety in each of these facilities is proper lighting. Each of these facilities will be utilized in the daytime, but without proper lighting and other safety features, their use at night will drastically decrease. Therefore, it is important to include the design of adequate lighting for new facilities that will be developed in the CRA. In addition, improved lighting should be considered for existing facilities (sidewalks in the downtown, parking areas at existing parks, etc.) in the CRA. When planning these improvements, it is important to focus on the use of alternative energy usage for street lights (i.e. LED, solar), cross-walks, parking lot lighting, parks, and similar improvements.

In August 2011, the City of New Smyrna Beach updated the existing Master Sidewalk Plan from 2004 in order to:

- Incorporate areas of new growth,
- analyze potential needs caused by that new growth,
- Reflect changes to the VOTRAN transit routes,
- Identify where existing sidewalks are in need of repair and/or replacement, and
- Ensure the correct placement for proposed sidewalks throughout the City.

As noted in the Sidewalk Plan, "Creating a sidewalk network requires interlinked, connected and continuous sidewalks." Based upon the analysis in the report and to address potential safety issues, the report recommended that prioritization of additional sidewalk construction should include: routes to schools, high pedestrian activity areas, connecting existing sidewalk gaps, and extending the sidewalks the complete length of the road. The sidewalk network should connect residents to schools, pedestrians to the core of the community, and other high intensity uses within the CRA. In addition to an analysis of the City's existing and future sidewalk system, the Study also identified and recommended completing the sidewalk system within targeted neighborhoods (i.e., gaps in the system).

Pedestrian-friendly areas have a logical system of interconnected facilities that allow for safe travel between origins and destinations. Like most downtown settings, sidewalks are present on the main streets in downtown New Smyrna Beach. However, the quality of these sidewalks-both in form and function-varies. Moving away from the downtown core, pedestrian facilities begin to transition and become substandard or absent altogether, including in those areas where there are public and civic uses (i.e., parks and schools). Many communities evolved prior to the development of specific guidelines for sidewalks design and placement, and as a result, these communities have sidewalks conditions that are less than ideal. Still, any sidewalk is better than no sidewalk. Therefore, focusing on sidewalk maintenance, as well as the construction of new sidewalks (where links are missing), is important. As continued investment occurs in the CRA (i.e. downtown and surrounding neighborhoods), it will be important to have identified and prioritized sidewalk needs to guide construction and maintenance of the pedestrian pathways.

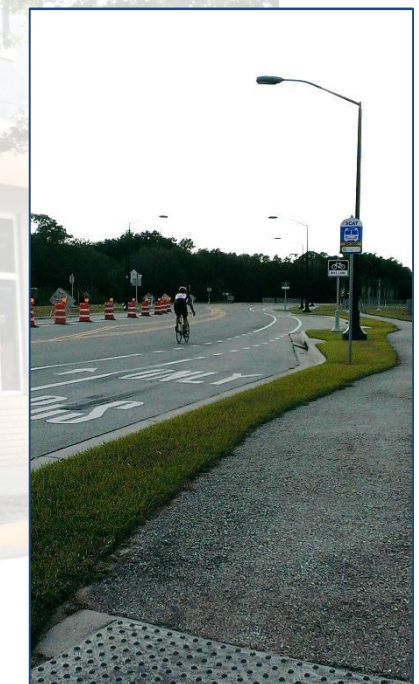
1. Strengthen the pedestrian paths from the parking areas to the destinations through the use of enhanced sidewalks, clearly defined pedestrian realm, street furniture, lighting, signage, etc.
2. Create a safe, secure, appealing, and efficient pedestrian system, designed and separated from vehicular circulation where feasible. Utilize landscaping, lighting, and other visual treatments to enhance the areas and surrounding environment.
3. Pursue development of recreational amenities surrounding the CRA, where feasible, including trails and bikeways to encourage pedestrian access to the Business Corridor district.
4. Prepare a comprehensive bicycle and pedestrian plan to address connectivity to amenities within the City and County, including regional Trails.
5. Promote the US 1 CRA through design and implementation of a signage and wayfinding system directing traffic to and from the CRA, and the major connectors and destinations in the region.
6. Create a safe efficient traffic circulation system that provides sufficient access by all modes of transportation between activity centers within the redevelopment area and the services of the community.
7. Fill in sidewalk gaps by constructing missing sections and adding crosswalks at all signalized intersections of arterials and collectors.
8. Add sidewalks across from the rail road crossing along Wayne and Washington streets. Add new pedestrian crossing gate to increase safety.



PERSPECTIVE VIEW AFTER REDEVELOPMENT



SECTION VIEW





## Transit Zones

Another element of community connectivity that needs to be considered is enhancing multimodal transit stops and recognizing transit zones. Transit zones and multimodal activities are generally identified as areas that contain alternative modes of transportation including rail stations, airports, and bus terminals/stops. Areas with higher densities and intensities promote the use of public transit and multimodal activities through transit oriented development (TOD) and design standards. To enhance the potential development around transit stations, in order to support transit and multimodal activities, the city should consider designating transit nodes or zones. These zones are typically within ¼ to ½-mile radius of a designated multimodal activity. These zones would require TOD design principles to be incorporated and permit increased densities and intensities. By focusing on transit zones, the CRA will be able to balance the conscious placement of employment and residential in proximity to the transit systems and comfort of access to transit.

The CRA could look into developing a plan for the transit stops including those designed for trolley (circulator) use that not only enhance the rider's experience, but could also help enormously in the beautification of the corridor including shelters, benches, and trash receptacles. Some CRA's have used this type of activity in coordination with their branding activities or as a part of a public art program. Other CRAs have supported increased transit service to ensure employees, residents, and visitors have a method of transportation to reach activity centers and opportunity areas.

1. Encourage multi modal use, reducing the need for parking.
2. Improve and increase public transportation access and route availability. Coordinate with Volusia County VOTRAN on alternative transportation modes to improve connectivity of mass transit facilities and routes to better serve the CRA including a downtown circulator/trolley.
3. Review established mass transit stops, defined routes and connections with trails, and other attractions to support economic and social interest in the CRA.
4. Investigate public-private partnerships to improve transit stops with shelters, benches, art, or other features that enhance the experience of the redevelopment area.
5. Provide off-site parking and a transit shuttle (circulator).
6. Provide spaces for bike facilities/bike parking.
7. Explore opportunities to partner with the Volusia Transportation Planning Organization (TPO) and Votran to recognize connections to SunRail, and provide local and regional public transportation with its associated facilities, such as bus stops, shelters and hubs.
8. Prepare transit oriented development (TOD) and design standards for identified mass transit hubs.

## Parking and Access Management

Presently, the main concern for parking is centered in the actively redeveloping areas adjacent to both business and residential uses. Provision of either on-street parking or the development of centrally located parking facilities will allow the improved (expanded use) of existing lots for structures. However, one area of concern that should be reviewed is on-street parking on inadequate side streets can create problems with the residents and visitors alike.

A comprehensive approach to parking in the redevelopment area should include the potential for more efficient use of existing parking areas through resurfacing, re-striping, improved signage, landscaping, and wayfinding, as well as the creation of new parking areas, which may include the use of parking garages. The CRA should actively investigate public-private partnerships with owners of existing parking facilities in close proximity to commercial and mixed use districts for potential use of a portion of their existing parking facilities including during special events. Existing facilities may include shopping centers, offices/medical facilities, and employment centers which generally meet and/or exceed the parking needs for those specific uses, and in most cases, provide parking in excess of generated need.

In general, those that express parking concerns usually desire closer parking rather than more parking. Prior to the CRA expending funds on the construction of new parking areas or the redevelopment of existing parking facilities, it is recommended that a comprehensive parking inventory and study be conducted. This study will ensure that future decisions regarding public parking both on-street and off-street are made based on accurate supply and demand data, availability, as well as parking generators and lot locations (i.e., proximity to uses). As redevelopment takes place, property that is currently vacant will become developed providing the opportunity to create a more attractive pedestrian environment and inviting spaces. Through urban design techniques, including continued installation of signage, and landscaping improvements, parking areas that are now perceived as being remote, will be better incorporated into the CRA framework. This can also provide opportunities for community event space or special events.

A critical element to the full utilization of the existing parking spaces or any amenity/attraction in the CRA, is its ability to be found. It is recommended that the City continue to invest in a series of coordinated wayfinding signs with a uniform theme so that visitors may easily navigate their way safely and quickly to their destinations as well as identify other points of interest that may not be easily known or located. In addition, the development and placement of a downtown map at key locations can also enhance parking lot use.





1. Review existing and historical parking areas on both public and private properties in the CRA to determine sufficient capacity to serve short- and long-term needs.
2. Examine the relationship with City parking standards and requirements to recognize joint use of parking facilities and provide for alternative parking standard requirements.
3. Identify additional parking opportunities in the CRA that are not only safe and convenient, but easily located and accessible.
4. Promote shared parking and cross access easements to alleviate the traffic congestion along US Highway 1.
5. Identify access management controls for existing locations, and other transportation solutions such as signalization and timing of traffic lights along corridors.
6. Improve transportation movements along corridors to create off corridor access routes, shared access to businesses and parking, and reduced driveway cuts.
7. Identify access management controls and other transportation solutions compatible with the Volusia TPO's US 1 Corridor Improvement Program.

The Vision for the US 1 CRA incorporates the definition of a complete streets transportation system. This Vision includes an interconnected network of community-friendly streets, adequate sidewalks, and interconnected pathways that provide for the safe, effective, and efficient movement of all modes of travel including driving, walking, and cycling.

A comprehensive look at the existing conditions and funded/programed transportation projects have been conducted and included in the CIP.

## STORMWATER MANAGEMENT SYSTEMS

Communities, businesses, and property owners rely on the stormwater management system provided by the local government to deliver needed flood protection for their property and for handling storm events that prevent standing water. The effective management of stormwater within the CRA is a priority for a sustainable and vibrant economy. In addition, the Florida Department of Environmental Protection (FDEP) has initiated a statewide watershed management approach to restore and protect Florida's water quality. Strategies for improving stormwater conveyance, treatment, and discharge have been incorporated into the CRA's approach to improving stormwater conditions.

Typically, historical development that was permitted and constructed prior to today's standards for water quality treatment and storage do not meet current design standards. Lot configurations of some developed properties within the CRA lack adequate stormwater management facilities and are nonconforming to local and state regulatory requirements. Current stormwater requirements in the St. Johns River Water Management District (SJRWMD) dictate individual systems on each property that consume available open space for stormwater facilities. Often these constraints delay or prevent financially feasible redevelopment.

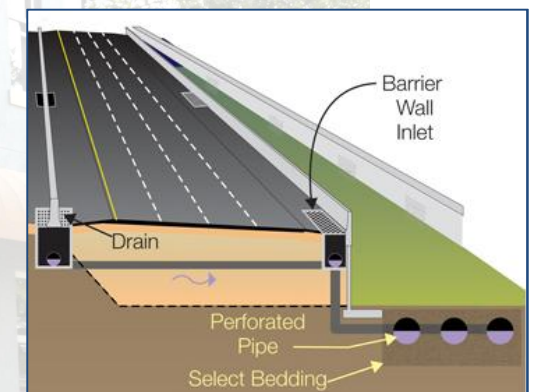
The Stormwater Facilities Master Plan was updated for the City of New Smyrna Beach in 2001. The original Stormwater Master Plan was developed for the City in 1995. This Plan and the stormwater utility fee report make up the two primary components of stormwater management in the City. The City implemented a monthly stormwater utility fee in 1995 that funds improvements identified in the Plan. This was the first time that a dedicated funding source was implemented for stormwater projects within the City.

The City falls within the geographic portions of four watersheds identified in the City's Master Stormwater Plan. These hydrologic units are identified by their receiving waters or the ultimate destination of their stormwater drainage. The US 1 CRA lies within three of these basins: The Indian River North/Mosquito Lagoon basin; Turnbull Creek basin; and the Spruce Creek/Turnbull Bay basin. The Stormwater Facilities Master Plan evaluates drainage capabilities within the City limits including: capacity of existing conveyance and storage facilities, impacts to surrounding surface water quality, existing infrastructure needs, and problem flooding areas. An implementation plan was developed at the time of the study which identified priority projects within the proposed CRA district that address areas deficient in water quality treatment and/or are subject to flooding. The projects determined the most suitable Best Management Practice (BMP) for a given situation, prepared a list of needed economically feasible capital improvements, and established a phased plan for accomplishing these improvements based on priority and available revenue. The list of projects within the proposed CRA district still requiring completion have been included as part of the CIP.

### *Low Impact Development (LID)*

LID is an innovative approach to stormwater management that incorporates various land planning and design practices to reduce impact to water quality from urban development. In general, the LID approach includes practices that:

- Encourage preservation of natural resources;
- Allow development in a manner that helps mitigate potential environmental impacts;
- Reduce cost of stormwater management systems;
- Use a host of integrated management practices to reduce runoff; and
- Reduce pollutants into the environment.





The basic LID principle is to manage rainfall at the source using uniformly distributed decentralized micro-scale controls. LID's goal is to mimic a site's predevelopment hydrology by using design techniques that infiltrate, filter, store, evaporate, and detain runoff close to its source. Techniques are based on the premise that stormwater management should not be seen as stormwater disposal. As an alternative to conveying, managing, and treating stormwater in large, costly end-of-pipe facilities located at the bottom of drainage areas, LID addresses stormwater through small, cost-effective landscape features. These landscape features, known as Integrated Management Practices (IMPs), are the building blocks of LID. Almost all components of the urban environment have the potential to serve as an IMP. These components can include open space, rooftops, streetscapes, parking lots, sidewalks, and medians. LID is a versatile approach that can be applied equally well to new development, urban retrofits, and redevelopment projects within the CRA.

Use of exfiltration systems have been successfully demonstrated on larger Florida Department of Transportation projects as an alternative to stormwater ponds. Drains flanking the roadway allow water to enter perforated pipes under roadway shoulders. Water then seeps down into gravel bedding surrounding the pipes. Exfiltration systems allow stormwater to be managed without the added space and expense needed to construct stormwater ponds and can help naturally recharge the ground water aquifer. The use of bioretention areas serve small drainage areas, or they can be installed in larger drainage areas as IMP's, to manage large quantities of runoff and can serve as an important tool for encouraging and supporting economic revitalization of existing sites that face stormwater management challenges.

The CRA should consider encouraging basic LID and Exfiltration System components within new infrastructure projects and/or retrofitting of existing areas. These types of improvements will further the community's water quality and foster overall improvements in the master stormwater system.

1. Develop a stormwater master plan overlay district for the CRA that provides a set of incentives to allow relief from specific codes and regulations pertaining to subareas identified within the corridors which may be unbuildable in accordance with current water quality standards. Any waivers shall be coordinated with other state agencies if applicable.
2. Improve Myrtle Street to address flooding issues with new sidewalks and stormwater facilities.
3. Repair and upgrade existing stormwater and drainage facilities identified within the City's Stormwater Master Plan.
4. Coordinate the repair or construction of infrastructure improvements concurrent with roadway construction and repaving activities (i.e., drainage structures, underground overhead utilities, etc.).
5. Design retention and stormwater management features as amenities to the CRA to provide positive aesthetics and function to community open space and serve as assets for joint use and enjoyment by the public through open space and design enhancements.
6. Provide a mechanism for stormwater credits for site plans that include Low Impact Development (LID) standards, permeable paving materials, green roofs, roof rainwater collection and infiltration to reduce development costs related to construction and to manage stormwater in a way that mimics the natural system.
7. Provide shared infrastructure facilities necessary to develop undersized/odd shaped lots. Optimization of stormwater treatment facilities that can support redevelopment of properties within the CRA at a higher and better use as opposed to individual site stormwater facilities.
8. Evaluate and improve any deficiencies of the pipes within the stormwater management system.
9. Evaluate improvements to stormwater inlets (capacity, configuration, and spacing) that may increase the effectiveness of the overall system.

## UTILITIES

The ability to connect to public infrastructure and utilities is a key factor in site selection for private investors and businesses to either expand and/or relocate to an area. The availability of utilities, including water and waste water, is generally reviewed when determining a community's economic strengths and weaknesses for attracting and retaining job-generating, revenue producing businesses, and industries. Utilities assist to promote and facilitate the development and reuse of existing properties within a community and the CRA can assist in their funding, upgrade, and construction. Just like other pieces of the aging infrastructure, the utility system could be a candidate for improvements that facilitate redevelopment and beautification. Additional infrastructure and utilities also include the presence and availability of communication/internet access, street lighting, and energy services.

1. Provide necessary public facilities at acceptable levels of service within the redevelopment area to accommodate existing and future needs as proposed development occurs within the redevelopment area.
2. Provide incentives/assistance for providing public utilities within the Historic West Side neighborhood including water and sewer.
3. Identify areas for combined projects that include infrastructure and beautification improvements, including water/wastewater, drainage, parking, traffic lights, sidewalks, landscaping, and new signage.
4. Work with all appropriate government and private utilities to ensure the provision of adequate public facilities and utility services within the redevelopment area, such as public transportation, electricity, telecommunications, cable television, water, stormwater, sanitary sewer, gas, parks and recreation, and solid waste.
5. Develop a Utilities Master Plan, and update on a regular basis, a listing of needed and/or desired utility projects that provide and improve access to utility services within the CRA.
6. Utility lines shall be placed underground wherever feasible. If above ground structures, such as water tanks or transformer boxes, must remain within the CRA, they should be located and treated in a manner that is safe and aesthetically pleasing.
7. Infrastructure improvements such as stormwater, wastewater, and potable water make properties more amenable to development. The City/CRA may undertake infrastructure improvements in partnership with private entities, if determined improving the infrastructure of certain properties is beneficial to the City for housing revitalization and blight mitigation.



SECTION FIVE CAPITAL PLANNING

Economic Development Strategies

The success of any specific program and/or project is dependent on the identified steps for implementation, coordination of efforts, and available resources. Some projects may require the dedicated efforts of the CRA and the City to better leverage available resources, as well as the potential for additional investment in the project either through dedicated funds, in-kind services (i.e., land dedications and/or acquisitions), or public-private partnerships. This Section identifies certain funding mechanisms necessary for successful development and redevelopment activities including TIF funds and/or leveraged funds (i.e., grants). Subsequent to this analysis and the identification of potential funding sources, strategies for implementation of specific programs and projects are identified as possible tools for use by and within the CRA.

Capital Projects, Programs, and Projected Costs

The CRA anticipates exercising, without limitation, the enumerated powers set forth in the Community Redevelopment Act of 1969 to create, fund, and implement an array of strategies to promote redevelopment programs and projects within the community redevelopment area. The Community Redevelopment Act also requires identification of publicly funded capital projects to be undertaken within the CRA.

A short- (0-10 years), medium- (11-20 years) and long-term (21-40 years) draft capital and program fiscal year budget have been prepared to serve as a guide to base decisions on existing available funds, community desired implementation programs, catalyst opportunities, and incentives to support economic development within the US 1 CRA. It is difficult to identify, with any great degree of specificity, all capital projects necessary to realize the primary and community objectives contained in the master plan. As the master plan is implemented, budgets and costs for the necessary underlying infrastructure to develop the City's Vision will occur. It will be necessary to combine both public and private sources of capital, using both long- and short-term financing options, to successfully implement the Master Plan.

The Capital Improvement Work Plan (Table 8) dollar amounts are primarily based on the median range of costs from past projects and programs. The projects and numbers listed in the work plan and operating budget have been used for budgetary purposes only, and are considered to be relatively conservative. The recommended costs for capital improvement projects include design and construction costs, as well as contingent costs for additional studies, data manipulation, or research needed to implement each project. The costs generally do not include costs of land acquisition and/or consolidation.

Transportation Related Improvements

When considering the need for transportation-related improvements within the US 1 Community Redevelopment Area, various sources of information were assessed and evaluated. Transportation-related improvements encompass a wide array of potential projects including, but not limited to, such items as sidewalk/trail improvements, transit-related enhancements such as increased bus frequency, as well as roadway related improvements like turn lanes and signalization needs (See Map 4). The first step was the identification of those improvements with any phases programmed for funding by the City, Volusia County, or the Florida Department of Transportation (FDOT). Provided in Table 5 below is a list of those projects contained within the City Capital Improvements Program, the Volusia County Road Program, and the FDOT's Adopted Work Program. Also provided, where available, are the phases of the project (design, construction, etc.), as well as project-related costs and dates.

Table 5 - Programmed and Funded Projects

| City of New Smyrna Beach Capital Improvements Program |             |                         |             |   |                         |  |
|---|-------------|-------------------------|-------------|---|-------------------------|--|
| Project   | Budget      | Expenditure-<br>to-Date | Balance     | Phases to Which<br>Budget/Expenditure<br>Pertains | Date of<br>Construction |  |
| Gateway Landscaping (US 1 at Canal St.) 567908        | \$38,555    | \$38,378                | \$177       | Design  | 2018                    |  |
| Multi-Use Trail 567888                                | \$1,202,957 | \$159,454               | \$1,043,503 | Design & Construction                             | 2014                    |  |
| North Causeway Beautification                         | \$1,000,000 | \$0                     | \$1,000,000 | Design & Construction                             | 2016                    |  |
| Sidewalks 567726                                      | \$1,017,546 | \$267,565               | \$749,981   | Design  | TBD                     |  |
| SR 44 Southside Sewer Assessment                      | \$640,000   | \$0                     | \$640,000   | Design & Construction                             | TBD                     |  |
| Swoope Site Boat Ramp and Parking 00151901-567207     | \$1,524,973 | \$716,988               | \$807,985   | Design & Construction                             | 2014                    |  |
| West Canal Parking Lot 567785 & 567885                | \$667,513   | \$471,014               | \$196,499   | Design & Construction                             | 2013                    |  |



| Volusia County Road Program                                    |             |               |              |               |              |      |  |
|--|-------------|---------------|--------------|---------------|--------------|------|--|
| Project  | Engineering | Year          | Right of Way | Year          | Construction | Year |  |
| 10th Street Widening - Myrtle Ave to US 1                      | \$80,000    | Prior to 2013 | \$150,000    | Prior to 2013 | \$7,275,000  | 2013 |  |
| FDOT Work Program  |             |               |              |               |              |      |  |
| Project  | Engineering | Year          | Right of Way | Year          | Construction | Year |  |
| 7th Street Sidewalk from B Street to Myrtle Avenue             | -           | -             | -            | -             | \$55,473     | 2014 |  |
| SR 44 from west of SR 415 to east of Old Mission               | -           | -             | -            | -             | \$70,108     | 2017 |  |
| SR 44/Canal Street FEC Crossing                                | -           | -             | -            | -             | \$10,220     | 2014 |  |
| US 1 from 10th St to Industrial Park Ave Drainage Improvements | \$7,977     | 2014          | -            | -             | \$210,886    | 2014 |  |
| US 1 at Canal Street Intersection Improvements                 | \$8,162     | 2014          | \$1,494,000  | 2014          | \$3,473,654  | 2018 |  |

#### Pedestrian/Bicycle Facilities

For purposes of developing project-related costs to be included within the CRA's Capital Improvements Work Plan, a variety of studies and documents were reviewed to understand what potential projects within the CRA had previously been identified. In addition to those studies prepared by state and regional agencies, the City has adopted a sidewalk master plan that lists identified sidewalk needs and projected (estimated) costs to complete. The CRA CIP includes a listing of these projects within the targeted areas (CRA) with their respective time frame for construction.

The list of studies reviewed includes the US 1 Transportation Study from June 1999, which provided an extensive evaluation of the corridor from SR 442 in Edgewater up to the I-95 interchange in Ormond Beach. One of the primary conclusions generated by the study was a concerted effort by the communities along US 1 to maintain a four-lane section while focusing on targeted improvements to critical signalized intersections such as Canal Street, Wayne Avenue, and Turnbull Bay Road. In fact, as a result of this study, FDOT is in the process of implementing improvements at the US 1/Canal Street intersection as shown in the Table. This study also identified an extensive trail system along and adjacent to US 1, as well as bike-lane enhancements along US 1.

The Volusia Transportation Planning Organization has prepared safe routes to schools studies for Chisholm Elementary School, New Smyrna Beach Middle School, and Read-Patillo Elementary School. The purpose of these studies was to identify the need for pathway enhancements within a two-mile radius of each school. Recommendations for these studies range from adjustments to crosswalks and maintenance enhancements of existing sidewalk deficiencies, as well as the identification of additional pathway facilities. Some of the recommendations pertain to facilities located outside the CRA boundary and others, such as the mid-block crosswalk on Canal Street at Myrtle Street, have already been implemented. However, there are other recommendations, such as the addition of sidewalk on Ronnoc Lane between Sheldon Street and Palm Street, which have not been implemented but are located within the CRA boundary.

The Volusia TPO also has a list of prioritized projects which include bicycle/pedestrian-related facilities. Sponsoring agencies will first identify potential projects and provide an application to the Volusia TPO to have the projects entered onto the list. The projects are prioritized based on various scoring criteria pertaining to characteristics such as connectivity, safety, etc. Upon determination of project feasibility, projects eventually become eligible for federal funding provided that the sponsoring agency commits to delivering an agreed-to matching contribution. In this list are several pathway projects within the City of New Smyrna Beach of which only one, Turnbull Street from Turnbull Bay Road to Industrial Park Avenue, is located within the CRA.

The City of New Smyrna Beach also developed a sidewalk master plan which included the identification of needed facilities throughout the City, various maintenance items, and potential costs for each of the recommendations. The master plan identifies several pathway projects within the CRA, including along Anderson Street, Andrews Street, Industrial Park Avenue, Ponce Street, and Mary Avenue. The master plan also identified a pathway along Turnbull Street, which has since been included in the Volusia TPO prioritized list of projects.

In addition to the various studies and documents reviewed, an inventory of existing sidewalk and pathway facilities along the primary roadways within the CRA was reviewed to better understand where additional opportunities exist for pathway facilities. This is also identified in Map 5. This analysis is consistent with the City's Sidewalk Master Plan and map series. It should be noted that in evaluating gaps in the pathway system, a more refined assessment would be needed to further understand the



constraints created by, amongst other items, right-of-way and utility conflicts. The existence of the FEC railroad within the CRA does present a distinct challenge, relative to enhancing pathways within the CRA, as the need to provide new crossing gates can be costly (in excess of \$200,000 per location) as was experienced with the recently constructed Mary Avenue sidewalk.

The Volusia TPO also conducted Phase 1 of the US 1 Capital Improvements Program which effectively identified the various recommended projects included within more than 100 studies along US 1 in Volusia County. With that being said, this study essentially reiterates the improvements identified within the US 1 Transportation Study, the safe routes to schools studies, the Volusia TPO priority lists, and other miscellaneous studies performed by such agencies as the FDOT traffic operations department. No specific improvements beyond those previously identified were obtained from the US 1 CIP.

The compilation of the various pathway enhancements, as obtained from these previous sources, is summarized in Table 6. Although the manner in which redevelopment of a CRA occurs can be influenced by the Community Redevelopment Agency itself through a variety of means, the market is as much of a driving force as how the redevelopment is phased. Thus, the identification of specific improvements within the CRA, both the location and the timing, is extremely challenging at the initial development of a master plan. The need for some of the projects identified within Table 6 may become increasingly or less apparent as redevelopment occurs over time. In some cases, such improvements may no longer be needed while other not-yet-identified enhancements are likely to surface. With that being said, it is clear there are a number of pathway and roadway projects that would enhance the capacity, safety, and connectivity within the CRA.

Table 6 – Sidewalk Projects

| Sidewalk Projects   |  |              |           |
|---------------------|--|--------------|-----------|
| Location            | From/To                                    | Improvement  | Cost      |
| Andrews Street      | S. Orange St to Palmetto St                | new sidewalk | \$15,000  |
| Anderson St         | US 1 to Palmetto St                        | new sidewalk | \$25,000  |
| Industrial Park Ave | US 1 to Turnbull Bay Rd                    | new sidewalk | \$80,000  |
| Ponce St            | Pat Ave to Turnbull St                     | new sidewalk | \$15,000  |
| Mary Ave            | Duss St to Myrtle Ave                      | new sidewalk | \$10,000  |
| Ronnoc Ln           | Sheldon St to Palm St                      | new sidewalk | \$15,000  |
| Wayne Ave           | RXR Crossing                               | new sidewalk | \$35,000  |
| Washington St       | RXR Crossing                               | new sidewalk | \$35,000  |
| Washington St       | US 1 to Orange St                          | new sidewalk | \$25,000  |
| Turnbull Street     | Eleanore Ave to Turnbull Bay Rd            | new sidewalk | \$55,000  |
| Turnbull Street     | Turnbull Bay Rd to Industrial Park Ave     | new sidewalk | \$60,000  |
| Turnbull Bay Rd     | Fairgreen Ave to S. of Industrial Park Ave | new sidewalk | \$130,000 |

#### Vehicular-Related Projects

Similar to the efforts utilized in the identification of the bicycle/pedestrian-related facilities, various sources of information were reviewed to identify vehicular-related facilities including local, regional and state agencies. Additionally, information pertaining to roadway and intersection levels of service for facilities within the CRA was reviewed to identify potential deficiencies. As shown in Map 7, most roadway segments located within the CRA currently operate well at level of service C or better, thus indicating that there is currently ample available capacity to accommodate additional traffic that may be generated by future redevelopment. As it relates to the intersections, most locations currently operate well at LOS C or better. However, when considering the need for capacity-related improvements, it is clear that the US 1/Canal Street intersection commands the greatest attention. In fact, as previously mentioned, FDOT is currently implementing various capacity-related enhancements to the intersection.



The US 1 Transportation Study from 1999 identified various turn-lane improvements on the US 1 Corridor. However, these intersections are currently exhibited to operate well, and thus currently, the need for improvements is not apparent. But it is recognized that redevelopment can significantly alter travel patterns and traffic volumes within an area and along a corridor, and it is expected that every signalized intersection along US 1 will repeatedly need to be evaluated for potential turn-lane needs. The cost of a turn-lane can vary significantly depending on such things as right-of-way constraints, the length of the lane, potential adjustments to traffic signals, and drainage considerations. Given the uncertainty within which the area will redevelop, it is not appropriate to identify turn-lane needs at this point, but it is responsible to appropriately budget for such potential improvements in the future.

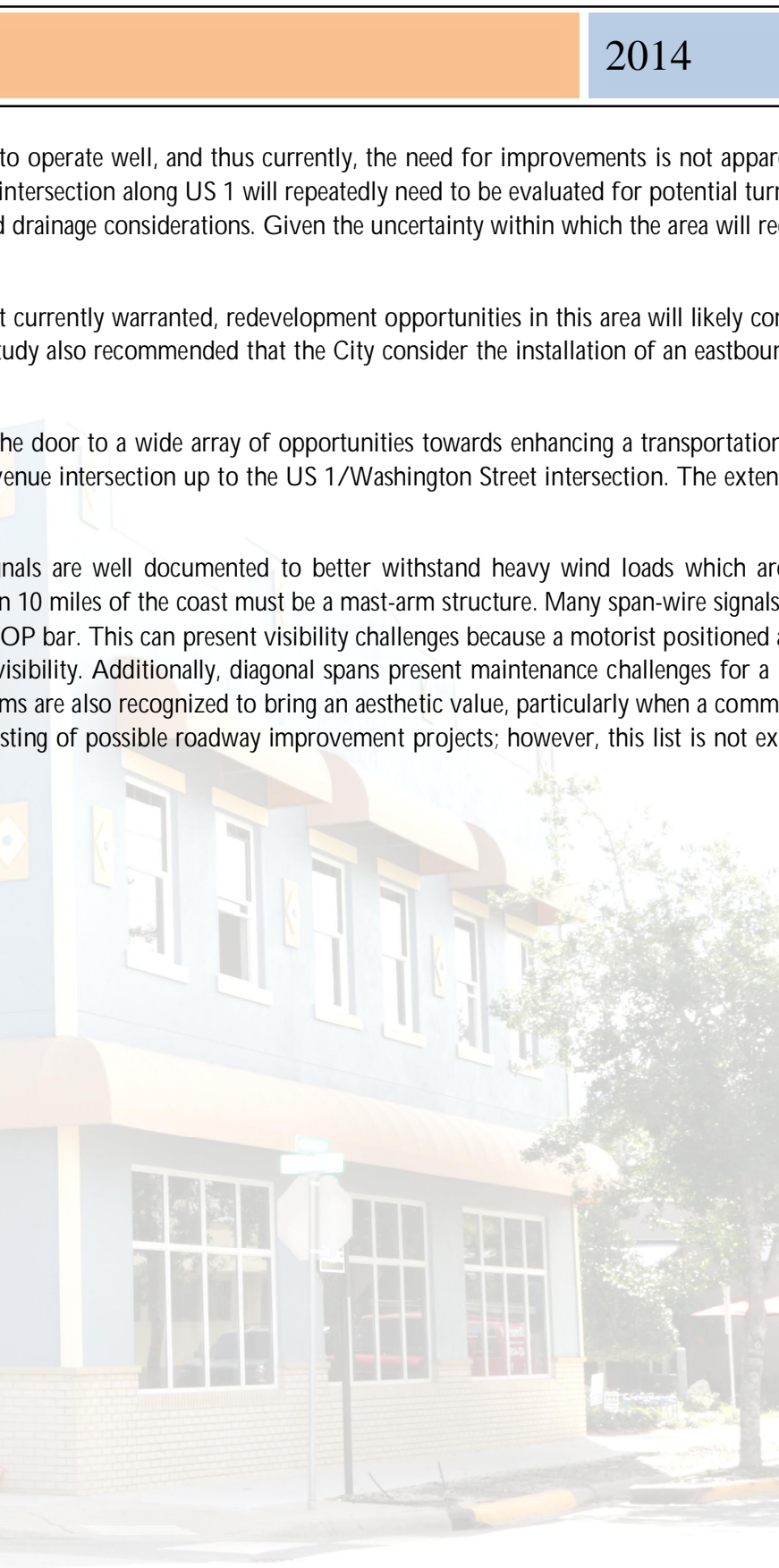
The US 1/Industrial Park Avenue intersection was recently evaluated by FDOT for the installation of a traffic signal. While the study concluded that a signal is not currently warranted, redevelopment opportunities in this area will likely continue to put pressure on this location. Thus, the eventual need for a traffic signal is likely in the future. As an interim improvement, in advance of a traffic signal, the FDOT study also recommended that the City consider the installation of an eastbound right-turn lane.

As transportation systems continue to evolve, one key focus continues to be connectivity and communications between traffic signals. Fiber optic cabling opens the door to a wide array of opportunities towards enhancing a transportation system and provides numerous other benefits outside of the transportation system. Currently along US 1, fiber optics interconnects are only provided from the US 1/Lytle Avenue intersection up to the US 1/Washington Street intersection. The extension of fiber optic cabling from 10<sup>th</sup> Street to Lytle Avenue and from Washington Street up to Industrial Park Avenue could provide significant benefits along the corridor.

As a global transportation-related improvement, mast-arm traffic signals provide several benefits as compared to a traditional span-wire signal. Mast-arm signals are well documented to better withstand heavy wind loads which are critical for communities like New Smyrna Beach located in close proximity to the coast line. In fact, FDOT requires that any new traffic signal on a state highway located within 10 miles of the coast must be a mast-arm structure. Many span-wire signals are diagonal spans, extending across the middle of the intersection. Diagonal spans are less desirable from an operational perspective as signal heads are located closer to the STOP bar. This can present visibility challenges because a motorist positioned at the STOP bar may have to lean forward to gain view of the signal. Mast-arm signals enable the signal heads to be positioned further away from the STOP bar enhancing visibility. Additionally, diagonal spans present maintenance challenges for a maintenance vehicle which must be positioned in the middle of the intersection whereas with mast-arms, the maintenance vehicle can be positioned within a single lane. Mast-arms are also recognized to bring an aesthetic value, particularly when a community desires to eliminate unsightly overhead power lines. Typical costs for a mast-arm signal vary but tend to average around \$200,000 per intersection. Table 7 provides a listing of possible roadway improvement projects; however, this list is not exhaustive and should be reviewed with the adopted CRA CIP.

Table 7 – Roadway Projects

| Roadway Projects                 |   |                              |           |
|----------------------------------|---|------------------------------|-----------|
| Location                         |   | Improvement                  | Cost      |
| US 1                             | from 10th to Lytle Ave                    | Fiber Optic Interconnect     | \$160,000 |
| US 1                             | from Washington St to Industrial Park Ave | Fiber Optic Interconnect     | \$210,000 |
| US 1 at Industrial Park Ave      |   | signal warrant analysis      | \$6,500   |
| US 1 at Industrial Park Ave      |   | new Mast Arm signal          | \$200,000 |
| US 1 at Washington St            |   | replace signal with Mast Arm | \$200,000 |
| Washington St at Riverside Dr    |   | replace signal with Mast Arm | \$200,000 |
| US 1 at Wayne Ave                |   | replace signal with Mast Arm | \$200,000 |
| SR 44 at Live Oak St             |   | replace signal with Mast Arm | \$200,000 |
| SR 44 at Palmetto St             |   | replace signal with Mast Arm | \$200,000 |
| SR 44 at Myrtle Ave              |   | replace signal with Mast Arm | \$200,000 |
| US 1 at Turnbull Bay Rd          |   | replace signal with Mast Arm | \$200,000 |
| North Causeway at Barracuda Blvd |   | replace signal with Mast Arm | \$200,000 |





## Opportunity Sites

The City and CRA have had numerous successes in achieving redevelopment goals through their “Opportunity Site Grant Program”. Based on the CRA’s successes, it is the intent of the US 1 CRA Master Plan to continue this program as a viable and allowable redevelopment activity. Consistent with this program, the following is provided as guidance (information per the City/CRA’s ICMA 2014 Application – Local Government Excellence Awards Program: Community Sustainability).

Program Implementation: The new Master Plan listed a number of “Opportunity Sites” and mentioned that “Strategic incentives, partnerships and facilitation will be key to realizing their highest and best use.”

CRA staff prepared an “Opportunity Site” grant program description that was further developed by the CRA board. Program features include:

- The property that is the subject of the grant application must be specifically named in the Master Plan as an “Opportunity Site”, or must be approved by the CRA and City Commission as an addition to the list of Opportunity sites. In order to be eligible for approval to be added to the list of sites, a site must be:
  - A prominent site, one that is generally well-known;
  - A project that will provide a maximum and positive impact to the adjacent area and the CRA district as a whole.
- Each grant is awarded through a negotiated grant agreement. The amount of grant funding awarded is determined on a case by case basis, with the requirement that:
  - The funds are provided to build a new building or renovate an existing building. Funds are granted on a reimbursement basis, following the verification of payments and the submittal of other documents such as the certificate of occupancy and lien releases; and
  - The grantee receives 50% (or less) of the documented expenditure for approved items in the project budget. It is not unusual for the completed project to cost far more than the grant project, since the grants often do not cover the build-out costs for individual spaces to be leased.
- In addition to grant funding, the agreements cover a list of other requirements, including:
  - The proposed façade must comply with design guidelines.
  - Grant budgets are based on licensed contractor cost estimates.
  - Properties must have:
    - A Phase I environmental site assessment, or provide acceptable related information
    - A concurrency analysis to ensure that there is capacity in various services to accommodate the project (road capacity, utility capacity, etc.)
    - A conceptual plan for the project
    - Information about the applicant, including the applicant’s experience with this type of project
    - Extensive information regarding the financial capacity of the applicant to execute the project, including a letter of reference from a bank with which the applicant has an on-going relationship, and disclosure as to the financing of the project. The financing information and other sections of the application are reviewed by the Small Business Development Center at Daytona State College and must receive a favorable opinion.

The process for applicants in the program is as follows:

- When the application is submitted, staff and the CRA attorney negotiate a list of “deal points” with the applicant that are then presented to the CRA for approval.
- Once the deal points are approved, staff and the CRA attorney prepare a grant agreement following the approved “deal points”. The agreement is presented to the City Commission for approval.

Tangible Results: Since the inception of the program there have been five Opportunity Site grants awarded and implemented, as follows (numbers are rounded); similar projects and results are anticipated within the US 1 CRA





- Pennysaver Building: A new owner purchased this vacant building on Canal St for \$499,000, spent over \$1 million for renovations, and received \$400,000 in CRA grant funds.



- The Badcock Building: A new owner purchased this vacant building on Canal St for \$580,500, spent over \$948,400 for renovations to date, and received \$474,200 in CRA grant funds.



- The J & J Building – on a corner lot on Canal St where a building had burned down 3 years earlier, this owner spent over \$584,400 and received \$281,322 in CRA grant funds. The new building was recently filmed in a Disney movie.



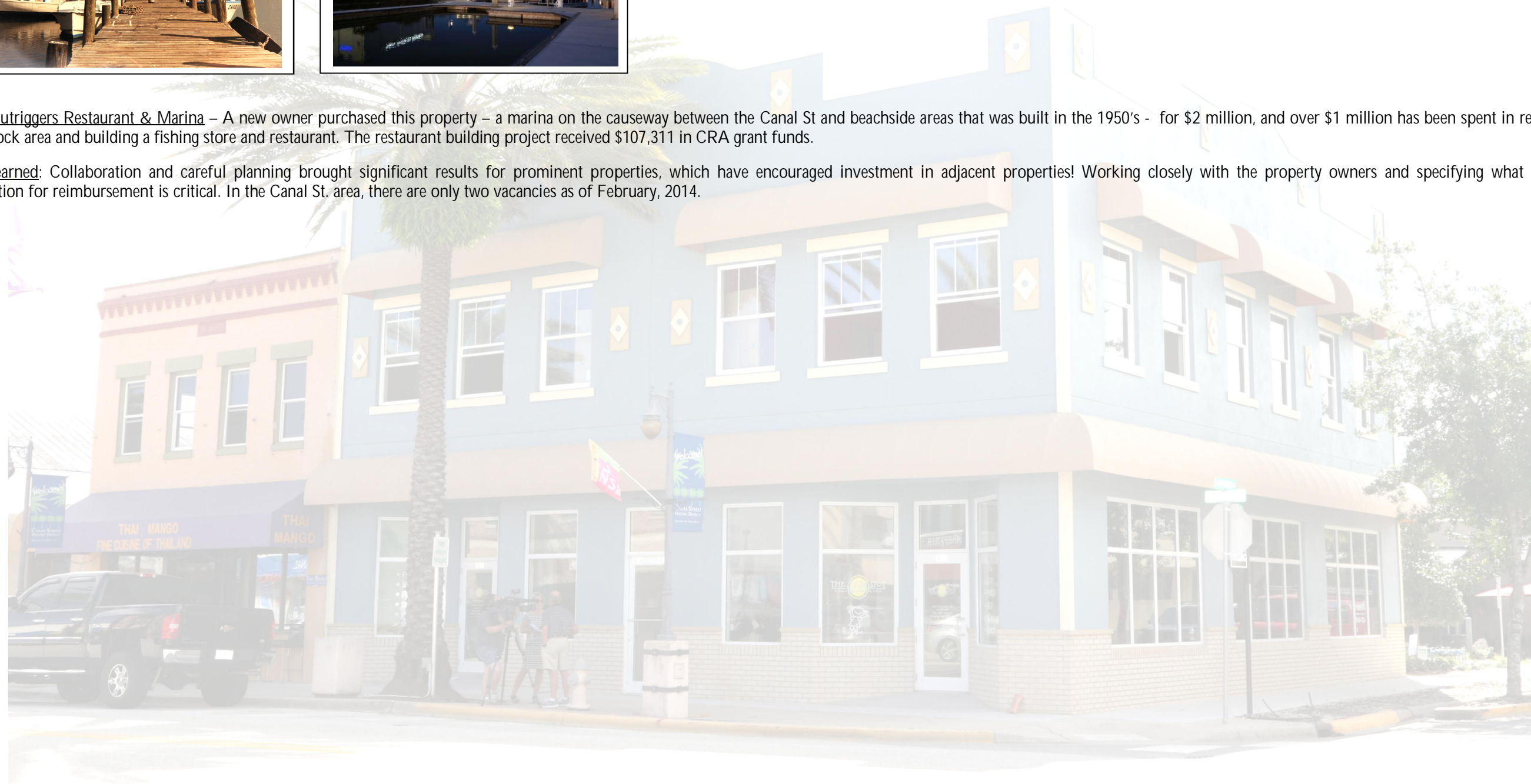
- Inn on the Avenue – A new owner purchased this vacant building on Flagler Ave (beachside) for \$250,000. The building was demolished to build a bed and breakfast. The new owner spent over \$350,000, and received \$94,370 in CRA grant funds.





- Outriggers Restaurant & Marina – A new owner purchased this property – a marina on the causeway between the Canal St and beachside areas that was built in the 1950's - for \$2 million, and over \$1 million has been spent in renovating the dock area and building a fishing store and restaurant. The restaurant building project received \$107,311 in CRA grant funds.

Lessons Learned: Collaboration and careful planning brought significant results for prominent properties, which have encouraged investment in adjacent properties! Working closely with the property owners and specifying what is needed in documentation for reimbursement is critical. In the Canal St. area, there are only two vacancies as of February, 2014.





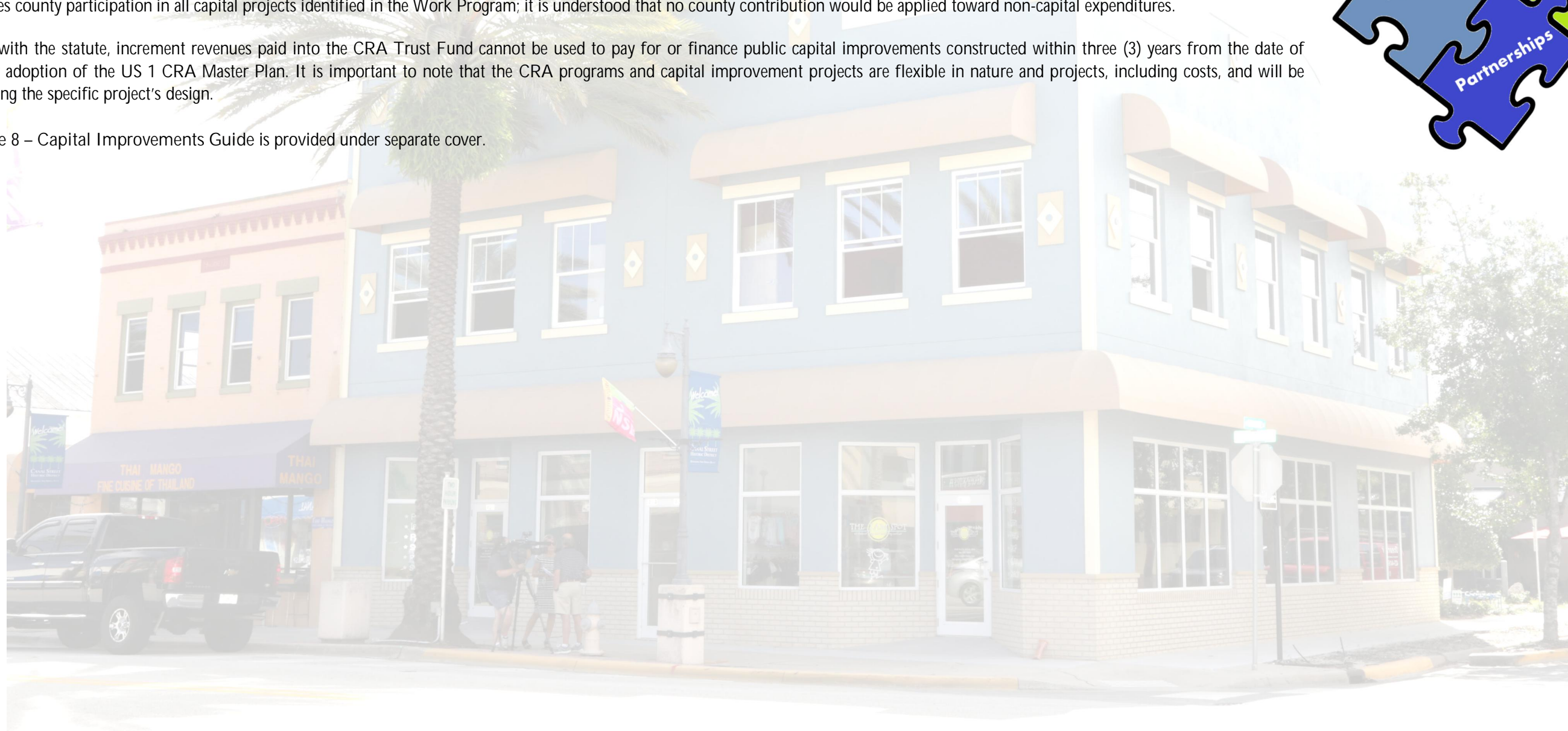
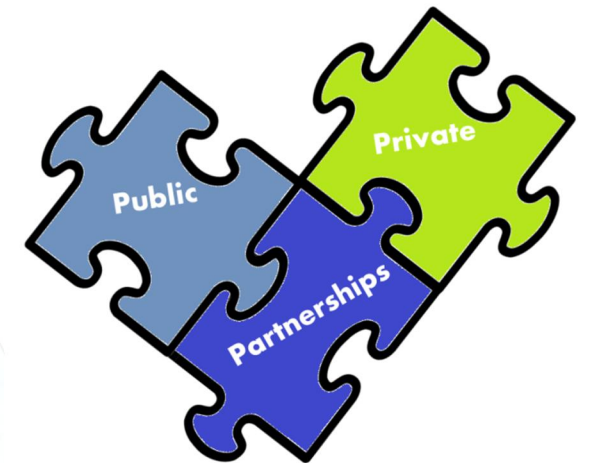
## Capital Improvements Work Program

For purposes of developing a Capital Improvements Work Program for the US 1 CRA, which has the flexibility to appropriately respond to the redevelopment demands, a budget for those projects and programs which have been identified through the public review and comment opportunities, as well as reviewed against projects necessary to support redevelopment. When considering the budget, the list of projects, as included in Table 8, was initially utilized to identify a cost-per-timeframe identified as either short-term (0-10 years), medium-term (11-20 years) and long-term (21-40 years). However, the budget also considers the potential implementation of other enhancements and programs such as pedestrian signals at traffic signals, signed and marked mid-block crossings, and mid-block crossing devices (e.g. rectangular rapid flashing beacons (RRFBs) and in-street lighting for crosswalks).

It is anticipated that the cost of major capital components in the US 1 CRA will be satisfied through a combination of existing and future capital budget commitments, fees, fee related credits, and value increment revenues generated from redevelopment projects within the US 1 CRA. However, as identified in Table 8, the CRA has identified programs and projects that exceed the total projected TIF revenues. The CRA has prioritized projects and reviewed them against the TIF revenues anticipated. This process further supports the understanding of, conceptually (long-term), the linkages among funds or resources with the will be articulated in an interlocal agreement with the County. The various costs associated with implementing the US 1 CRA have been identified as being either primarily a public or private responsibility. Public costs are those deemed necessary to ensure the general infrastructure framework of the master plan is developed in the spirit and intention of the US 1 CRA. This Plan assumes county participation in all capital projects identified in the Work Program; it is understood that no county contribution would be applied toward non-capital expenditures.

Consistent with the statute, increment revenues paid into the CRA Trust Fund cannot be used to pay for or finance public capital improvements constructed within three (3) years from the date of approval or adoption of the US 1 CRA Master Plan. It is important to note that the CRA programs and capital improvement projects are flexible in nature and projects, including costs, and will be refined during the specific project's design.

Note, Table 8 – Capital Improvements Guide is provided under separate cover.





There are a variety of grant and funding opportunities available to leverage the Tax Increment Financing that will be received by the US 1 Community Redevelopment Agency. Having an approved Community Redevelopment Plan with identified capital improvement projects and program enhancements in place will increase the likelihood of receiving additional funding for specific projects by providing an overall vision, community support, and technical implementation criteria that will help implement the overall goals of the community. Alternative Funding Opportunities available to local governments for infrastructure improvements are provided in Table 9. This listing is not intended to be exhaustive; there may be additional funding opportunities that can further assist with design and development assistance for the identified redevelopment program. In addition, new sources and modified grant program opportunities should be evaluated annually at the regional, state, and national levels. It is recommended, during the annual review process, available and applicable funding opportunities be explored to determine project specific criteria as well as revisions to application procedures, guidelines, and dollar amounts.

Table 9 – Alternative Funding Opportunities

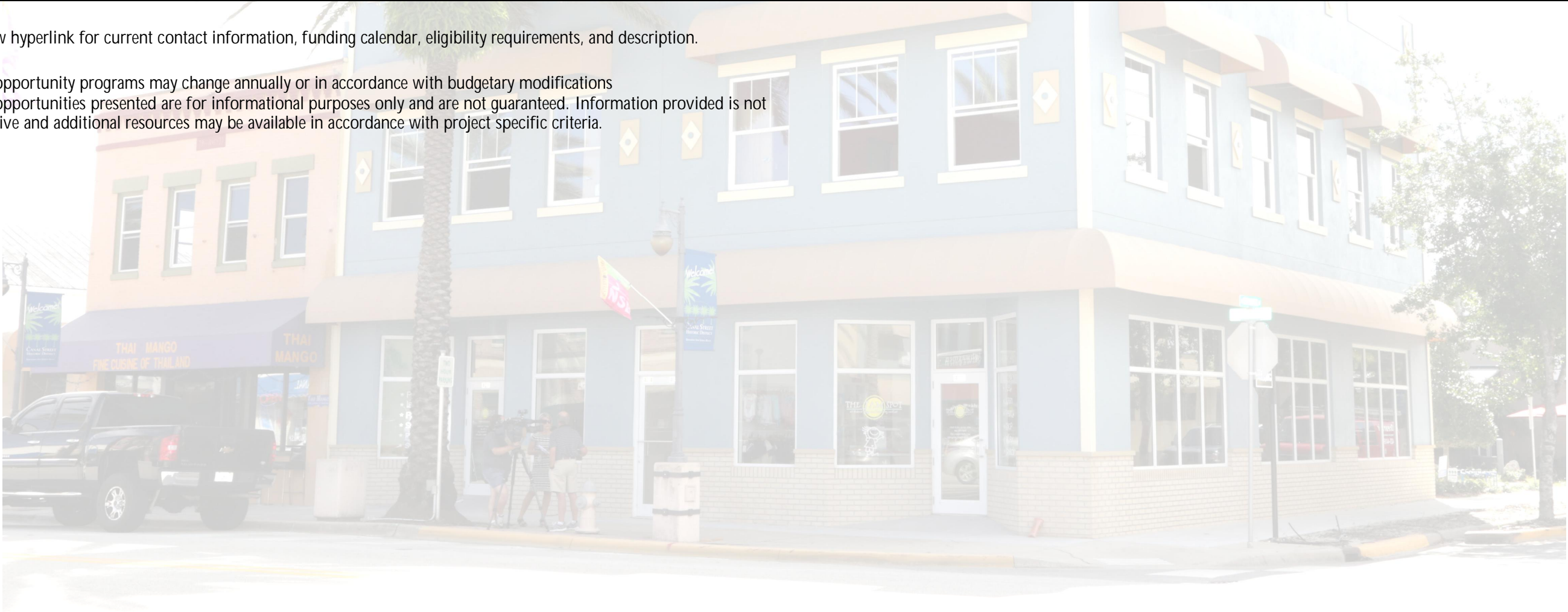
| FUNDING TYPE              | LOCAL                                 |                                      |                             |                            |                               | PRIVATE  |  |  |  |  |   | FEDERAL  |  |  |   |   |  |   |   |  |   |  |   |  |  |  |   |
|---------------------------|---------------------------------------|--------------------------------------|-----------------------------|----------------------------|-------------------------------|--|--|--|--|--|---|--|--|--|---|---|--|---|---|--|---|--|---|--|--|--|---|
|                           | Community Redevelopment Areas (CRA's) | Transportation Planning Organization | Tourist Development Council | Capital Facilities Program | Private / Public Partnerships | <a href="#">Conservation Fund Program</a> (Kodak America Greenways Award Program) <a href="#">www.conservationfund.org</a> | <a href="#">Bikes Belong Coalition</a> <a href="#">www.bikesbelong.org</a> | <a href="#">National Trust for Historic Preservation</a> <a href="#">http://www.preservationnation.org/resources/find-funding/</a> | <a href="#">AmeriCorp's National Civilian Community Corps</a> <a href="#">http://www.americorps.gov/about/programs/index.asp</a> | <a href="#">Surdna Foundation</a> <a href="#">www.surdna.org</a> | <a href="#">National Trails Fund</a> <a href="#">www.ntfp.net</a> | <a href="#">American Hiking Society</a> <a href="#">www.americanhiking.org</a> | <a href="#">Economic Development Administration</a> (Economic Development Assistance Program) <a href="#">www.eda.gov/grants</a> | <a href="#">National Park Service</a> (Rivers Trails & Conservation Assistance Program) <a href="#">www.nps.gov/rtca</a> | <a href="#">US Department of Energy</a> (Energy Management Program) <a href="#">www.eere.energy.gov</a> | <a href="#">National Endowment for the Arts</a> (Challenge America Fast Track Grants (Artworks)) <a href="#">www.arts.gov</a> | <a href="#">US Department of Housing &amp; Urban Development</a> (Community Development Block Grant Program) <a href="#">http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/community_development/programs</a> | <a href="#">Federal Transit Administration</a> (Discretionary Grant Program) <a href="#">www.fta.dot.gov/grants</a> | <a href="#">Florida Highway Administration</a> (Recreational Trails Program) <a href="#">http://www.fhwa.dot.gov/environment/recreational_trails/</a> | <a href="#">Federal Highway Administration</a> (Transportation, Community, and System Preservation Program (TCSP)) <a href="#">www.fhwa.dot.gov/tcsp</a> | <a href="#">Florida Highway Administration</a> (Map 21 Transportation Alternative Program (TAP)) <a href="#">www.fhwa.dot.gov/map21/guidance/guidetap.cfm</a> | <a href="#">Florida Highway Administration</a> (National Transportation Enhancements Clearinghouse) <a href="#">www.enhancements.org</a> | <a href="#">Federal Highway Administration</a> (Bicycle & Pedestrian Program) <a href="#">www.fhwa.dot.gov/environment/bikeped/overview</a> | <a href="#">Federal Highway Administration</a> (Discretionary Grant Program - National Scenic Byways) <a href="#">www.fhwa.dot.gov/discretionary</a> | <a href="#">EPA Environmental Protection Agency</a> <a href="#">www.epa.gov/epahome/grants</a> | <a href="#">Federal Department of Health &amp; Human Services</a> (Healthy People 2020 Community Innovations Project) <a href="#">http://www.healthypeople.gov/2020/default.aspx</a> |   |
| STREETSCAPE               | •                                     | •                                    |                             | •                          | •                             |  | •  |  |  |  |   |  | •  |  |   |   |  |   |   | •  | •   | •  | •   |  |  |  |   |
| PLAN/PROGRAM/ DESIGN      | •                                     |                                      | •                           | •                          |                               |  | •  | •  |  |  | •   |  | •  | •  |   |   |  | •   | •   | •  | •   | •  | •   | •  | •  | •  | • |
| ACQUISITION               | •                                     |                                      |                             | •                          | •                             | •  | •  |  |  |  |   | •  |  |  |   |   |  |   |   |  |   | •  | •   |  |  |  |   |
| STORMWATER/ ENVIRONMENTAL | •                                     |                                      |                             | •                          |                               |  | •  | •  |  | •  |   |  |  |  |   |   |  |   |   | •  | •   | •  | •   |  |  | •  |   |



|                                       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |  |  |   |   |   |   |   |   |   |   |
|---------------------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--|--|---|---|---|---|---|---|---|---|
| ART/HISTORIC PRESERVATION/ WAYFINDING | • |   | • | • | • |   | • | • |   | • | • |   |   |   | • |  |  |   |   | • | • |   | • |   |   |
| UTILITIES/ INFRASTRUCTURE             | • |   |   | • | • |   | • |   |   |   |   |   | • |   |   |  |  |   | • | • | • |   |   |   |   |
| GREEN ENERGY                          | • |   |   | • | • |   | • |   |   | • |   |   |   |   | • |  |  | • |   | • | • |   | • |   |   |
| TECHNOLOGY                            | • |   |   | • | • |   | • |   |   |   |   |   |   |   |   |  |  | • |   | • | • |   | • |   |   |
| BIKE/PEDESTRIAN FACILITIES            | • | • |   | • | • | • | • |   | • |   | • | • | • | • |   |  |  | • | • | • | • | • | • |   | • |
| TRANSIT                               | • | • |   | • | • |   | • |   |   | • | • |   |   |   |   |  |  | • |   | • | • | • |   | • |   |

Please follow hyperlink for current contact information, funding calendar, eligibility requirements, and description.

1. Funding opportunity programs may change annually or in accordance with budgetary modifications
2. Funding opportunities presented are for informational purposes only and are not guaranteed. Information provided is not comprehensive and additional resources may be available in accordance with project specific criteria.





| FUNDING TYPE                         | STATE   |   |   |   |  |  |  |  |   |  |  |   |  |  |   |  |   |  |   |   |  |
|--------------------------------------|---|---|---|---|--|--|--|--|---|--|--|---|--|--|---|--|---|--|---|---|--|
|                                      | <a href="#">Florida Department of State Preservation &amp; Arts Grants</a> <a href="#">(Florida Historic Preservation &amp; Arts Grants)</a> <a href="#">www.flheritage.com</a> | <a href="#">Florida Department of Agriculture &amp; Consumer Services Community Forestry Grant Program</a> <a href="#">www.floridaforestservice.com/forest_management/cfa_urban_grants.html</a> | <a href="#">Florida Department of State Grants</a> <a href="#">(Historical &amp; Cultural Grants)</a> <a href="#">www.dos.state.fl.us</a> | <a href="#">Florida Department of Transportation Improvement Program</a> <a href="#">http://www.dot.state.fl.us/programdevelopmentoffice/federal/stip.stm</a> | <a href="#">Florida Department of Transportation Beautification Program</a> <a href="#">http://www.dot.state.fl.us/emo/beauty/beauty.shm</a> | <a href="#">Florida Department of Transportation (Safe Routes to School)</a> <a href="#">http://www.dot.state.fl.us/safety/2A-Programs/Safe-Routes.shm</a> | <a href="#">Florida Division of Cultural Affairs</a> <a href="#">(Cultural Facilities Program)</a> <a href="#">http://www.florida-arts.org/programs/</a> | <a href="#">Florida Inland Navigation District</a> <a href="#">Cooperative Assistance Program</a> <a href="#">www.aicw.org</a> | <a href="#">Florida Department of Economic Opportunity</a> <a href="#">(Community Development Block Grants)</a> <a href="#">http://www.floridajobs.org/community-planning-and-development</a> | <a href="#">Florida Department of Environmental Protection</a> <a href="#">Florida Recreation Development Assistance Program (FRDAP)</a> <a href="#">http://www.dep.state.fl.us/parks/oirs/default.htm</a> | <a href="#">Water Management District</a> <a href="#">Management</a> <a href="#">http://www.dep.state.fl.us/secretary/watman/default.htm</a> | <a href="#">Florida Scenic Highways Program</a> <a href="#">http://www.floridascenichighways.com/program/</a> | <a href="#">Florida Department of Transportation</a> <a href="#">(Transportation Enhancement Program (TEP))</a> <a href="#">http://www.dot.state.fl.us/emo/enhance/enhance.shm</a> | <a href="#">Florida Department of Environmental Protection</a> <a href="#">Partnerships Initiative Grants</a> <a href="#">www.dep.state.fl.us/cmp/grants</a> | <a href="#">Florida Department of Environmental Protection</a> <a href="#">(Beach Erosion Control Program)</a> <a href="#">http://www.dep.state.fl.us/beaches/programs/becp/index.htm</a> | <a href="#">Florida Department of Environmental Protection</a> <a href="#">(Rec Trails Program)</a> <a href="#">www.dep.state.fl.us/gwt/grants</a> | <a href="#">Florida Department of Environmental Protection</a> <a href="#">(Florida Communities Trust)</a> <a href="#">www.dep.state.fl.us/lands/fl_communities_trust</a> | <a href="#">Florida Department of Environmental Protection</a> <a href="#">(Total Maximum Water Quality Restoration Grant)</a> <a href="#">http://www.dep.state.fl.us/water/tmdl/index.htm</a> | <a href="#">Florida Department of Environmental Protection</a> <a href="#">(Brownfields Redevelopment Program)</a> <a href="#">www.dep.state.fl.us/waste/categories/brownfields</a> | <a href="#">319(h) Non-Point Source Stormwater Management Grant</a> <a href="#">www.dep.state.fl.us/water/nonpoint/319h.htm</a> | <a href="#">Florida Department of Environmental Protection</a> <a href="#">(Land &amp; Water Conservation Fund (LWCF))</a> <a href="#">http://www.dep.state.fl.us/parks/OIRS/default.htm</a> |
| STREETSCAPE                          |   | •   |   | •   | •  | •  |  |  | •   | •  |  |   | •  |  |   |  |   |  |   | •   |  |
| PLAN/PROGRAM/DESIGN                  |   |   |   |   |  | •  | •  | •  | •   | •  |  |   | •  | •  |   |  |   |  |   |   | •  |
| ACQUISITION                          |   |   |   |   |  |  |  |  | •   | •  |  |   |  | •  |   |  | •   |  |   |   | •  |
| STORMWATER/ENVIRONMENTAL             |   |   |   |   | •  |  | •  | •  |   | •  |  |   |  |  | •   |  |   | •  | •   |   |  |
| ART/HISTORIC PRESERVATION/WAYFINDING | •   |   | •   |   |  | •  | •  |  |   |  |  | •   | •  |  |   |  |   |  |   | •   |  |
| UTILITIES/INFRASTRUCTURE             |   |   |   |   |  |  |  | •  |   | •  |  | •   |  |  |   |  |   |  |   |   |  |
| GREEN ENERGY                         |   |   |   |   |  |  |  |  | •   |  |  |   |  |  |   |  |   |  |   |   |  |



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|----------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| TECHNOLOGY                 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| BIKE/PEDESTRIAN FACILITIES |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| TRANSIT                    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |





## SECTION SIX REGULATORY FRAMEWORK

## STATUTORY COMPLIANCE

According to the Community Redevelopment Act, Sections 163.360 and 163.362, Florida Statutes every community redevelopment plan must contain specific information relevant to its particular redevelopment initiative. This Chapter supplements and addresses the informational requirements not articulated within the US 1 CRA Master Plan. This section serves to further describe the objectives and strategies presented in this Master Plan to implement the redevelopment initiative envisioned by the City of New Smyrna Beach for the US 1 CRA. Appendix D includes relevant sections of the City's Comprehensive Plan as part of the required consistency review.

## Regulatory Environment

The following summary provides an overview and review of the existing comprehensive plan and land development regulations within the City that may be impacting development and redevelopment efforts within the proposed CRA area. This review is not intended to provide specific amendment language and/or land use policies but to provide the City with an assessment and generalized recommendations. It is recommended that the City vet these recommendations as a separate project through the proper planning review processes. The recommendations identified may lead to additional consideration for future amendments to support and encourage the development of new economic opportunities and stimulate redevelopment projects within the CRA.

## Comprehensive Plan

Chapter 163.360, F.S. requires that the Community Redevelopment Plan, which is the subsequent component of this analysis, "Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Community Planning Act." These Comprehensive Plans include specific Goals, Objectives, and Policies that further support the City's desire for redevelopment and/or protection of existing segments of the City. The City's Comprehensive Plan supports redevelopment activities through its various Elements with specific Goals, Objectives, and Policies (GOPs). The Comprehensive Plan, supported by compatible zoning, provides the policy framework for growth management enabling the local government to maintain and enhance those attributes designed to preserve and enhance public services and protect natural resources. The Comprehensive Plan provides recommendations for the governmental actions necessary to carry out the Plan including updates and/or special planning studies. Since all the monies used in financing community redevelopment area activities are locally generated, the Community Redevelopment Agencies are not overseen by the state, however, redevelopment plans must be consistent with local government comprehensive plans and funds derived from within the community redevelopment area must be used to benefit the targeted redevelopment area. A listing of supportive Objectives and Policies from the respective Elements are provided in the Appendix.

The Future Land Use Element includes approximately four (4) Goals and more than ten (10) Objectives supporting redevelopment and related activities within the City. The City's adopted Comprehensive Plan includes multiple Goals, Objectives, and Policies (GOPs) that support redevelopment, primarily within the Future Land Use Element (FLUE). Other Elements within the adopted Comprehensive Plan provide generalized reference and guidance that also support redevelopment and smart growth concepts, including the Housing Element, Transportation Element, Recreation and Open Space Element, and Sanitary Sewer, Potable Water, Solid Waste, Drainage, and Natural Groundwater Aquifer Recharge Element. In addition, the City has adopted an Economic Development Element which includes a number of redevelopment related GOPs. While these Elements provide generalized language supporting redevelopment, the City should consider review, as either stand-alone publicly initiated comprehensive plan amendments or through the City's Evaluation and Appraisal Report.

## Recommendation:

- Review the Small Area Plans within the proposed CRA to incorporate proposed future land use patterns and amendments, as appropriate, to take advantage of market opportunities and changed conditions.
- Review the existing future land use categories to ensure any proposed land development standards (including allowable uses, zoning districts, and bulk development standards within the Zoning Districts) are consistent with the Comprehensive Plan standards regarding intent, density and intensity, floor area ratio, and percentage of uses, where applicable.
- Review the existing neighborhoods component of the FLUE to ensure consistency with any proposed development standards.
- Redefine and update the redevelopment section of the FLUE for consistency with the US 1 Corridor CRA Plan, including revising policies directed at properties within the existing CRA such as the beach side area and south causeway (Note: The existing CRA is scheduled to sunset in 2014).
- 

## Land Development Regulations

The City's Land Development Regulations (LDR) includes the zoning districts and development design and improvement standards which contribute to the appearance or image of a community. Improvements within the corridor, whether through streetscape or the development and implementation of urban design standards, increased/amended bulk development standards or a combination thereof, can help implement the community's Vision for the CRA as a mixed use, multi-modal center of economic activity. While the primary focus has been along the US 1 Corridor, other areas within the CRA support are equally important to the long-term viability of economic development and sustainable development practices. In addition, those areas adjacent to, but not directly fronting, US 1 still affect the corridor by providing essential functions and the residential population necessary to support redevelopment efforts. Providing an impression of economic stability and a sense of place, which the private investor looks for and which adds to the livability of the area, may be accomplished, in part, by the adoption and enforcement of design standards.

Zoning districts establish the permitted, conditional, and accessory uses of an area. Within each zoning district is a set of development standards (bulk development standards) prescribing the type of use along with building setbacks, lot coverage, impervious surface coverage, building height, and parking requirements. The US 1 Corridor was primarily designed and has developed as an automobile oriented corridor area primarily catering to the needs of moving vehicles through the City with less emphasis on pedestrian features, urban design standards, and an overall inviting walkable extension of downtown. While much of the City and the proposed CRA have been developed in a grid-style network providing increased connectivity within and



between areas, the focus has been more on the suburban nature of US 1 and not necessarily an inward focus on the neighborhoods. This trend has begun to change with the redevelopment activities within the Canal Street/downtown area; however, similar transformation can be further supported through effective development codes that are prescriptive rather than restrictive.

Example (draft) language could include:

*Buildings, or more appropriately, certain floors within buildings, are encouraged to be designed and built to be easily converted between industrial, office and/or non-retail commercial uses. The flexibility provides opportunity for building owners to adjust the uses within the buildings based upon market and needs of the community without the necessity of replacing buildings or creating unnecessary vacancies because of the inability to maintain occupancy. One story buildings shall be required to be designed to provide the appearance of a two story minimum facade through architectural treatments including but not limited to windows, dormers, gables, or similar. Buildings are intended to be medium to large sized structure(s), 2–4 stories tall along all street sides, and built on a large lot that may incorporate structured parking; buildings fronting on alleys may be 1 story tall; however, must meet the standards provided in Sec 32-242. It can be used to provide a vertical mix of uses with ground-floor industrial, service, or non-retail commercial uses and upper-floor service or residential uses; or may be a single-use building, typically industrial, service or residential, where ground floor retail and/or residential is not appropriate.*

Additional example language could include:

*Public Realm Enhancements – Pedestrian and multi-modal connections have been given prominence in the CRA in order to discourage development patterns built around vehicular movements. Specific recommendations within this section expand on the characteristics associated with development of “Streets”, “Parking” and “Public Open Space” to further reinforce the public realm by connecting spaces. Amenities such as pedestrian scaled lighting, wayfinding signage, and shade trees along the sidewalk are to be included along the corridors.*

*Ground Floor Design and Use – The objective of the high density developments within the CRA are to encourage a more compact use of space. Space should be oriented to create activity zones and areas that promote pedestrian activity and safety. Large surface parking lots and buildings oriented outwards create pedestrian dead zones and become uninviting to visitors and should be avoided.*

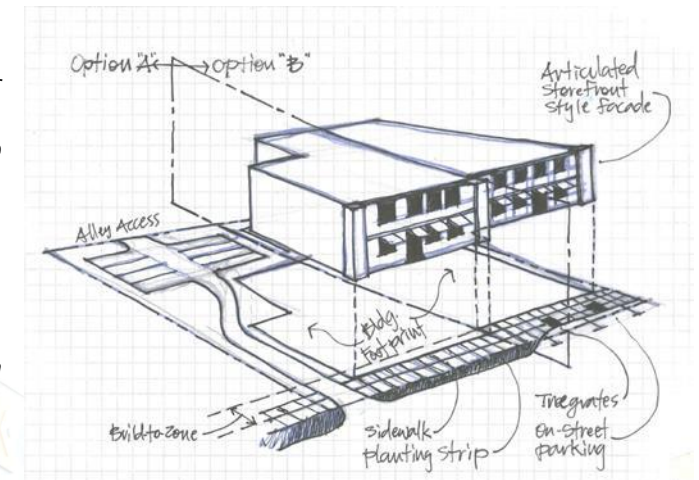
*Transition to Neighborhoods – Through the development of pedestrian corridors and walkable developments within the CRA, surrounding neighborhoods benefit from the modified development patterns by providing opportunities for multimodal connections and transitions to the surrounding areas and uses. The elements used in the redevelopment of the corridors are encouraged to include attractive features or characteristics from the adjacent residential neighborhoods.*

Recommendation:

- Incorporation of land development regulations recommended as part of the Small Area Plans or Overlay within the proposed CRA. Potential overlay code components may include or reflect minimum lot sizes and reduced building setbacks (where lots are less than currently adopted standards).
- Expansion or implementation of zoning overlay districts within identified CRA sub-districts.
- Create strategies that provide flexibility within the Zoning and Development Design measures.
  - The Intent is to provide for a higher quality, including density and intensity, form of development that can serve multiple modes of transportation and promote compact, walkable development exceeding the City’s minimum development standards.
- Flexibility in development design regulations between landscape codes, parking requirements, buffers/setbacks to encourage redevelopment and/or recognize existing development patterns; could include reduced or modified parking standards including provision of parking ranges to allow greater flexibility in required/provided off-street parking, use/allowance of counting surface or on-street parking, or similar .
- Enabling language that can be provided could include: “Properties/projects which provide design and development elements consistent with the revised development standards supported by the CRA Master Plan are entitled to realize additional density and/or intensity to the thresholds identified by a Table XXX (the City can develop the appropriate level of development standards). These standards are intended to enhance the function of new development, minimize community impacts associated with such uses, meet the mobility goals of the Special Area Plan and improve the visual appearance/cohesiveness of all new uses.
- Encourage shared access and parking in order to create a walkable/drivable transportation system compatible with the CRA district.
- Promote mixed-use developments, streamline development review, and provide flexible development standards within the proposed US 1 Community Redevelopment Area.
- Apply architectural and site design guidelines to promote a style or quality of new construction that would maintain the desired theme and scale of development consistent with the development theme within the CRA and/or sub-districts.
- Integration of building architecture and overall site design at a human scale addressing the needs of the surrounding community and market forces.
- Revisit wayfinding and signage design elements throughout the CRA, together with gateway features, to define the entrances to the City and CRA.
- Stormwater management and conservation control strategies, including LID standards, should allow for the regional development sharing of stormwater systems permitting flexibility to redevelop undersized or underutilized sites by current standards.

## Existing Plans and Studies

The City has undertaken a series of plans and studies that were developed to address certain needs within the community. In addition to various small area plans that have been shaped over the years, the City has developed economic development plans, including Brownfields and capital improvements plans such as stormwater and sidewalks. The information below delivers a summary of these key plans and studies.





## Small Area Plans within the CRA

Several small area plans have been completed within the area of the proposed CRA in order to document current conditions and determine a long range plan for the area compatible with the CRA.

- North Causeway Area Study, 2004
- Westside Neighborhood Facilities Program, 2004
- New Smyrna Beach Municipal Airport – Master Plan Update, 2005
- Bert Fish Medical Center Planning Area, 2006
- US 1 Intersection Studies
- Historic Westside Neighborhood Plan, 2011
- Sidewalk Master Plan, 2011
- Stormwater Facilities Master Plan

Copies of these plans have been reviewed for consistency with the Master Plan; however, included by reference only.

## Brownfields

The City of New Smyrna Beach adopted a resolution designating an area of the City as an economic enhancement area per the Florida Statutes requirements for Brownfield incentives. The Florida Department of Environmental Protection (FDEP) Brownfield program is used as an economic development tool for properties within a designated Brownfield area. The New Smyrna Beach Brownfield Area consists of properties that can benefit from this economic development tool. A Brownfield area designation opens the door to financial incentives to property owners that otherwise might not be available. This is a voluntary program and property owners within a designated area do not have to participate in this program.

The City has designated three areas as a Brownfield for the Florida Brownfields Program:

1. The current Community Redevelopment Agency (CRA) district,
2. The Airport and Airport Industrial Park (with one lot exempted at the owner's request), and
3. 1601 Tionia Road.





## NEIGHBORHOOD IMPACT ELEMENT

If a Community Redevelopment Area contains low or moderate income housing, a neighborhood impact element should be prepared that describes the impact of the redevelopment upon the residents of the redevelopment area. The CRA requires discussion about the influence revitalization of the surrounding area may have on residents in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services and the effect on school population.

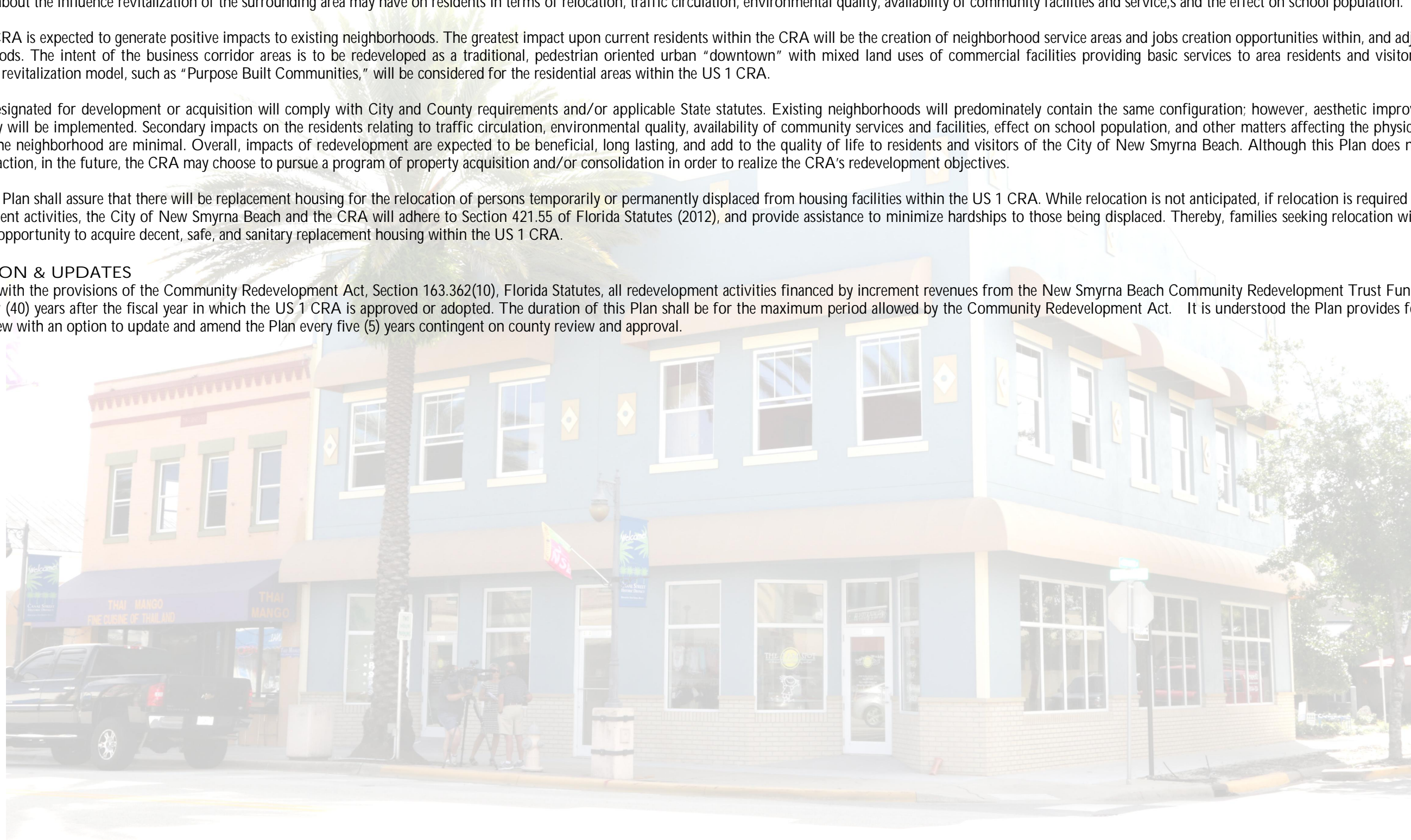
The US 1 CRA is expected to generate positive impacts to existing neighborhoods. The greatest impact upon current residents within the CRA will be the creation of neighborhood service areas and jobs creation opportunities within, and adjacent to, the neighborhoods. The intent of the business corridor areas is to be redeveloped as a traditional, pedestrian oriented urban “downtown” with mixed land uses of commercial facilities providing basic services to area residents and visitors. A holistic community revitalization model, such as “Purpose Built Communities,” will be considered for the residential areas within the US 1 CRA.

Property designated for development or acquisition will comply with City and County requirements and/or applicable State statutes. Existing neighborhoods will predominately contain the same configuration; however, aesthetic improvements and connectivity will be implemented. Secondary impacts on the residents relating to traffic circulation, environmental quality, availability of community services and facilities, effect on school population, and other matters affecting the physical and social quality of the neighborhood are minimal. Overall, impacts of redevelopment are expected to be beneficial, long lasting, and add to the quality of life to residents and visitors of the City of New Smyrna Beach. Although this Plan does not anticipate immediate action, in the future, the CRA may choose to pursue a program of property acquisition and/or consolidation in order to realize the CRA’s redevelopment objectives.

The Master Plan shall assure that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the US 1 CRA. While relocation is not anticipated, if relocation is required as a result of redevelopment activities, the City of New Smyrna Beach and the CRA will adhere to Section 421.55 of Florida Statutes (2012), and provide assistance to minimize hardships to those being displaced. Thereby, families seeking relocation will be granted reasonable opportunity to acquire decent, safe, and sanitary replacement housing within the US 1 CRA.

## DURATION & UPDATES

Consistent with the provisions of the Community Redevelopment Act, Section 163.362(10), Florida Statutes, all redevelopment activities financed by increment revenues from the New Smyrna Beach Community Redevelopment Trust Fund shall occur within forty (40) years after the fiscal year in which the US 1 CRA is approved or adopted. The duration of this Plan shall be for the maximum period allowed by the Community Redevelopment Act. It is understood the Plan provides for at least an annual review with an option to update and amend the Plan every five (5) years contingent on county review and approval.





## SECTION SEVEN PUBLIC INVOLVEMENT

Public involvement consists of several related, and often overlapping, processes including distribution of information, meetings with key stakeholders, community groups, and elected officials, and overall participation in the process. The City understands that effective public involvement and public comment is critical to the success of any planning and redevelopment process. As such, and in addition to previous public involvement efforts, the City undertook a series of public meetings beginning in March 2013 with targeted stakeholder interviews, community workshops and outreach, and also worked with Stetson University to obtain comments from businesses along the US 1 Corridor.

The City hosted its second annual Economic Development Summit on March 2, 2013. More than 60 community business owners and residents attended the half-day event, presenting the City with comments and recommendations supporting economic development efforts and strategies. A summary of the comments received is included below. This was followed by a series of community workshops on March 5, 2013, as part of the Finding of Necessity process. The comments provided by the attendees to these workshops are summarized below. The City held a community workshop on March 5, 2013, to provide stakeholders and the community with the opportunity to share ideas in redeveloping the City's business corridors and influencing the creation of the Community Redevelopment Area, qualifying conditions, and subsequent Redevelopment Master Plan. Approximately 45 individuals attended the three community workshops offering the City comments and recommendations regarding the proposed US 1 CRA. These workshops, along with other public input opportunities, were part of the public planning outreach and engagement process allowing interested members of the community to actively participate in shaping the future Vision and implementation of the Redevelopment Master Plan. Subsequently, the City also held a public hearing on May 14, 2013 to formally review and adopt the US 1 Community Redevelopment Area Finding of Necessity.

Since that time, the City held an additional series of community workshops throughout the community to obtain specific comments and recommendations from residents and business owners regarding the type and location of a needed improvement project and/or program. These community workshops were held on August 8, 2013, and included outreach efforts at the Babe James Community Center, Brannon Center for the Arts, New Smyrna Beach Municipal Airport, and City Hall. These were undertaken in an effort to provide stakeholders and the community the opportunity to share ideas in redeveloping the CRA's business corridors and supporting residential neighborhoods. These workshops, along with other public input opportunities, were part of the public planning engagement process that allowed interested members of the community to actively participate in forming the future Vision and implementation of the Redevelopment Master Plan. Invitations were sent to local residents, property owners, and business owners asking that they attend the public planning workshops and meetings to help set the Vision and goals. In addition, notice was provided through the local newspaper and on the City's website announcing the meeting date, times, and locations. This format allowed for a better cross section of businesses and residents within the community to participate in the process.

Summaries of the comments received during the Community Workshops are provided below.

#### August 8, 2013 Community Workshop Comments

Note: The following comments were provided by attendees at one of four (4) community workshops held throughout the day. These workshops were held at the Babe James Community Center, Brannon Center for the Airports, New Smyrna Beach Municipal Airport, and the City Commission Chambers–City Hall, respectively. Comments that include a number reference identify a requested project within the proposed CRA and are reflected on the Maps following this section.

- 9:00 a.m. – Babe James Community Center
  - Need to keep (and expand) residential and non-residential incentives in place (i.e., those currently in use within the existing CRA).
  - There is a need for sustainable housing/programmable new housing opportunities within the community, including rental assistance and holding rental rates steady.
  - Need for a program to help with assembling properties so they can be built upon.
  - Investigate an overlay zone for the CRA to address infill development and provide relief from the current development standards.
  - Increase programs that provide training, education, and mentoring for residents within the community.
  - Create a jobs incentive program, including provisions for hiring local business and employees.
  - Create a business incubator for small, startup businesses.
  - Identify opportunities to partner with Habitat for residential development.
  - Look for a diversification of programs and projects throughout the entire (proposed) CRA.
  - Provide incentives/assistance for providing public utilities within the neighborhood, including water and sewer.
  - Improve Myrtle Street - sidewalks, stormwater (address flooding) (1).
  - Install additional lighting on Brooks Street (2).
  - Install speed humps/traffic calming along Brooks Street (3).
  - Install a sidewalk along Sheldon (4).
  - Assist with an expansion of the Babe James Community Center (5).
    - Help support additional programs, conferences, and training.
  - Provide assistance with sewer connections (6).
  - Improve Mary Avenue from Myrtle to Milford (7).
  - Possibly provide a public-private-partnership for the redevelopment of the old K-Mart Building (health care or other similar use) (8).



- Provide opportunities (a site) for businesses (9).
- 1:30 p.m. Brannon Center for the Arts
  - Provide senior housing/assisted living facilities or similar in the downtown area, close to the Bert Fish Medical Center.
  - Provide for complete streets and improve pedestrian and bicycle safety.
  - Provide a healthcare business incubator (1).
  - Identify/promote the senior center as an asset in the community.
  - Possible re-use of existing County offices in downtown for other public-private use.
  - Provide priority funding to the areas within the new CRA boundaries.
  - Look at a better geographical distribution of funds.
  - Work to keep valuable jobs downtown.
  - Maintain basic services downtown (post office, grocery store, bank, pharmacy, etc.) (2).
  - Provide opportunities for additional retail/housing buildings downtown (3).
  - Provide public spaces for mobile retail (4).
  - Repurpose the Wicks Furniture Building for housing (5).
  - Help assemble lots along Myrtle Avenue for redevelopment project (6).
  - Provide for bus/transportation improvements/site improvements (7).
  - Assist in the preparation of neighborhood plans/overlay plans/ sector plans.
  - Provide off-site parking and a transit shuttle (circulator).
  - Fill in the sidewalk gaps along Washington Avenue.
  - Provide spaces for bike facilities/bike parking.
  - Continue/assist with improvements along US 1 (8).
  - Redevelopment of the dealerships (possible marine sales or other vehicles) (9).
  - Capitalize on the boat ramp to be constructed on the Swoop site.
- 3:30 p.m. New Smyrna Beach Municipal Airport
  - Currently, it is difficult to bring private development onto the airport property (state/federal regulations).
  - Increase development at/around Swoop site (1).
  - Use the existing car dealerships as catalyst sites (2).
  - Provide for roadway improvements within the industrial area/Industrial Park Avenue (3).
  - Create a US 1 merchants association (similar to Cana Street) (4).
  - Redevelop the existing city-owned property at the SE corner of the airport (5).
  - Provide façade improvement grants for properties along US 1 (6).
  - Create an overlay district addressing building height, shared access/parking facilities, and a land use compatible area (adjacent to the airport).
  - Investigate zoning changes to the hotel/motel uses along US 1.
  - Increase code enforcement actions to improve properties.
  - Revisit the current sign code (existing monument signs are not easy to see).
  - Assist in removing barriers to redevelopment at the airport (brownfield, roads, other infrastructure) (7).
  - Improve the area between the Dr. Martin Luther King, Jr. Bridge and Wayne Street (8).
  - Create gateway entrances along US 1, 10<sup>th</sup>, and US 1, closer to the airport (9).
  - Provide additional wayfinding/directional signage within the proposed CRA.
  - Investigate opportunities to cost-share with the airport Brownfield.
  - “Bookend” transportation hubs (airport and Amtrak).
  - Provide sidewalks/improve Industrial Park Avenue (10).
- 6:00 p.m. City Commission Chambers – City Hall
  - Develop a zoning overlay for the proposed CRA.
  - Move and expand the hospital to the area adjacent to Canal Street/44 (1).



- Expand the Brownfield assistance program (2).
- Utilize/expand façade renovation programs.
- Develop a stormwater master plan for downtown (3).
- FEC – integrate the property with the rest of the City (streets, sidewalks, etc.) (4).
- Review the reimbursement programs for increased dollars, upfront payments, or similar.
- Provide ADA building assistance (5).
- Provide gateways at key areas of the City to encourage a sense of community/place (6).
- Improve/increase public transportation (shuttles/VOTRAN/etc.) (7).

## March 5, 2013 Community Workshop Comments

Note: The following comments were provided by attendees at one of three community workshops held throughout the day. Some comments listed below may also include answers, from City staff or the consulting team, to questions or comments.

- Verify the office buildings on N. Causeway are included (adjacent to The E Circle).
- Motels on US 1 are used as residences; does the CRA have a program that can assist with housing relocation or housing assistance?
- How is the CRA funded?
- What kind of projects can funds be spent on?
- The CRA needs to increase property owner knowledge of opportunities.
- Would like to see incubator sites within the CRA (FEC or Medical District areas).
- Can the CRA use eminent domain? Note: Information was provided to this attendee regarding the prohibition of CRAs to use eminent domain per Florida Statutes.
- Public/Private Partnerships (P3) possible?
- Need to make sure everyone has access to CRA funds; requires notification of programs.
- There is a ripple effect of improvements from projects.
- CRA can assist:
  - homeowners with cleanup of properties
  - sidewalk gaps
  - landscape improvements
- The Master Plan identifies programs and projects eligible for funding.
- What about properties along Canal Street that are not currently within the City, are they eligible to be within the CRA? Information was provided regarding the time frame and process by which the Finding of Necessity/Blight Study was estimated to be completed which would not coincide with time frames for annexation.
- How are special taxing districts impacted by the CRA? It was noted that the CRA does not receive funds from Bert Fish or the School District.
- Would like to see the Vision for the Community, including a master plan of how properties within the new CRA would develop, ensure Historic West Side is included, address vacant/absentee owners, help establish ownership criteria and address properties not yet annexed into the City.
- Request the expansion of the CRA Study area west of Mission along SR 44 to include the old Wal-Mart and the properties around it.
- Need to emphasize the historic buildings in the community.
- Need to look at transportation improvements and programs.
- Don't separate the Canal Street and Historic West Side Districts; create a way to link the two areas together and encourage interactions between the two areas.
- Provide opportunities for small businesses in the West Side.
- Need to leverage funds from the brownfield with the CRA for economic development.
- How to address the overlap of properties within the existing CRA with the proposed CRA.
- Would like to see underground electric on Canal Street like what was done in South Daytona.
- The CRA should partner with Habitat for Humanity for neighborhood revitalization
- Will there be zoning changes based on a new CRA Plan, conducive to redevelopment? It was discussed the City could update the land development code and/or pursue zone changes for properties to encourage redevelopment activities.



- US 1 Corridor improvements are key!

The public planning and visioning workshop included a brief introduction, overview of the process, and ultimate goals for defining and encouraging appropriate redevelopment of the CRA. Attendees were able to review the information and maps provided during an informal review session prior to the workshop. The workshop facilitated active engagement and allowed participants full opportunity to listen and comment on one another's suggestions and ideas. At the conclusion of the meeting, all participants were invited to participate in targeted discussions within each of the sub-districts and share their views.

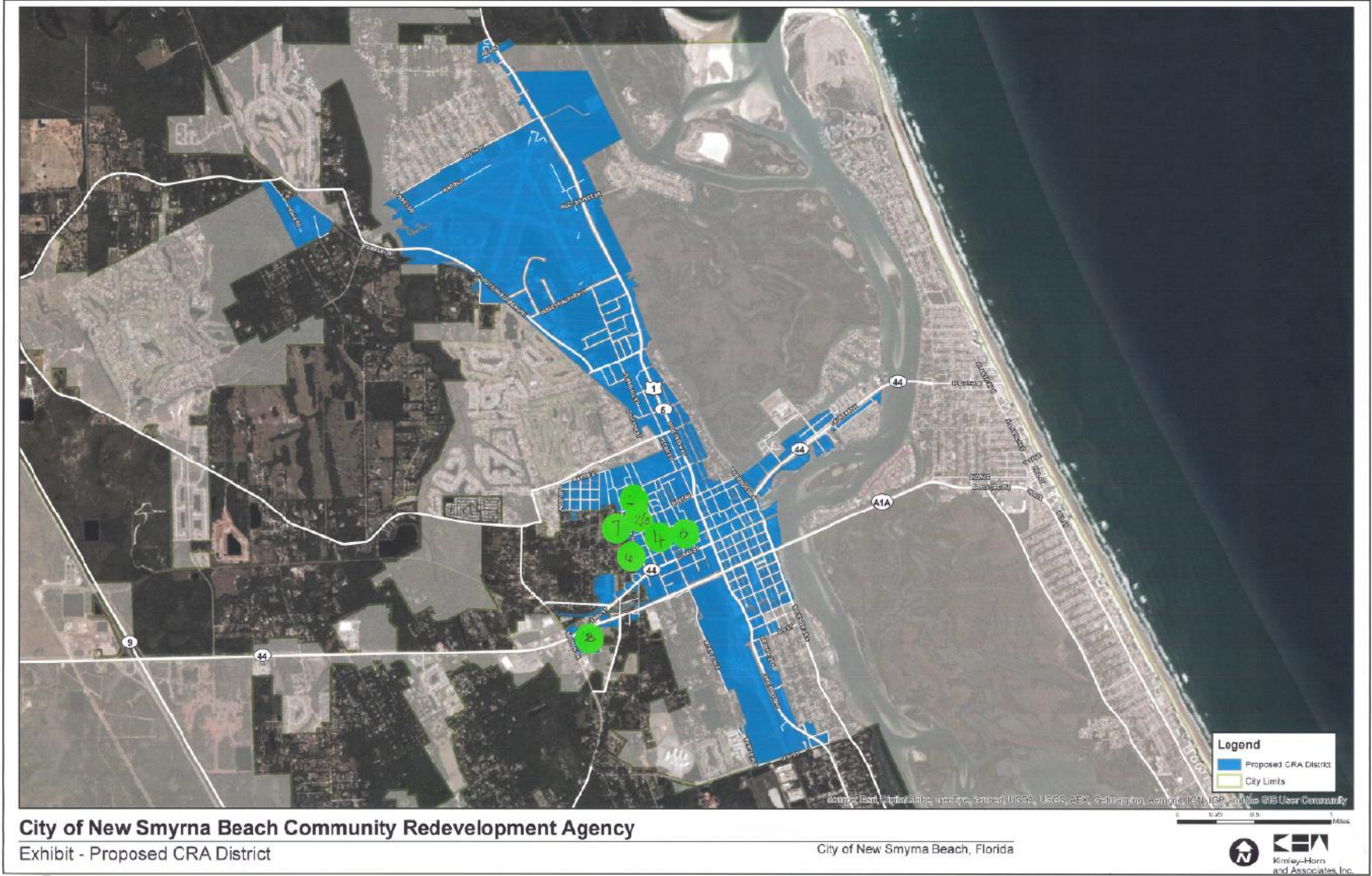
Specific items of discussion included:

- Ideas about programs that may positively affect your business and your neighborhood;
- Desired improvements to public facilities that will enhance corridors;
- Infrastructure needs that will assist businesses and provide incentives for economic growth; and
- Vision on the corridors' plan for the future.



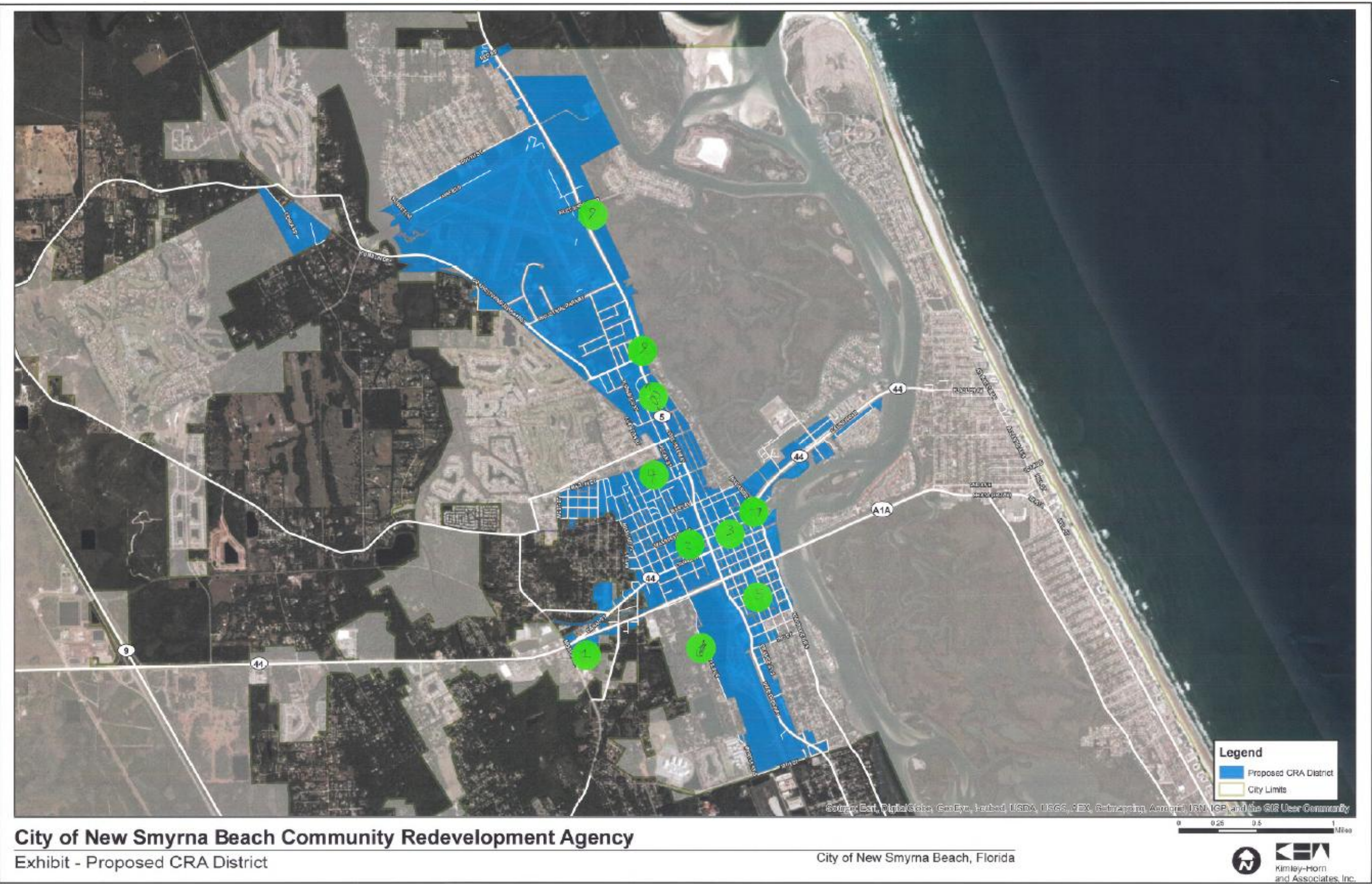


Babe James Map



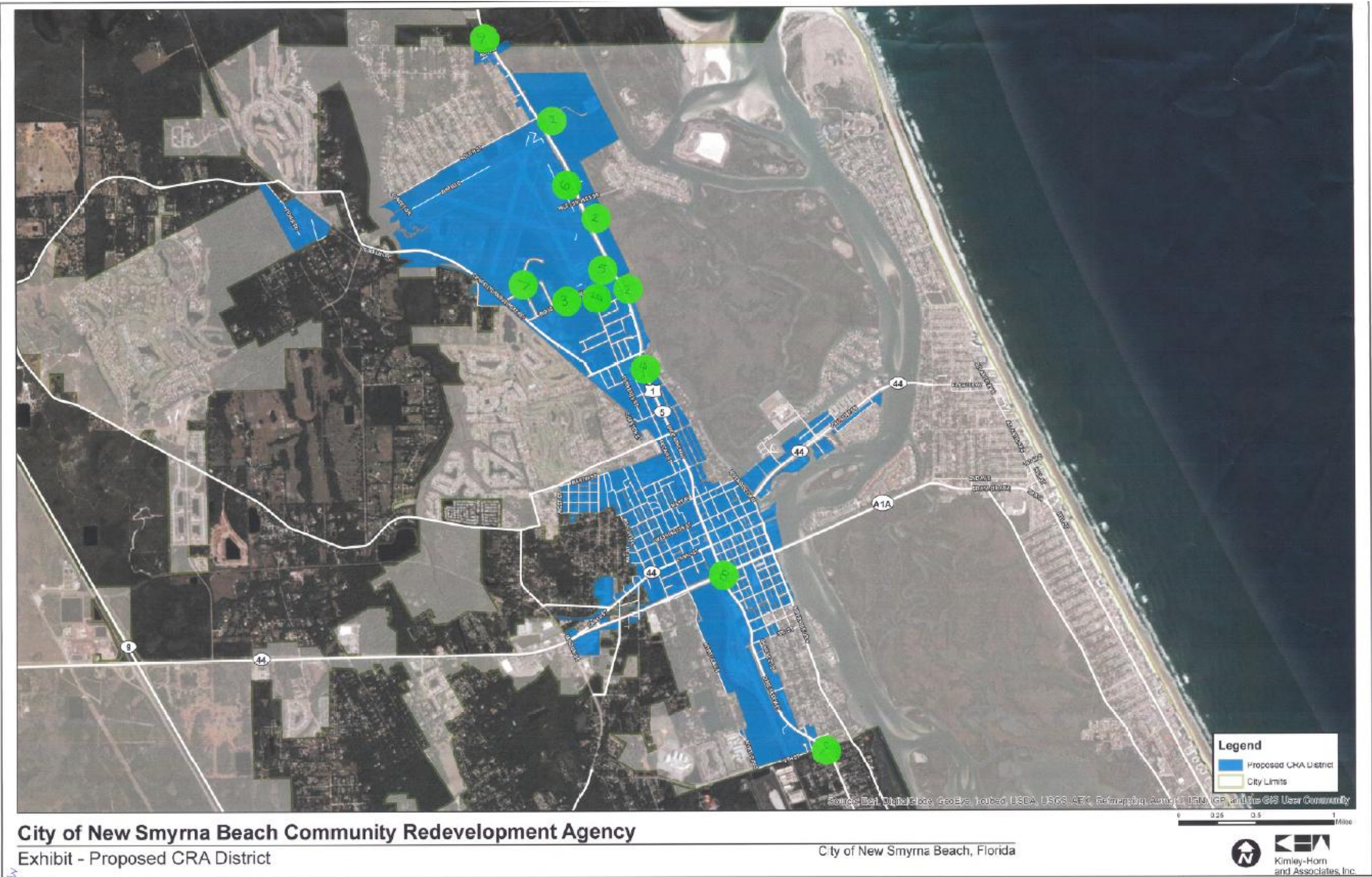


Brannon Center for the Arts Map



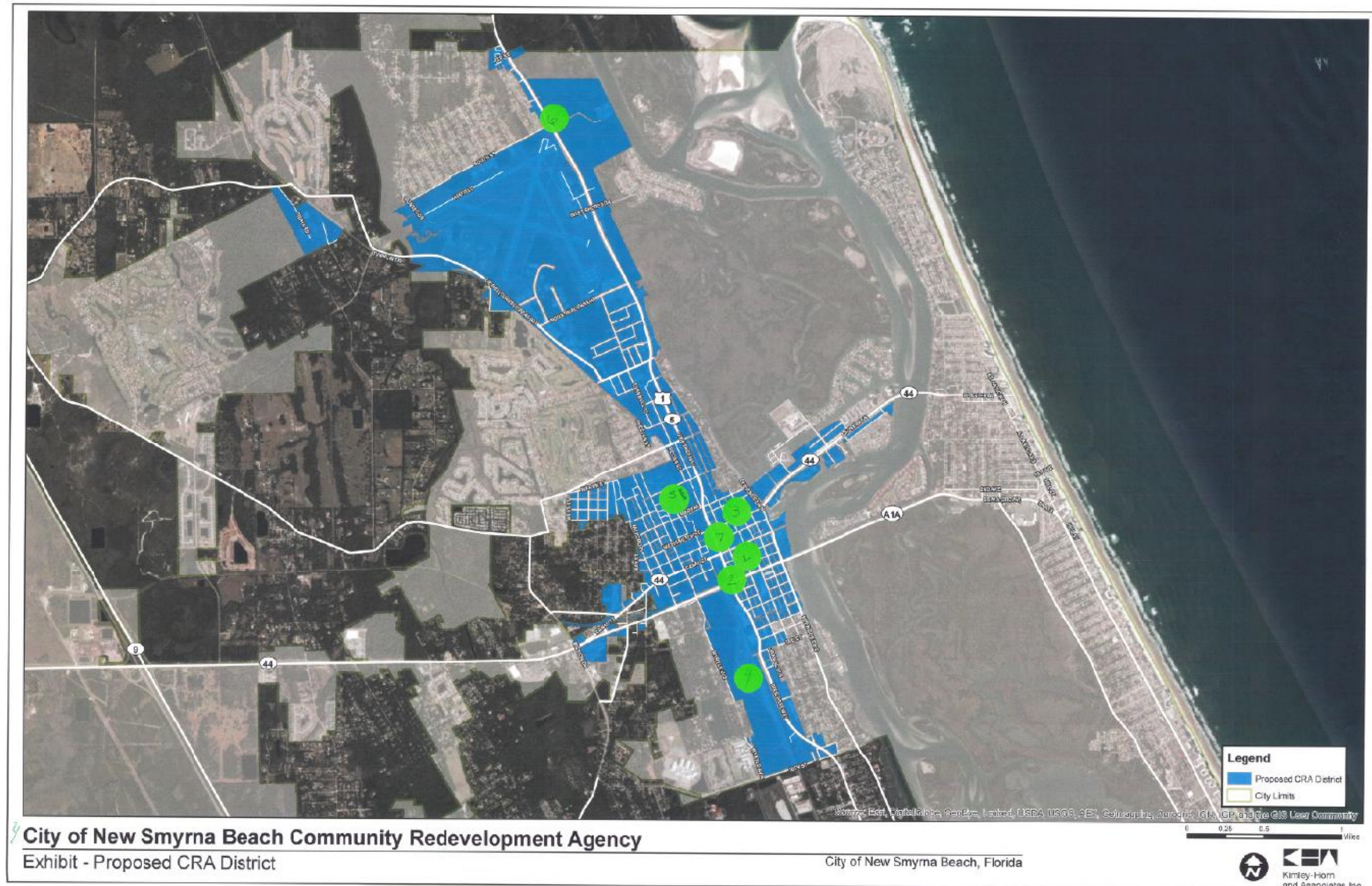


New Smyrna Beach Municipal Airport Map





City Hall Map





## SECTION EIGHT CONCLUSION

The US 1 Community Redevelopment Area Master Plan provides a framework for revitalization and repurpose of an established urban area as a walkable, livable, vibrant community identifiable with the City of New Smyrna Beach and jewel of Volusia County. This Master Plan has been prepared as a guideline for encouraging development and redevelopment projects and programs for the properties identified in the US 1 CRA; properties which have been reviewed as part of the approved Finding of Necessity. It is understood the recommendations of the Plan are based on current information and recommendations received during the Plan review process. The listing of recommendations and projects are not intended to be static but to be dynamic based on available funding, including opportunities for state and federal assistance grants, availability of necessary infrastructure to support the recommendation, updated public comment and need(s), and periodic revisions to priorities based on the regulatory environment and as noted within the Duration & Updates section of the Plan. This Plan assumes county participation in all capital projects identified in the Work Program; it is understood that no county contribution would be applied toward non-capital expenditures. The Plan identifies how the TIF projections and economic development strategies may be combined with the development and redevelopment programs to promote the key values and Vision of the CRA including implementation of the CRA Capital Improvements Plan. This Plan identifies and describes the required components based on applicable State Statutes.

## Guiding Principles

The following principles embody the most important aspects of a successful CRA:

- Identify and achieve community objectives.
- Blend building and street design with the character of the area served.
- Capitalize on a public investment by working diligently with property owners, developers, economic development experts, and others to spur private investment in the area.
- Design in balance so that traffic demands do not overshadow the need to walk or bicycle, safely, efficiently, and comfortably..
- Empower the residents to create their own sense of ownership in the success of the street, the neighborhood and its components.

Opportunities for public improvements, redevelopment activities and proposed future land use composition are identified and graphically illustrated in the Master Plan, specifically the Opportunity Areas Map (Map 3). Generalized land uses reflect the desired future land use and development patterns. The Master Plan is not intended to be static but instead intended to be reviewed regularly (i.e., annual review) and the Master Plan's objectives and strategies should be updated to reflect changes in the economy, relevant public concerns and opportunities associated with private development proposals. In addition, the US 1 CRA will, as part of the Master Plan:

- Monitor state and federal regulatory changes and impacts upon the CRA and economic development. Provide an annual update to the CRA Board, City Council and Volusia County Council as part of the annual budget development process.
- Meet all statutory funding limitations through a thorough vetting of expenditures during the budget development process.
- Undertake an annual capital work plan to focus and prioritize any activities or improvements within the CRA.
- Update or amend the Master Plan on as regular basis to keep the redevelopment plan requirements focused and timely.
- Meet annual reporting requirements, maintain specific records and project files consistent with requirements for public records and open meeting laws, and verify that all real estate and other contractual obligations meet legal and ethical standards of care.
- Update CRA budget documents at least annually to reflect authorized expenditures and funding commitments of tax increment and other CRA funds.
- Monitor on an annual basis changes in tax increment funding and property assessments to ensure accurate accounting of funds for the CRA and verification of eligible properties within the CRA assessments. This will also provide consistency in the application of projects and programs based on available funds.

The Master Plan provides a framework for rehabilitation and redevelopment for the CRA as an attractive, inviting, easily accessible, and economically viable community which promotes a positive image for the City of New Smyrna Beach. To realize the redevelopment Vision of the plan, community leaders, business persons and residents are encouraged to support the redevelopment objectives and continue the commitment over time in order for the Vision to be successfully implemented into reality. The success of any specific project is dependent on the identified steps for implementation, coordination of efforts, and available resources. Some projects may require the dedicated efforts of both the CRA and City to better leverage available resources/funds, as well as the potential for additional investment in the project, either through dedicated funds, in-kind services (i.e., land dedications and/or acquisitions), or public-private partnerships.

The CRA and the City continue to take a proactive approach to redeveloping blighted areas and aging parts of the community— they cannot do this alone. Successful implementation will require an active role and participation by private residents and property owners. The CRA staff will continue to be responsible for the implementation of the Plan and its programs; however, effective communication and assistance from the City is critical to the Plan's success. Elements of the Plan include components that are directly responsible by the City (i.e., code enforcement, regulatory codes, plan reviews). In addition, certain funding options can only be provided by the City and will need to be reviewed, at least on an annual basis, as part of the review and adoption of the City's Capital Improvements Plan. There is some level of bonding of improvements that will need to be reviewed by the City and CRA staff based on a review of the City's financial status and availability of funds.



Contributing conditions (*photographs and captions excerpted from the US 1 Blight Study*)



Above Left: inadequate street layout, parking facilities, building code violations  
Above Right: inadequate street layout, lack of sidewalks, lack of parking facilities, building code violations, falling lease rates, diversity of ownership.

Below Left: commercial property vacancy, outdated building patterns, falling lease rates  
Below Right: building code violations, unsafe/unsanitary conditions, diversity of ownership.

Above: unsafe conditions (pedestrian crossing), faulty lot layout, outdated building patterns (access/driveways)

Below Left: inadequate public facilities (street width, lack of sidewalks, stormwater), inadequate/outdated building density pattern

Below Right: unsafe conditions, faulty lot layout, building code violations, commercial property vacancy







*Above Left and Right: unsafe conditions, faulty lot layout, building/property code violations, diversity of ownership*

*Below Left and Right: inadequate public facilities (street width, lack of sidewalks, stormwater), inadequate/outdated building pattern (including access/driveways), diversity of ownership, site deterioration*



*Top and Bottom: site deterioration, inadequate/outdated building patterns, commercial vacancy rates*

*Center: inadequate/outdated building density pattern, diversity of ownership, building/property code violations*



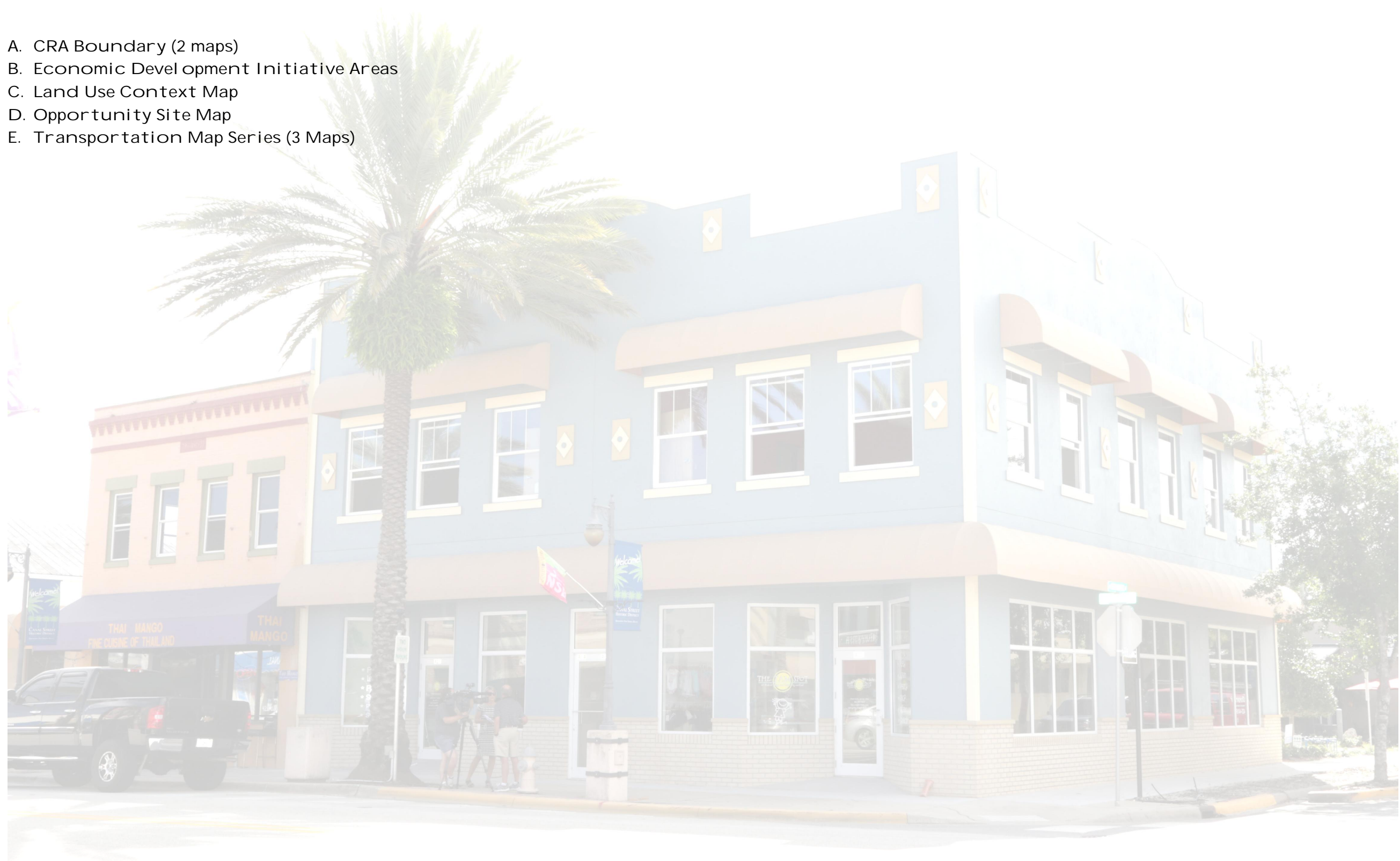




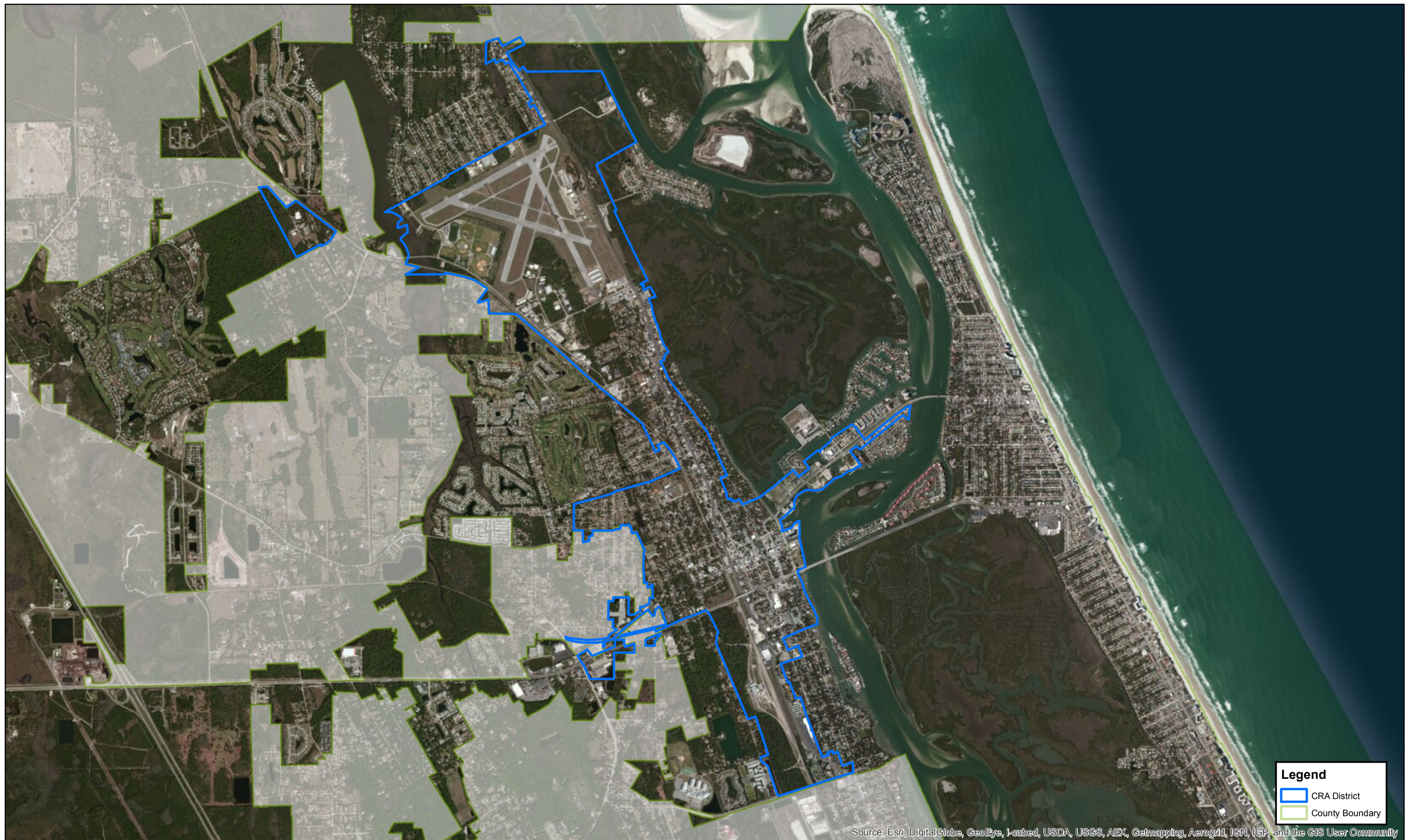


## MAPS

- A. CRA Boundary (2 maps)
- B. Economic Development Initiative Areas
- C. Land Use Context Map
- D. Opportunity Site Map
- E. Transportation Map Series (3 Maps)





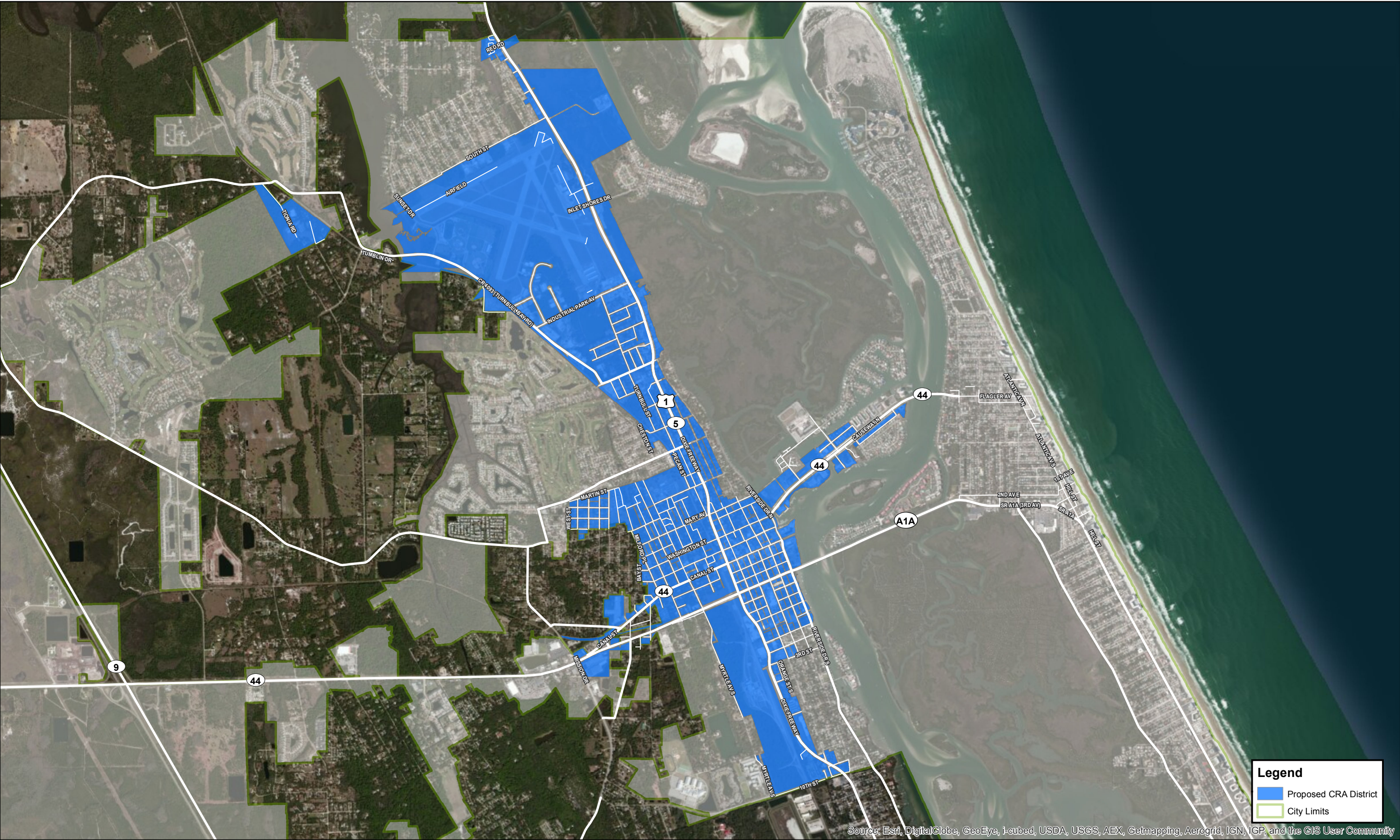


**Legend**

- CRA District
- County Boundary







City of New Smyrna Beach Community Redevelopment Agency

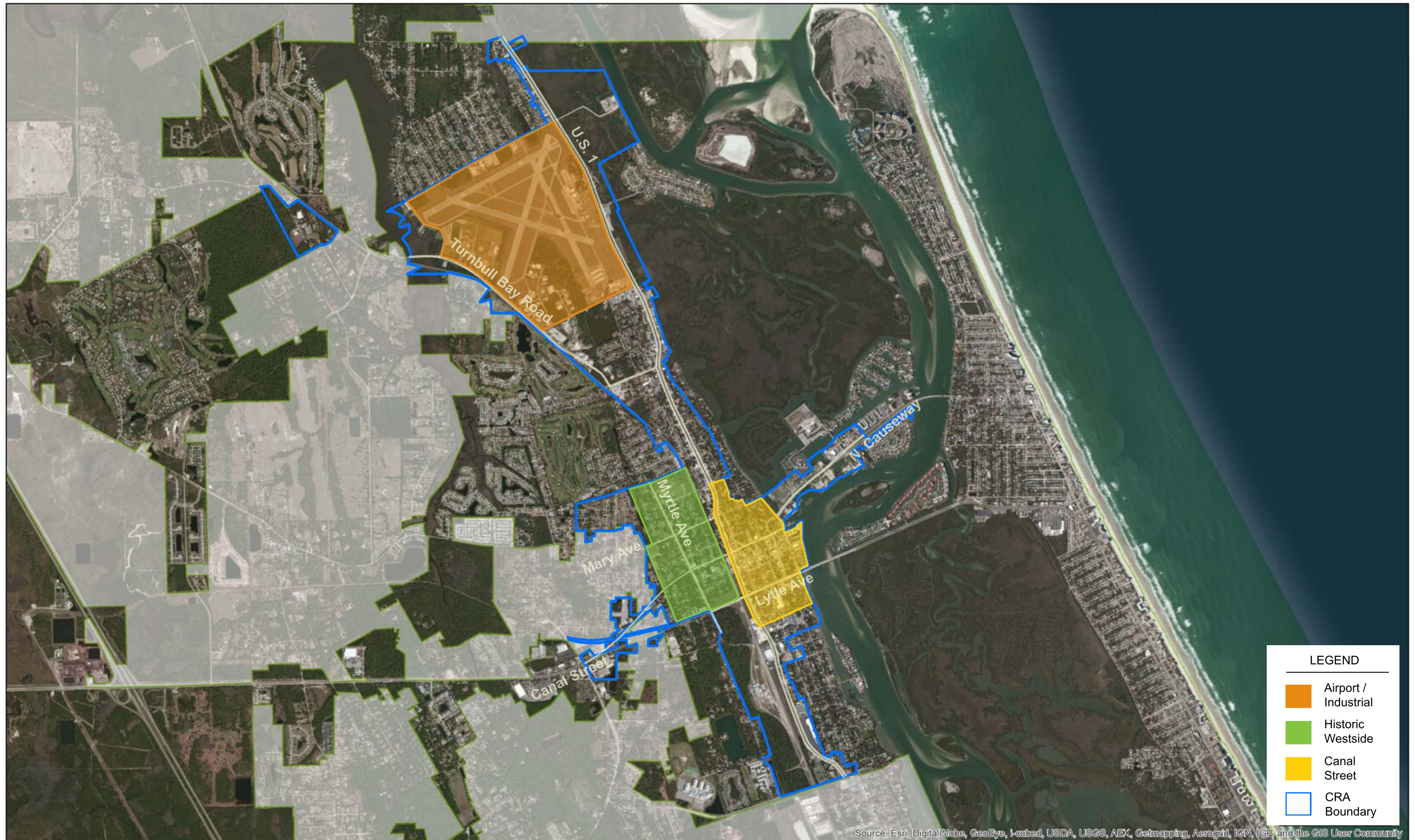
Exhibit - Proposed CRA District

City of New Smyrna Beach, Florida



Kimley-Horn  
and Associates, Inc.





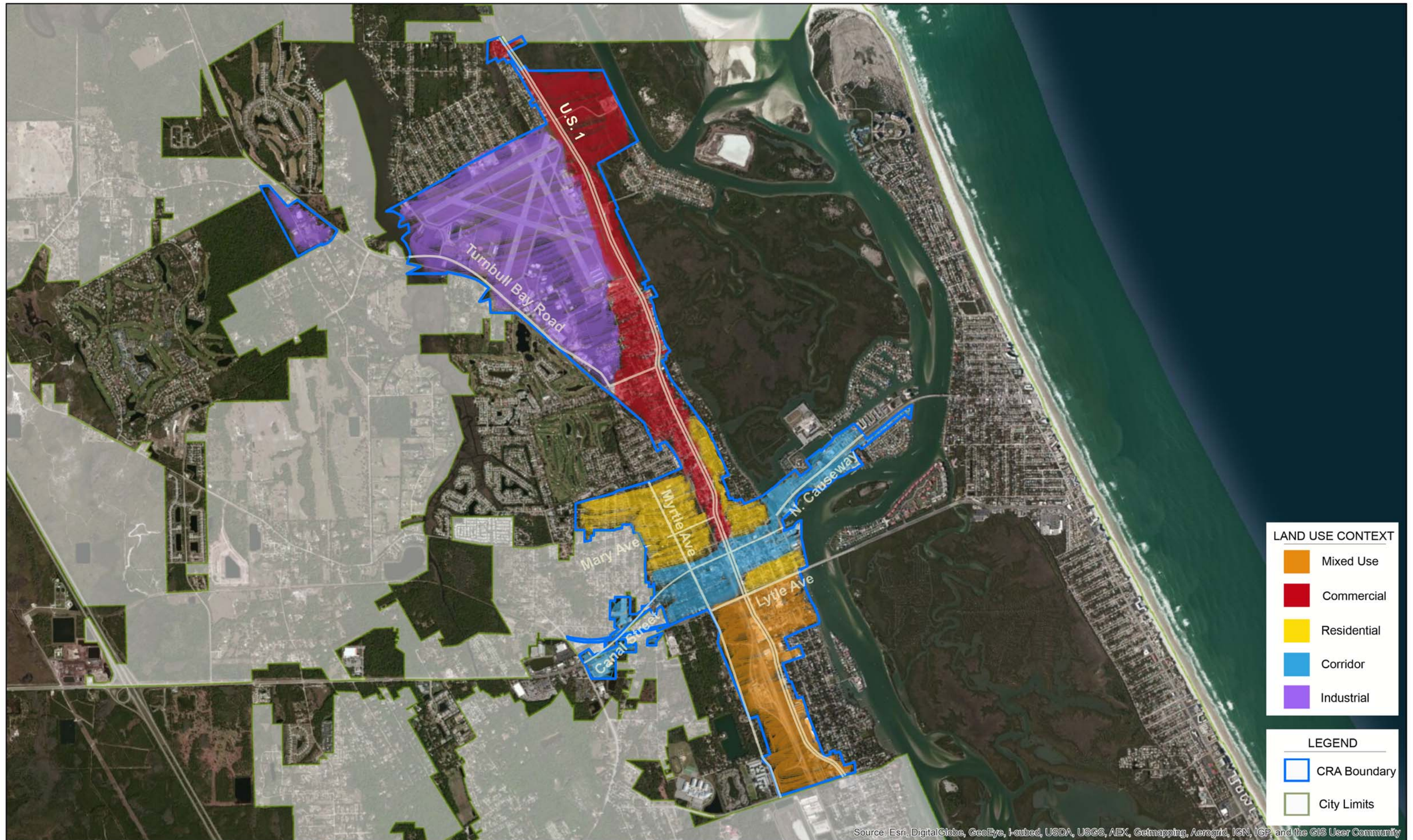
**LEGEND**

- Airport / Industrial
- Historic Westside
- Canal Street
- CRA Boundary

Source: Esri, DigitalGlobe, GeoEye, i-cubed, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, and the GIS User Community

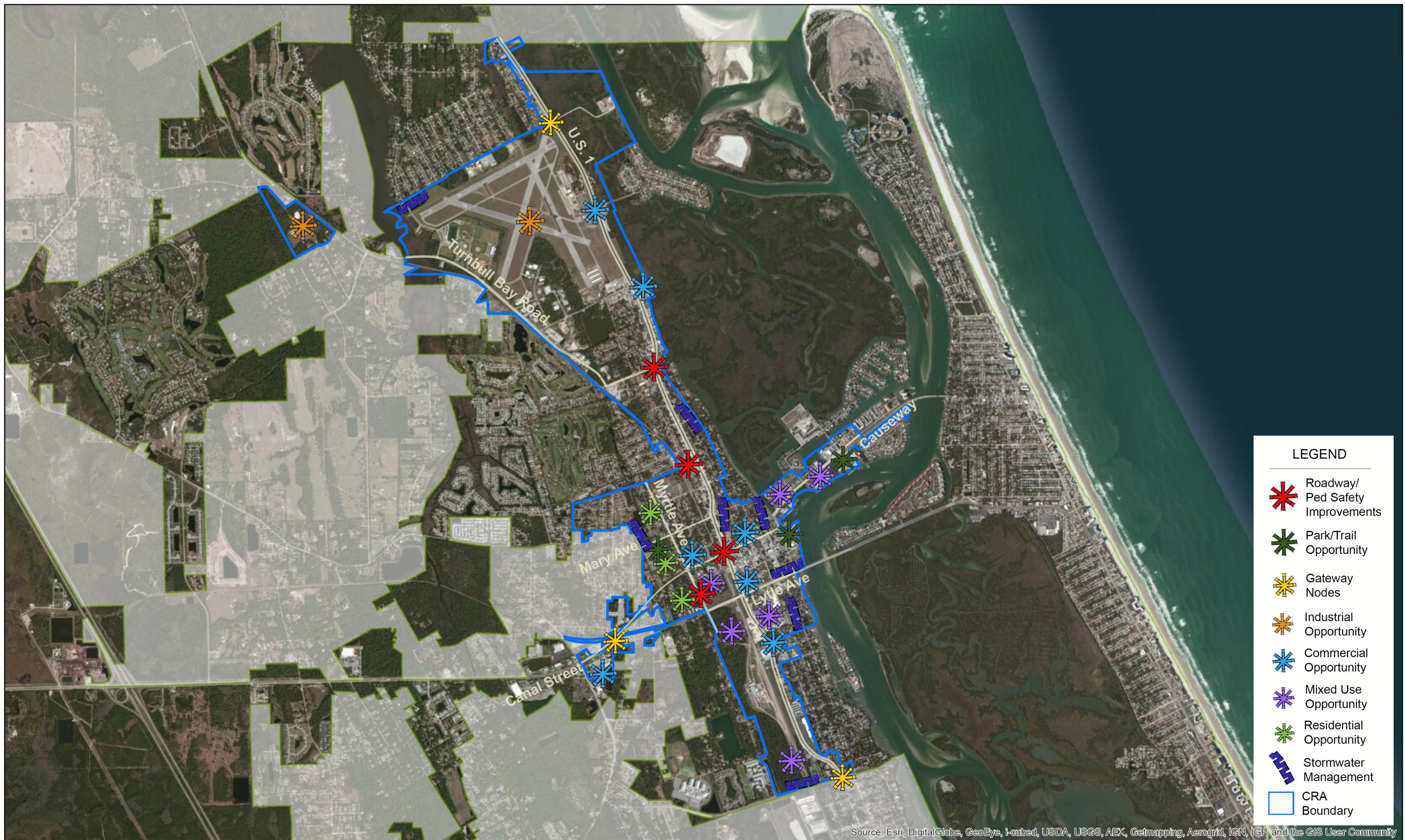















0 0.25 0.5 1 Miles





**LEGEND**

-  Roadway/  
Ped Safety  
Improvements
-  Park/Trail  
Opportunity
-  Gateway  
Nodes
-  Industrial  
Opportunity
-  Commercial  
Opportunity
-  Mixed Use  
Opportunity
-  Residential  
Opportunity
-  Stormwater  
Management
-  CRA  
Boundary

Source: Esri, DigitalGlobe, GeoEye, i-cubed, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, and the GIS User Community



## City of New Smyrna Beach Community Redevelopment Agency

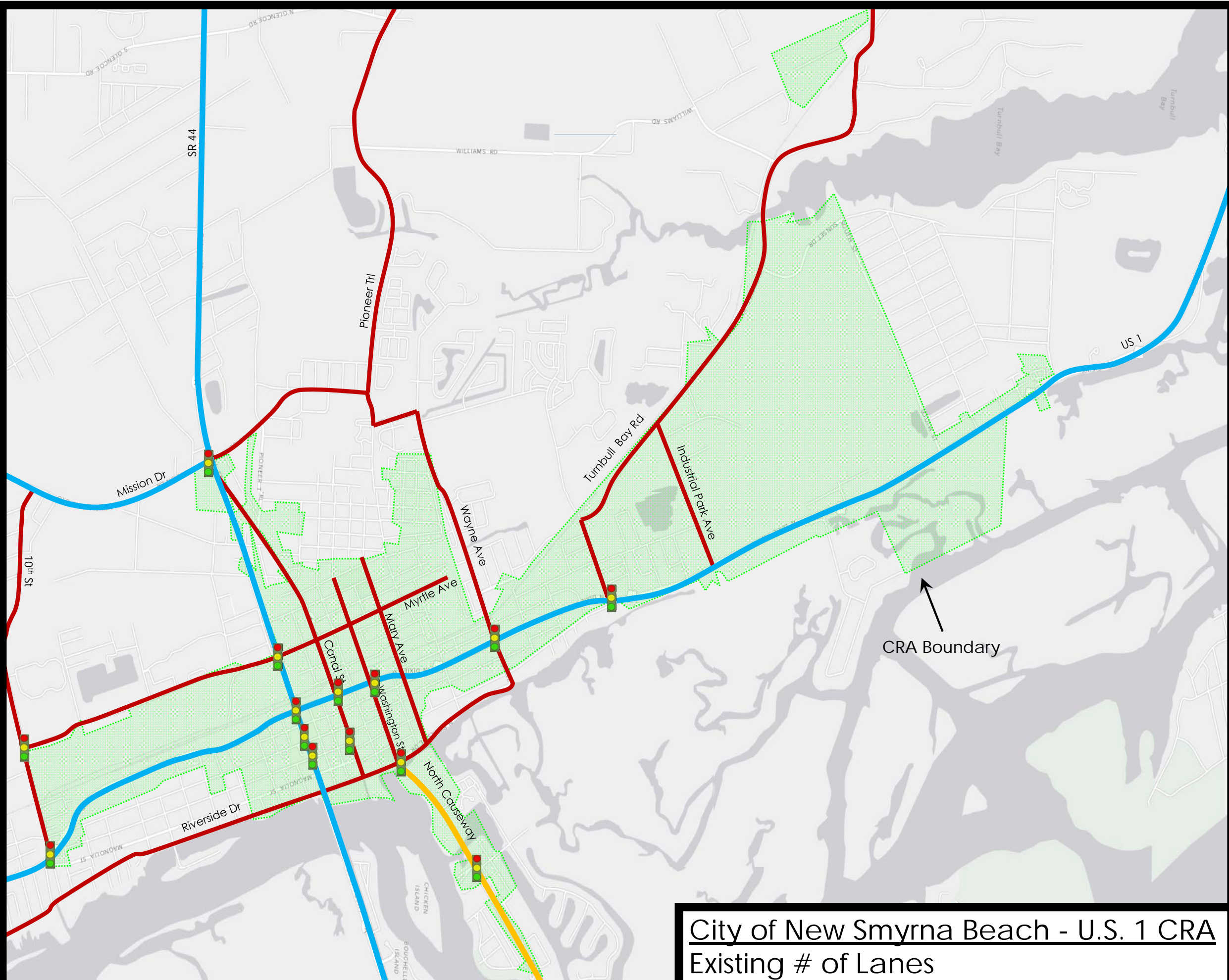
### Opportunity Site Map

*Note: Not all proposed redevelopment programs and projects (per the Capital Improvements Workplan) are identified hereon; Opportunities shown are generalized and may include multiple programs and/or projects*

City of New Smyrna Beach, Florida







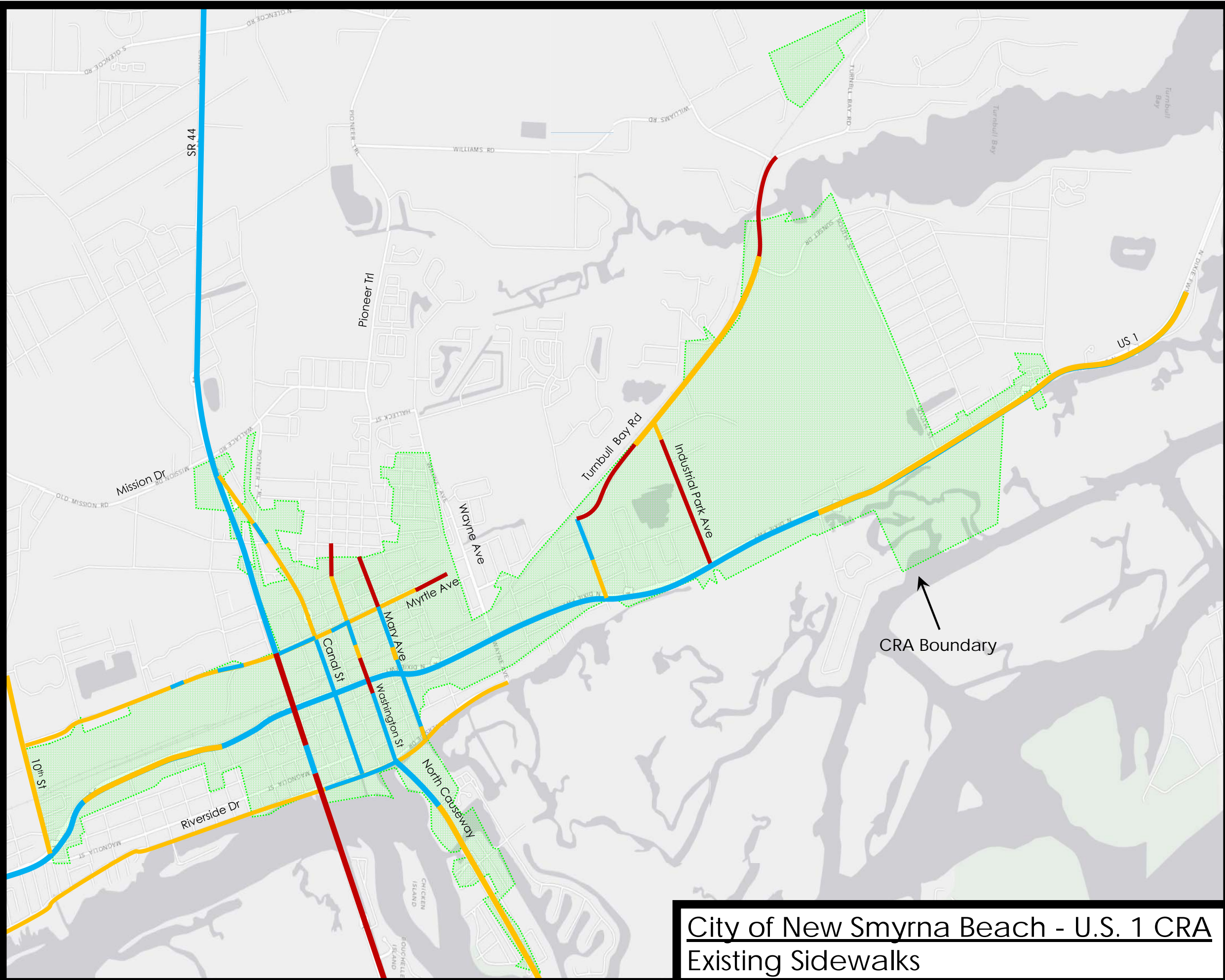
City of New Smyrna Beach - U.S. 1 CRA  
Existing # of Lanes

## Legend

- Existing #  
of Lanes
- 2 lanes
  - 3 lanes
  - 4 lanes
  - Traffic Signal







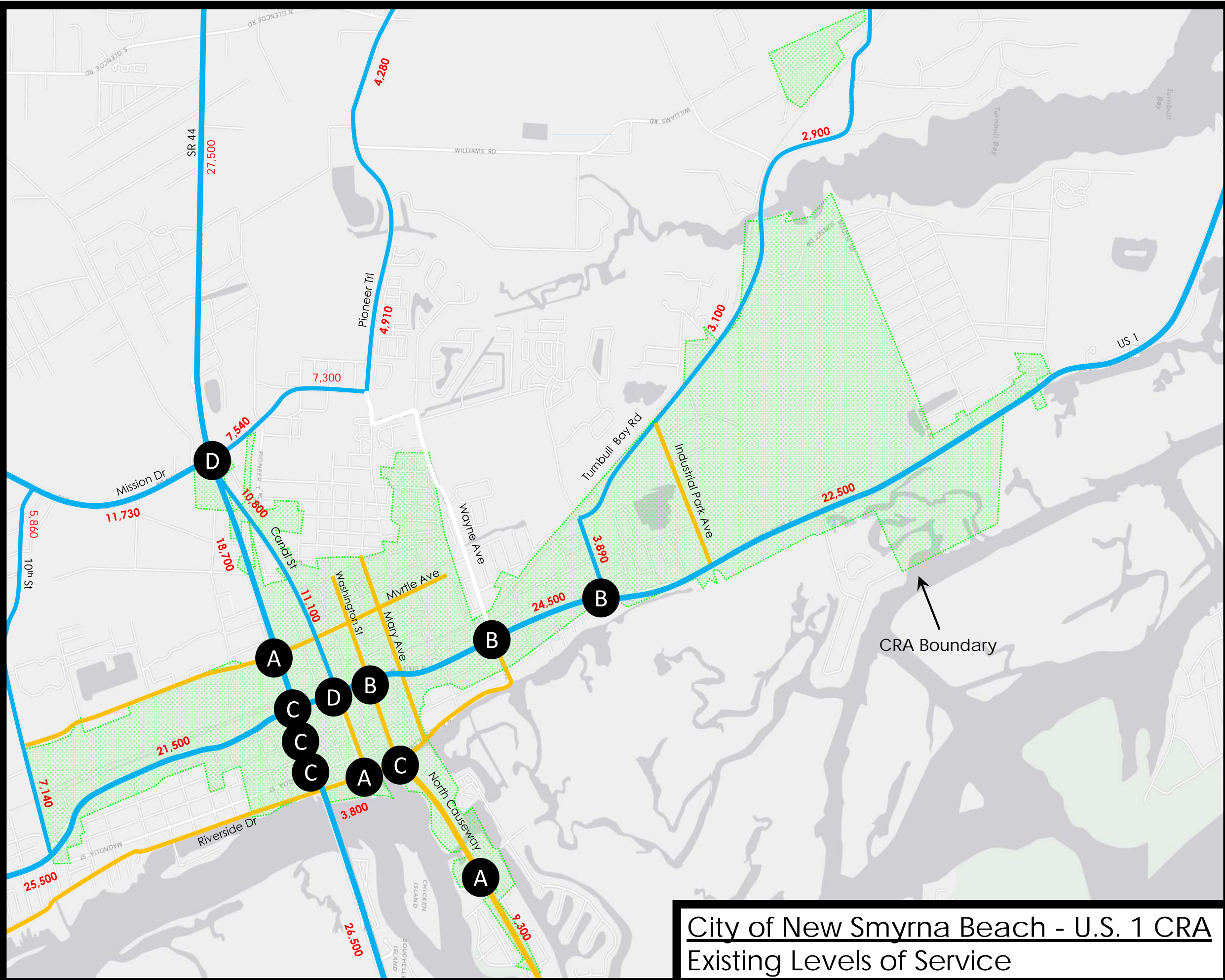
City of New Smyrna Beach - U.S. 1 CRA  
Existing Sidewalks

Legend

- Existing Sidewalks
- No sidewalk
- Sidewalk on one side
- Sidewalk on both sides







City of New Smyrna Beach - U.S. 1 CRA  
Existing Levels of Service

Legend

- Existing Roadway  
Level of Service B
- Existing Roadway  
Level of Service C
- 22,500 - Existing (2012) Annual  
Average Daily Traffic
- C - Existing Intersection  
Level of Service (PM Pk)





## APPENDIX

- A. Property Identification/Parcel Listing
- B. Finding of Necessity – US 1 CRA Sub-district Analysis – Qualifying Conditions
- C. Volusia County Resolutions
- D. Comprehensive Plan – relevant goals, objectives, and policies
- E. Previous outreach components (*includes Blight Study/Finding of Necessity presentation*)
- F. US 1 community redevelopment area – finding of necessity





Appendix A –  
parcel  
numbers

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## Appendix b - Finding of Necessity – US 1 CRA Sub-district Analysis – Qualifying Conditions

| Qualifying Condition  | Sub-District Analysis |              |                   |                |                |          |            |                   |
|---|-----------------------|--------------|-------------------|----------------|----------------|----------|------------|-------------------|
|   | Airport/Industrial    | Canal Street | Historic Westside | Medical Center | North Causeway | US 1 FEC | US 1 North | Tionia Industrial |
| Defective/Inadequate: <i>Street Layout, Parking Facilities, Roadways, Bridges, Public Transportation Facilities</i> | X                     | X            | X                 | X              | X              | X        | X          | X                 |
| Property Values (fail to show appreciable increase)   |                       | X            | X                 | X              | X              | X        | X          |                   |
| Faulty Lot Layout   |                       | X            | X                 | X              |                |          | X          |                   |
| Unsanitary or Unsafe Conditions   | X                     | X            | X                 |                | X              | X        | X          | X                 |
| Deterioration of Site or Other Improvements   | X                     |              | X                 | X              | X              | X        | X          | X                 |
| Inadequate/Outdated Building Density Pattern  |                       | X            | X                 | X              | X              | X        | X          |                   |
| Incidence of Crime (Higher than remainder of City)  | X                     | X            | X                 | X              | X              | X        | X          | X                 |
| Greater Number of Violations, Including Florida Building Code   | X                     | X            | X                 | X              | X              | X        | X          | X                 |
| Diversity of Ownership or Defective/Unusual Conditions of Title   |                       | X            | X                 | X              |                |          | X          |                   |
| Governmentally Owned Property with Adverse Environmental Conditions   | X                     | X            |                   | X              |                |          | X          |                   |
| Inadequate Ventilation, Light, Air, Sanitation or Open Space  |                       |              | X                 | X              |                |          | X          |                   |
| Existence of Conditions that Endanger Life/Property by Fire/Other Causes  | X                     |              | X                 |                | X              | X        | X          |                   |





Appendix c - Volusia County Resolutions

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**RESOLUTION NO. 2001-233**

A RESOLUTION REPEALING THE DELEGATION OF THE EXERCISE OF ALL POWERS OF THE COMMUNITY REDEVELOPMENT ACT OF 1969 (CHAPTER 163, PART III, FLORIDA STATUTES) CONFERRED UPON THE GOVERNING BODIES OF THE CITIES OF DAYTONA BEACH, DELAND, ORMOND BEACH, NEW SMYRNA BEACH, HOLLY HILL AND PORT ORANGE WITHIN THEIR RESPECTIVE BOUNDARIES; PROVIDING THAT THE REPEAL SHALL HAVE PROSPECTIVE APPLICATION; ACKNOWLEDGING THE VALIDITY OF PREVIOUS ACTIONS; PROHIBITING ANY IMPAIRMENT OF EXISTING INDEBTEDNESS; AND PROVIDING WHEN THIS RESOLUTION SHALL TAKE EFFECT.

WHEREAS, the Community Redevelopment Act of 1969 (*Act*) provides at Section 163.410, Florida Statutes, that the County Council of the County of Volusia shall exercise exclusively the powers conferred by the Act throughout the County, and

WHEREAS, Section 163.410, Florida Statutes, authorizes the County Council of the County of Volusia in its discretion to delegate the exercise of the powers to governing bodies of municipalities, and

WHEREAS, by Resolutions Number 81-115, 83-122, 83-143, 85-87, 92-257, and 94-345, ("Delegating Resolutions") the County Council of the County of Volusia delegated to the governing bodies of the cities of Daytona Beach, DeLand, Ormond Beach, New Smyrna Beach, Holly Hill and Port Orange respectively, the exercise of the powers under the Act within their boundaries, and

WHEREAS, the establishment of the various redevelopment trust funds has obligated the County to make substantial, burgeoning appropriations of

1 County funds in support of municipal projects the scope and duration over which  
2 the County has not exercised oversight, and

3 WHEREAS, it is prudent that the County withdraw its discretionary  
4 delegation of powers under the Act in order that the County Council of the  
5 County of Volusia may exercise exclusively the powers conferred on it by the Act,  
6 and

7 WHEREAS, the intent of this Resolution is to acknowledge all actions of  
8 the governing bodies of the municipalities acting as their municipalities'  
9 community redevelopment agencies that have been taken prior to September 6,  
10 2001, and

11 WHEREAS, it is the intent of this Resolution to have prospective  
12 application to prohibit respective municipalities acting as community  
13 redevelopment agencies from expanding the boundaries of community  
14 redevelopment areas, creating new community redevelopment areas or  
15 exercising powers under the Act outside existing community redevelopment  
16 areas as of September 6, 2001, and

17 WHEREAS, it is the intent of this resolution to withdraw the delegation of  
18 powers under the Act as of December 31, 2036, and

19 WHEREAS, it is the intent of this Resolution that it not apply to or impair  
20 any authorization for the issuance of any bonds, notes or other forms of  
21 indebtedness to which is pledged increment revenues approved prior to  
22 September 6, 2001.

23 NOW, THEREFORE, be it resolved by the County Council of the County  
24 of Volusia, Florida, in open meeting at Council Chambers in the City of DeLand,  
25 Florida, this 8th day of December, 2001, as follows:

26 SECTION 1. The recitations set forth in the preamble above are hereby  
27 adopted as part of this Resolution.





1 SECTION 2. The delegation to the governing bodies of the cities of  
2 Daytona Beach, DeLand, Ormond Beach, New Smyrna Beach, Holly Hill, and  
3 Port Orange for the exercise of the powers conferred in the Community  
4 Redevelopment Act of 1969 (Act) within the boundaries of the respective  
5 municipalities as contained in Resolutions Number 81-115, 83-122, 83-143, 85-  
6 87, 92-257, 94-345 and 96-249 is hereby repealed effective December 31, 2036,  
7 and the exercise of any power under the Act shall be reserved exclusively to the  
8 County Council of the County of Volusia as of January 1, 2037.

9 SECTION 3. The actions of the governing bodies of the municipalities  
10 identified in Section 2 above as community redevelopment agencies pursuant to  
11 the delegation of powers under the Act taken prior to September 6, 2001, are  
12 hereby acknowledged.

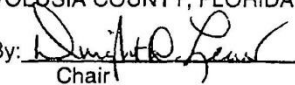
13 SECTION 4. Resolutions Number 81-115, 83-122, 83-143, 85-87, 92-257  
14 are hereby amended to repeal any delegation of authority to adopt, amend or  
15 modify a community redevelopment plan to change the boundaries of a  
16 community redevelopment area to add land, create a new community  
17 redevelopment area or exercise any power under the Act outside the boundaries  
18 as of September 6, 2001, of existing community redevelopment areas by a  
19 governing body of a municipality identified in Section 2 above as a community  
20 redevelopment agency subsequent to September 6, 2001. Any exercise of  
21 power pursuant to the Act identified in this Section 4 shall be reserved  
22 exclusively to the County Council of the County of Volusia. Except as provided in  
23 this Section 4, community redevelopment agencies and their respective  
24 sponsoring municipalities may exercise all other powers which have been  
25 delegated by the County Council of the County of Volusia by the respective  
26 Delegating Resolutions.

1 SECTION 5. Any authorization of the issuance of any bonds, notes or  
2 other forms of indebtedness to which is pledged increment revenues pursuant to  
3 a community redevelopment plan approved prior to September 6, 2001, is hereby  
4 recognized as a valid obligation of the issuing community redevelopment agency  
5 and this Resolution shall not in any way impair the community redevelopment  
6 agencies' obligations thereunder.

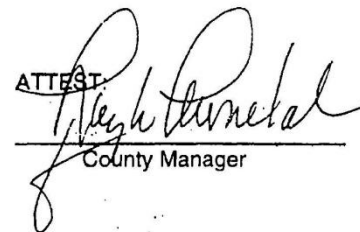
7 SECTION 6. This Resolution shall take effect immediately upon its  
8 adoption.

9 DONE AND ORDERED IN OPEN MEETING.

10  
11 COUNTY COUNCIL  
12 VOLUSIA COUNTY, FLORIDA

13 By:   
14 Chair

15  
16  
17 ATTEST:

18   
19 County Manager  
20



**RESOLUTION NO. 2010-19**

A RESOLUTION OF THE COUNTY COUNCIL OF VOLUSIA COUNTY, FLORIDA, AMENDING THE DELEGATION OF THE EXERCISE OF ALL POWERS OF THE COMMUNITY REDEVELOPMENT ACT OF 1969 (CHAPTER 163, PART III, FLORIDA STATUTES) CONFERRED UPON THE GOVERNING BODIES OF THE CITIES OF DAYTONA BEACH, DELAND, ORMOND BEACH, NEW SMYRNA BEACH, HOLLY HILL, PORT ORANGE, SOUTH DAYTONA AND DAYTONA BEACH SHORES WITHIN THEIR RESPECTIVE BOUNDARIES AND THE SPRING HILL COMMUNITY REDEVELOPMENT AGENCY; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Community Redevelopment Act of 1969 (the "Act") provides at Section 163.410, Florida Statutes, that the County Council shall exercise exclusively the powers conferred by the Act throughout the County; and

WHEREAS, Section 163.410, Florida Statutes, authorizes the County Council in its discretion to delegate in whole or part the exercise of such powers to governing bodies of municipalities; and

WHEREAS, by Resolutions Number 81-115, 83-122, 83-143, 85-87, 85-116, 92-257, 94-345, 95-150, and 96-219, the County Council delegated to the governing bodies of the cities of Daytona Beach, DeLand, Ormond Beach, New Smyrna Beach, Holly Hill, Port Orange, and South Daytona respectively, the exercise of the powers under the Act within their boundaries; and

WHEREAS, Resolution Number 2001-233 repealed the delegation of authority to adopt, amend or modify a community redevelopment plan, to change the boundaries of a community redevelopment area to add land, create a new

- 1 -

community redevelopment area or exercise any power under the Act outside the boundaries as of September 6, 2001; and

WHEREAS, Resolution Number 2004-13 created the Spring Hill Community Redevelopment Agency and delegated specified county redevelopment powers to that agency; and

WHEREAS, Resolution Number 2004-131 delegated specified county redevelopment powers to the City of Ormond Beach for the Ormond Crossings Area as amended by Resolution Number 2007-112, 2008-110, 2009-98 and 2009-178; and

WHEREAS, Resolution Number 2005-195 delegated specified county redevelopment powers to the City of Daytona Beach Shores for the SR A1A South Atlantic Community Redevelopment Study Area, as amended by Resolution Number 2005-245 and 2006-106; and

WHEREAS, the establishment of the various redevelopment trust funds has obligated the County to make substantial, burgeoning appropriations of County funds in support of municipal projects the scope and duration over which the County has had limited oversight.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF THE COUNTY OF VOLUSIA, FLORIDA, IN OPEN MEETING AT COUNCIL CHAMBERS IN THE CITY OF DELAND, FLORIDA, THIS 18<sup>th</sup> DAY OF FEBRUARY, 2010, AS FOLLOWS:

- 2 -



1       SECTION 1. The recitations set forth in the preamble above are hereby  
2 adopted as part of this Resolution.

3  
4       SECTION 2. The delegation to the governing bodies of the cities of  
5 Daytona Beach, DeLand, Ormond Beach, New Smyrna Beach, Holly Hill, Port  
6 Orange, South Daytona and Daytona Beach Shores, and to the Spring Hill  
7 Community Redevelopment Agency for the exercise of the powers conferred in  
8 the Community Redevelopment Act of 1969 (the "Act") within the boundaries of  
9 the respective municipalities and agency as contained in Resolutions Number  
10 81-115, 83-122, 83-143, 85-87, 85-116, 92-257, 94-345, 95-150, 96-219, 2004-  
11 13, 2004-131, 2007-112, 2008-110, 2009-98, 2009-178, 2005-195, 2005-245 and  
12 2006-106 is hereby amended to require the following:

13  
14           I. REPORTING REQUIREMENTS

15           A. Each community redevelopment agency ("CRA") shall  
16 conform to a uniform system of reporting established by the county.  
17 The reports shall use standardized State of Florida approved  
18 definitions for each reporting category requested by the county. The  
19 annual report required to be filed with the Department of  
20 Community Affairs and the annual audited financial report also  
21 required to be filed may be used to satisfy this requirement.

22  
23           B. CRA reports shall be provided to the county  
24 electronically on an annual basis and not less than 30 days after  
25 required reports are filed with the State of Florida.  
26

1           C. Each CRA shall make a presentation to the county  
2 council not less than annually which will include its annual report.

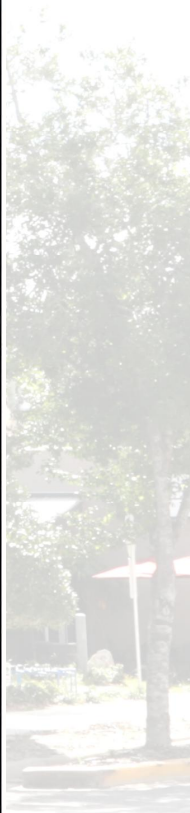
3  
4           D. Each CRA shall submit its proposed budget for the  
5 next fiscal year to the county for review and comment prior to the  
6 adoption of the budget by the CRA and no later than August 1<sup>st</sup> of  
7 each year. The county will respond with any questions and/or  
8 comments, if any, within 30 days of receipt of the proposed budget.

9  
10          E. No CRA shall make any material changes to its  
11 budget without prior notice to the county. The Volusia County  
12 Council shall have the opportunity to comment on any proposed  
13 change.

14  
15           II. COORDINATION AND RECOGNITION

16           A. Each CRA shall ensure that designated county  
17 representatives, including the appropriate Volusia County Council  
18 district member and a county staff representative shall be given  
19 timely notice, at least contemporaneously with the notice given to  
20 CRA board members, prior to any CRA meeting and given an  
21 opportunity to attend and participate.

22  
23           B. The County shall notify each CRA of any county-  
24 hosted meeting of two or more CRAs that may be called in order to  
25 discuss shared concerns and joint solutions.  
26





1 C. The purpose of joint CRA meetings is to take  
2 advantage of multi-jurisdictional cooperation and funding that may  
3 not be available to an individual CRA, including, but not limited to  
4 the following:

- 5 1. Transportation corridor redevelopment and  
6 infrastructure;
- 7 2. Enhancement of transit and multimodal systems;
- 8 3. Promotion of regional economic development  
9 opportunities;
- 10 4. Utilizing county and city-owned real estate within  
11 CRAs for joint development; and
- 12 5. Jointly seeking state and federal resources for multi-  
13 jurisdictional projects.

14  
15 D. Each CRA will include the county when recognizing  
16 contributing partners in print and electronic media as well as formal  
17 events such as groundbreakings, ribbon cuttings and activities  
18 celebrating CRA successes, including the following:

- 19 1. Participation in the planning and updating process;
- 20 2. Printed material including newsletters, flyers,  
21 advertisements and invitations;
- 22 3. Digital materials including websites, email campaigns  
23 and announcements; and
- 24 4. Construction signs.

25 SECTION 3. The requirements set forth in this Resolution are not  
26 intended to constrain the ability of the CRAs to incur debt in accordance with the  
27


- 5 -

1 terms of the Act. Non-compliance by a CRA with the requirements set forth in  
2 this Resolution shall not permit the County or any other taxing authority to fail to  
3 appropriate and transfer into the applicable redevelopment trust fund the lesser  
4 of increment revenues in an amount sufficient for the payment of debt service on  
5 bonds or other debt issued to finance or refinance redevelopment activities  
6 undertaken in accordance with an adopted community redevelopment plan and  
7 the amount provided by Section 163.387, Florida Statutes.


8 SECTION 4. This Resolution shall take effect immediately upon its  
9 adoption.

10  
11 DONE AND ORDERED IN OPEN MEETING.

12  
13 COUNTY COUNCIL  
14 VOLUSIA COUNTY, FLORIDA

15  
16 By:   
17 Frank T. Bruno, Jr.  
18 County Chair

19  
20 ATTEST

21  
22 By:   
23 James T. Dinneen  
24 County Manager/Clerk

- 6 -



1                                   **RESOLUTION NO. 2010- 20**

2  
3           A RESOLUTION OF THE COUNTY COUNCIL OF  
4           VOLUSIA COUNTY, FLORIDA, ESTABLISHING  
5           POLICY FOR FUTURE DELEGATION OR  
6           AMENDMENT OF EXISTING DELEGATION OF THE  
7           EXERCISE OF THE POWERS OF THE  
8           COMMUNITY REDEVELOPMENT ACT OF 1969  
9           (CHAPTER 163, PART III, FLORIDA STATUTES);  
10          PROVIDING AN EFFECTIVE DATE.  
11

12          WHEREAS, the Community Redevelopment Act of 1969 (the "Act")  
13          provides at Section 163.410, Florida Statutes, that the County Council shall  
14          exercise exclusively the powers conferred by the Act throughout the County; and

15          WHEREAS, Section 163.410, Florida Statutes, authorizes the County  
16          Council in its discretion to delegate in whole or part the exercise of such powers  
17          to governing bodies of municipalities; and

18          WHEREAS, the County Council finds that it is in the public interest to  
19          establish policy for future delegation and amendment of existing delegations of  
20          the exercise of the powers of the Act; and

21          WHEREAS, the County Council does not waive or restrict its authority to  
22          make revisions to or exceptions from such policy or revoke or modify a  
23          delegation of authority.  
24

25          NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF  
26          THE COUNTY OF VOLUSIA, FLORIDA, IN OPEN MEETING AT COUNCIL  
27          CHAMBERS IN THE CITY OF DELAND, FLORIDA, THIS 18<sup>TH</sup> DAY OF  
28          FEBRUARY, 2010, AS FOLLOWS:  
29

30          SECTION 1. The recitations set forth in the preamble above are hereby  
31          adopted as part of this Resolution.

- 1 -

1           SECTION 2. A city requesting a delegation of authority or an amendment  
2           of existing delegation of authority to a CRA, shall identify and define how the  
3           CRA will maximize available resources to further the county's overall goals and  
4           strategies. A future delegation of powers under the Act shall

5                   1.     limit the contribution by the county to a millage rate  
6                   that does not exceed the millage rate used by the city to calculate  
7                   its tax increment contribution, regardless of the existing rate  
8                   structure;

9                   2.     identify the taxing authorities which shall be  
10                  contributors;

11                  3.     provide a specific sunset date depending on the CRA  
12                  plan and bonding obligations;

13                  4.     limit allowable administrative and non-capital costs;

14                  5.     set a ceiling on county contributions or define scaled  
15                  monetary thresholds (e.g., 95% of the tax increment share up to \$1  
16                  million, 75% up to \$2 million, and 50% over \$2 million until the  
17                  sunset date);

18                  6.     restrict the use of county contribution to the trust fund  
19                  to a specific project or projects, or expenditures as defined in the  
20                  CRA plan;

21                  7.     specify the frequency of CRA plan updates; and

22                  8.     determine available incentives for specific goals such  
23                  as job generation and other economic development achievements.  
24

- 2 -



- 1 A modified or expanded delegation of authority may
- 2 1. include any provision set forth above for a new
- 3 delegation of authority as set forth previously;
- 4 2. establish different trust fund contributions for the area
- 5 of an expansion;
- 6 3. stipulate separate terms and different trust fund
- 7 contributions for the period of extension.
- 8 Neither the county nor any city shall give less than 120 days written notice
- 9 for any changes or extensions to an existing CRA.

10

11 SECTION 3. This Resolution shall take effect immediately upon adoption.

12

13 DONE AND ORDERED IN OPEN MEETING.

14 COUNTY COUNCIL

15 VOLUSIA COUNTY, FLORIDA

16 By: Frank T. Bruno, Jr.

17

18 Frank T. Bruno, Jr.

19 County Chair

20 ATTEST:

21

22 By: James T. Dinneen

23

24 James T. Dinneen

25 County Manager/Clerk

26

27





Appendix D - selected comprehensive plan goals, objectives and policies

Future Land Use Element

GOAL 1: SUSTAINABILITY

Provide for development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

OBJECTIVE:

1. Energy Efficiency: Promote compact, mixed-use, and energy efficient development arranged to encourage pedestrians, bicycle and transit use, leading to a more sustainable community and a reduction in greenhouse gases (GHGs).

k. Promote the redevelopment of brownfield and grayfield sites to reduce distances between destinations and relieve pressures for Greenfield development.

OBJECTIVE:

5. Timing and location of Development: Future development will be directed into appropriate areas and at appropriate times according to the availability of municipal services.

c. The City shall promote local, regional, and state programs, investments, and development and redevelopment activities which encourage efficient development and occur in areas which will have the capacity to service new population and commerce.

GOAL 4: COMMERCIAL/INDUSTRIAL DEVELOPMENT

Provide for high-quality commercial and industrial development so as to maintain the economic health of the City, and to increase the job opportunities, per capita income and convenience for its residents.

OBJECTIVE:

4. Design of Commercial and Industrial Developments: Commercial and industrial development will be designed to enhance access and circulation, and result in a positive and attractive built environment.

e. The City shall promote pedestrian amenities in association with new construction and renovation/redevelopment, including, but not limited to, the provision of sidewalk and bike path connections, walk lights, benches, bus shelters and bicycle parking pursuant to the Land Development Regulations and applicable neighborhood plans.

OBJECTIVE:

5. Commercial Reinvestment Strategy: By 2013, the City shall develop a reinvestment strategy for older commercial properties in the City to ensure that over time these properties remain viable and important contributors to the City's non-residential tax base.

POLICIES:

a. Work with economic development organizations to develop a database of available redevelopment properties and market information to promote investment in redevelopment.

b. The City shall develop an implement specialized zoning and development regulations for designated reinvestment areas.

c. The City shall monitor the impacts of development regulations on small businesses to ensure that the special needs of small business operators are taken into account in the formulation of any new or revised City Codes or policies.

d. The City shall work closely with the Southeast Volusia Chamber of Commerce to ensure communication with local business owners about City Code requirements and changes.

e. The City shall develop a plan to acquire properties with waterfront access for private and public redevelopment.

f. The City shall develop economic incentives in its economically distressed areas, redevelopment areas, and job creation zones, with a key focus to create value-added jobs, dependant upon available funding.

g. As an alternative to new construction, the City shall continue to offer incentives for the rehabilitation and reuse of existing facilities, structures, and buildings in its redevelopment districts, dependent upon available funding.

h. The City shall, in cooperation with state, regional, and local agencies, promote economic opportunities for its unemployed and economically disadvantaged residents.

GOAL 5: RESIDENTIAL DEVELOPMENT AND NEIGHBORHOODS

Provide for residential development that creates neighborhoods of enduring quality, livability and character, that support an attractive and functional mix of living, working, shopping, and recreational activities, and maintain a living environment for citizens of all ages.

OBJECTIVE:

2. Maintain and enhance the quality of existing neighborhoods through reinvestment strategies, conservation, planning efforts and redevelopment and renewal of blighted areas.

POLICIES:

a. Continue to allow mixed types of residential dwelling units in older neighborhoods as a finally feasible alternative to commercial encroachment.

b. Establish a building inspection program, along with continued code enforcement, to ensure the lasting viability of existing neighborhoods.

c. Explore the possibility of developing licensing and inspection requirements for single-family homes used as rental properties.

d. The City will use CDBG and SHIP funds, when available, and explore opportunities to establish other financial incentives, for investment in older, declining neighborhoods as part of an overall reinvestment strategy.



e. The City will utilize public works and public utility projects as opportunities to improve the condition and appearance of older, declining neighborhoods through sensitive and appropriate design and retrofit.

**OBJECTIVE:**

3. Protect existing desirable neighborhoods from encroaching new development which is incompatible and inconsistent with the established character of the neighborhood.

**POLICIES:**

b. Neighborhood level plans shall identify historical development patterns in order to draft and implement Land Development Regulations that encourage redevelopment infill development that is compatible with the goals and objectives of the individual neighborhood level plans.

**OBJECTIVE:**

4. To guide and enhance future economic development and redevelopment of US 1 and SR 44 by creating scenic parkways that efficiently move traffic and present an attractive, aesthetically pleasing appearance.

e. Require new developments and redevelopments to provide landscaping and other improvements, in order to present a pleasant aesthetic appearance along these parkways, consistent with the charm of the City.

f. Implement SR 44 corridor regulations along undeveloped portions of the highway, as they are annexed into the City.

g. Encourage the combining of smaller parcels through single ownership of contiguous properties.

**OBJECTIVE:**

5. In coordination with property owners, business owners, and stakeholders, develop policies and regulations to guide and enhance future economic development and redevelopment, protect existing community assets, and enhance programs and services within the Westside Neighborhood.

**POLICIES:**

a. By 2011, the City shall complete and implement the recommendations of the Westside Neighborhood Plan.

b. By December 2010, the City shall create a Community Development Block Grant (CDBG) economic advisory board to collect input from residents and to prioritize and rank projects eligible for CDBG funding.

c. In partnership with the Community Redevelopment Agency and other public and/or private organizations, develop programs and incentives to encourage new businesses to open and/or to relocate to the neighborhood.

d. In partnership with the Community Redevelopment Agency and other public and/or private organizations, continue to enhance the physical infrastructure within the neighborhood, including utility, streetscape, and sidewalks.

e. In partnership with the Community Redevelopment Agency and other public and/or private organizations, the City shall explore and develop programs, incentives, and regulations to ensure that all neighborhoods provide adequate affordable housing.

**OBJECTIVE:**

6. In coordination with property owners, business owners, and stakeholders, develop policies and regulations to guide and enhance future development and redevelopment within the Coronado Beach neighborhood.

**POLICIES:**

a. By 2013, the City shall complete and implement the Coronado Beach Neighborhood Plan.

b. Develop regulations to ensure that new development is compatible with existing neighborhood development patterns, in order to protect neighborhood integrity and character.

c. The City shall coordinate with Volusia County and the Florida Department of Transportation to establish traffic calming measure to make South Atlantic Avenue safe for pedestrians to cross during the day and in the evenings. At a minimum, the City shall explore the possibility of lowering the speed limit and installing traffic calming devices.

d. The city shall establish a landscaping, lighting, streetscape, and traffic calming plan for South Atlantic Avenue and make necessary changes to the *Land Development Regulations* to create a gateway presence.

e. The City shall establish regulations to waive any future paving requirements on Hill Street.

f. The City shall not vacate any future portions of the Hill Street right-of-way and shall use every effort to re-acquire portions of the vacated Hill Street right-of-way, whenever possible.

g. The City shall coordinate with Volusia County to identify and infill gaps in the sidewalk system, particularly along the east side of South Atlantic Avenue.

h. Code enforcement efforts shall be taken to maintain and upgrade the area and to ensure that visual blight and safety issues caused by vacant and/or derelict properties are addressed in a timely manner.

i. The City shall develop regulations to require non-residential uses to expand or be substantially improved without meeting code requirements addressing parking, access, screening, landscaping, and buffers.

j. The City shall analyze and identify streets that may contain excessive right-of-way widths and develop a program to qualify property owners to petition the City for a right-of-way vacation of unneeded rights-of-way.

k. The maximum height within the neighborhood shall be limited to three (3) stories, 35 feet. Existing structures in excess of 35 feet shall be permitted to remain and, if destroyed, may be rebuilt at the existing height.

l. In coordination with Volusia County and other public and/or private organizations, the City shall develop a program and associated regulations to create pocket parks and beautify street ends east of South Atlantic Avenue and Hill Street.

m. The City shall develop a pattern book and design guidelines for renovation and infill residential development to maintain the character of the neighborhood and preserve many aspects of the development pattern.

## GOAL 6: MIXED-USE DEVELOPMENT



Provide for mixed-use development that creates an attractive and functional mix of living, working, shopping, and recreational activities, providing for energy efficient land use patterns, compact development, urban infill and redevelopment, and supports a multi-modal transportation system.

OBJECTIVE:

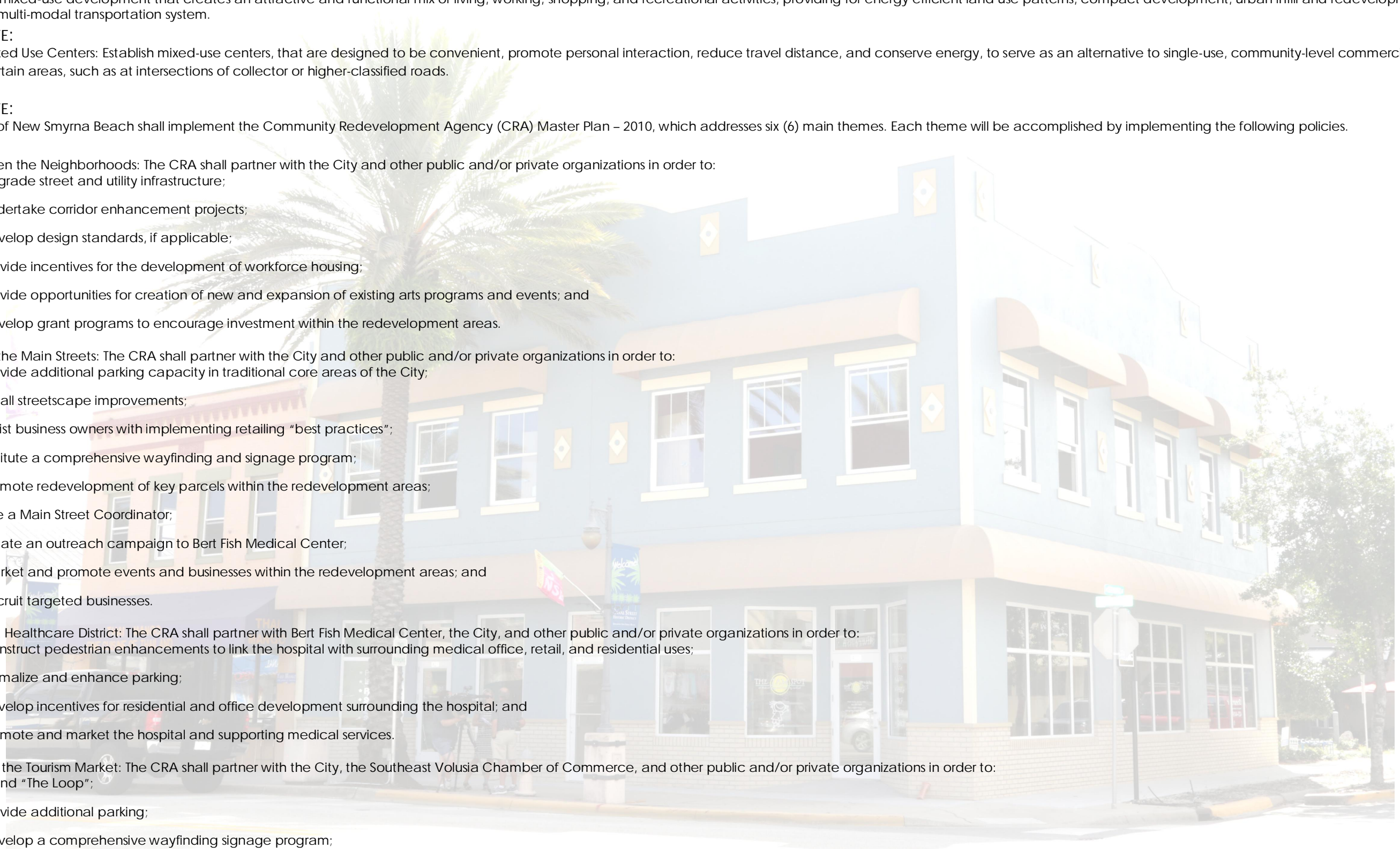
- 1. Mixed Use Centers: Establish mixed-use centers, that are designed to be convenient, promote personal interaction, reduce travel distance, and conserve energy, to serve as an alternative to single-use, community-level commercial nodes in certain areas, such as at intersections of collector or higher-classified roads.

OBJECTIVE:

- 1. The City of New Smyrna Beach shall implement the Community Redevelopment Agency (CRA) Master Plan – 2010, which addresses six (6) main themes. Each theme will be accomplished by implementing the following policies.

POLICIES:

- a. Strengthen the Neighborhoods: The CRA shall partner with the City and other public and/or private organizations in order to:
  - Upgrade street and utility infrastructure;
  - Undertake corridor enhancement projects;
  - Develop design standards, if applicable;
  - Provide incentives for the development of workforce housing;
  - Provide opportunities for creation of new and expansion of existing arts programs and events; and
  - Develop grant programs to encourage investment within the redevelopment areas.
- b. Support the Main Streets: The CRA shall partner with the City and other public and/or private organizations in order to:
  - Provide additional parking capacity in traditional core areas of the City;
  - Install streetscape improvements;
  - Assist business owners with implementing retailing “best practices”;
  - Institute a comprehensive wayfinding and signage program;
  - Promote redevelopment of key parcels within the redevelopment areas;
  - Hire a Main Street Coordinator;
  - Initiate an outreach campaign to Bert Fish Medical Center;
  - Market and promote events and businesses within the redevelopment areas; and
  - Recruit targeted businesses.
- c. Create a Healthcare District: The CRA shall partner with Bert Fish Medical Center, the City, and other public and/or private organizations in order to:
  - Construct pedestrian enhancements to link the hospital with surrounding medical office, retail, and residential uses;
  - Formalize and enhance parking;
  - Develop incentives for residential and office development surrounding the hospital; and
  - Promote and market the hospital and supporting medical services.
- d. Broaden the Tourism Market: The CRA shall partner with the City, the Southeast Volusia Chamber of Commerce, and other public and/or private organizations in order to:
  - Brand “The Loop”;
  - Provide additional parking;
  - Develop a comprehensive wayfinding signage program;
  - Construct gateway enhancements;
  - Promote development of hotels in strategic locations; and





- Develop incentives to encourage new development and redevelopment.
- e. Enhance the Blue and Green Infrastructure: The CRA shall partner with the City and other public and/or private organizations in order to:
- Reconstruct the seawall and construct other boardwalk park enhancements;
  - Enhance streetscapes;
  - Address drainage issues within the redevelopment area;
  - Examine and, if needed, establish fees for creation and maintenance of public parking;
  - Provide public access to the water; and
  - Promote events within the redevelopment areas.
- f. Connect the Community: The CRA shall partner with the City and other public and/or private organizations in order to:
- Develop a comprehensive wayfinding signage program;
  - Install sidewalk and bike lane enhancements;
  - Beautify and, if possible, reconfigure the area where Business SR 44 and SR 44 divide;
  - Install streetscape and landscaping enhancements within the Westside Neighborhood; and
  - Develop and promote alternative forms of transportation.

OBJECTIVE:

2. To maintain, enhance, and promote the arts community and events within the City.

POLICIES:

a. The City will partner with the Community Redevelopment Agency and other public and/or private organizations to promote arts events within the City.

TRANSPORTATION ELEMENT

MOBILITY/EFFICIENCY GOAL:

To provide for the development of a comprehensive transportation system for the movement of people and goods that safely, conveniently, and efficiently serves the travel needs in the New Smyrna Beach area, while protecting established neighborhoods, environmentally sensitive areas, and archaeologically/historically significant sites. c. Promote the use of alternative modes of transportation to reduce congestion and vehicle miles traveled (VMT) caused by single occupant vehicle (SOV) usage.

Objective 1 - Policies

- c. Promote the use of alternative modes of transportation to reduce congestion and vehicle miles traveled (VMT) caused by single occupant vehicle (SOV) usage.
- i. Work with the Volusia TPO to establish numerical indicators against which the achievement of the mobility goals of the community can be measured, such as modal split and automobile occupancy rates;
- ii. Develop a safe usable pedestrian circulation system by providing sidewalks along all major streets adjacent to schools, between school sites, and selected major streets, between school sites and parks or recreational areas, and add sidewalks, where necessary, to connect or complete either existing or proposed sidewalks in a manner that provides a complete pedestrian circulation system;
- iii. Develop a safe bicycle and pedestrian transportation system with access to and within regional and community parks, all major public and private facilities, public transit, beach and river access areas, and other recreational facilities. Such provision should include bicycle parking at these locations, as well as at public, commercial, and service buildings, which is accessible;
- v. Incorporate public transit, bicycle, and pedestrian considerations in the review of all site plans and plats;
- vi. Promote developments designed to encourage non-motorized trips by providing efficient, convenient, and safe bicycle and pedestrian facilities; and
- x. Create bicycle and pedestrian facilities, including multi-use trails and greenways, which tie the street system with greenway systems and major activity centers. Consider off-roadway travel corridors, such as drainage canal, railroad, and utility right-of-way property, as potential corridors.

OBJECTIVE:

3. To implement a Transportation Plan, consistent with county and state transportation plans, to the extent required by law.



POLICIES:

- a. Coordinate the planning and programming of local transportation improvements with Volusia County, FDOT, Volusia TPO, and the Volusia Council of Governments (VCOG).

OBJECTIVE:

- 4. To maintain and create transportation facilities that operate in a safe and efficient manner while maintaining an aesthetically pleasing character.
- p. Establish a Transportation Concurrency Exception Area (TCEA) coterminous with the Community Redevelopment Agency area to promote urban infill and redevelopment where opportunities for expansion or addition of new transportation corridors are limited. Development/redevelopment projects within the TCEA shall address their transportation impacts and mitigation through alternative methods, which will be examined and considered instead of the typical roadway capacity projects, consistent with the following strategies:
  - i. Prepare a plan by November 1, 2012, to support and fund mobility within the TCEA consistent with §163.3180(5)(a), *Florida Statutes*;
  - ii. Mitigating measure(s) shall advance the goals of adopted area or subject matter plans, such as community redevelopment agency master plans, neighborhood plans, corridor plans, bicycle and pedestrian plans, or transit development plans;
  - iii. Potential alternative mitigating measure(s) may include but not be limited to the following: operational and/or capital enhancements for Votran, participation in a transit pass program for employees, van pooling, or ride sharing programs, pedestrian improvements, bus shelter/stop improvements, bicycle improvements, lighting improvements, connectivity improvements, roadway/intersection improvements, streetscape improvements, enhancements to a traffic management system, creating parallel travel ways connecting adjacent development, financial contributions to implement actions consistent with this policy, and any other measures which increase mobility options and intermodal connections, as may be approved by the City; and
  - iv. Any development or redevelopment project within the TCEA that impacts roadway segments or intersections outside the TCEA shall be subject to concurrency requirements for those impacts outside the TCEA.

ECONOMIC DEVELOPMENT GOAL:

Promote the balanced and sustained economic growth through the efficient movement of goods and people in a safe, energy efficient, and environmentally sound manner.

OBJECTIVE:

- 1. To give priority consideration to transportation projects and systems that facilitate local job creation and retention.

POLICIES:

- a. Promote efficient land-use patterns, appropriate commercial and industrial development locations, and redevelopment opportunities.
- b. Address truck accessibility and maneuverability to and within commercial and industrial areas.
- c. Collaborate on the *Volusia County Truck & Freight Study* and participate on the Goods Movement Advisory Committee (GMAC).

ACCESSIBILITY GOAL:

Develop a transportation system that is reliable and accessible to all potential users.

OBJECTIVE:

- 1. To create a physical environment that supports access to public transit.

POLICIES:

- a. Improve accessibility to bus stops through the extension of sidewalks and the removal of architectural barriers in both new development and reconstruction projects.
- b. Improve the amenities available at bus stops through provision of benches, landscaping, shade trees, and shelters. Locations for improvements shall be coordinated with Votran.

Housing

OBJECTIVE:

- 1. To ensure that adequate, affordable housing is made available to, or provided for, low- and moderate-income families and individuals, financially disadvantaged citizens, senior citizens, handicapped citizens, or others with special housing needs, for both the existing population and the anticipated population growth by year 2025.
- k. The City will explore opportunities to establish financial incentives for investment in older, declining neighborhoods, as part of an overall reinvestment strategy.

OBJECTIVE:

- 3. To continue to identify and eliminate substandard housing units in New Smyrna Beach and to assist in the structural and aesthetic improvements of existing standard housing.

POLICIES:

- a. Ensure that existing City housing and building codes are observed and enforced through the issuance of permits and inspections, and that new codes are adopted as needed and required.
- b. Enforce a policy of demolishing dilapidated, unsafe structures, and of providing adequate compensation and relocation assistance (or relocation housing) to displaced families or individuals as state or federal funding becomes available.
- c. Enforce landscaping ordinances and tree ordinances to help improve community appearance and value.
- d. Continue to conserve, rehabilitate, and/or demolish housing according to the Florida Building Code.



OBJECTIVE:

9. To conserve the existing housing, rehabilitate substandard housing, and demolish dilapidated housing through the programs listed in the policies below.

POLICIES:

- a. The City will continue to focus CDBG expenditures on housing rehabilitation in eligible neighborhoods.
- b. The City will encourage the rehabilitation of rental properties through any possible aid program available, in accordance with the *City of New Smyrna Beach Land Development Regulations*.

Sanitary Sewer, Potable Water, Solid Waste, Drainage, and Natural Groundwater Aquifer Recharge Element

OBJECTIVE:

3. To implement improvements that: (1) correct existing facility deficiencies, (2) coordinate the extension of, or increase in, capacity of drainage facilities to meet future needs, and (3) maximize the use of existing drainage facilities, thus discouraging urban sprawl.

POLICIES:

- a. Implement the comprehensive stormwater facility analysis addressing those improvements needed to correct existing facility deficiencies, extensions, or increases in capacity in order to meet future needs. Implement the recommendations of the study by plan amendment.
- b. Update the utility stormwater service fee by October 1, 2015, based on the analysis of the stormwater facility study.
- c. Require all new development and redevelopment to meet the performance and design standards of the City's Stormwater Management and Conservation Ordinance, unless specifically exempted or until such time as amended or replaced as a result of completion of Policy 3.a. above.

Recreation and Open Space

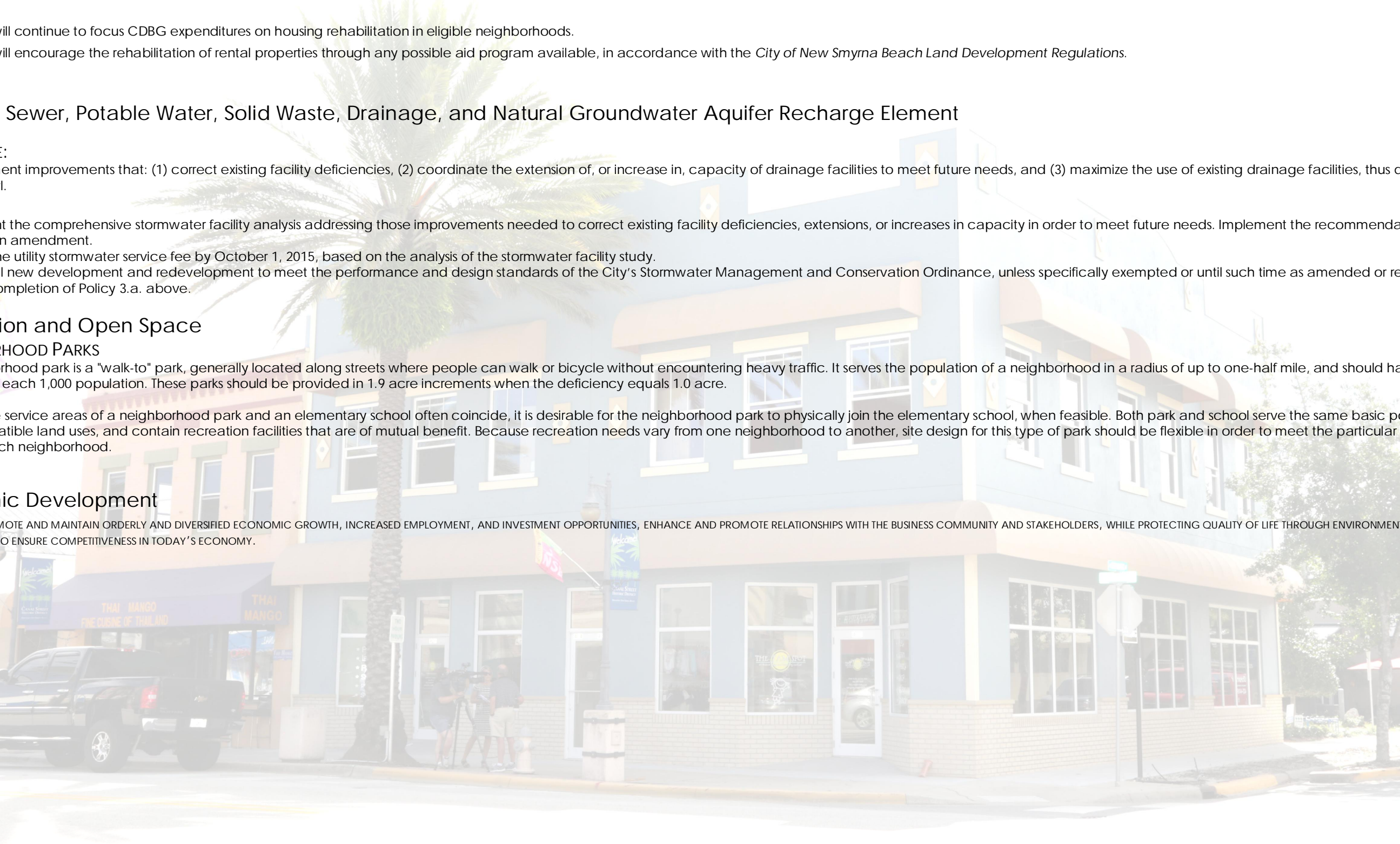
NEIGHBORHOOD PARKS

The neighborhood park is a "walk-to" park, generally located along streets where people can walk or bicycle without encountering heavy traffic. It serves the population of a neighborhood in a radius of up to one-half mile, and should have at least 0.4 acres for each 1,000 population. These parks should be provided in 1.9 acre increments when the deficiency equals 1.0 acre.

Because the service areas of a neighborhood park and an elementary school often coincide, it is desirable for the neighborhood park to physically join the elementary school, when feasible. Both park and school serve the same basic population, share compatible land uses, and contain recreation facilities that are of mutual benefit. Because recreation needs vary from one neighborhood to another, site design for this type of park should be flexible in order to meet the particular recreation needs of each neighborhood.

Economic Development

GOAL: PROMOTE AND MAINTAIN ORDERLY AND DIVERSIFIED ECONOMIC GROWTH, INCREASED EMPLOYMENT, AND INVESTMENT OPPORTUNITIES, ENHANCE AND PROMOTE RELATIONSHIPS WITH THE BUSINESS COMMUNITY AND STAKEHOLDERS, WHILE PROTECTING QUALITY OF LIFE THROUGH ENVIRONMENTAL SUSTAINABILITY TO ENSURE COMPETITIVENESS IN TODAY'S ECONOMY.





## Appendix e - Previous outreach components (*includes Blight Study/Finding of Necessity presentation*)

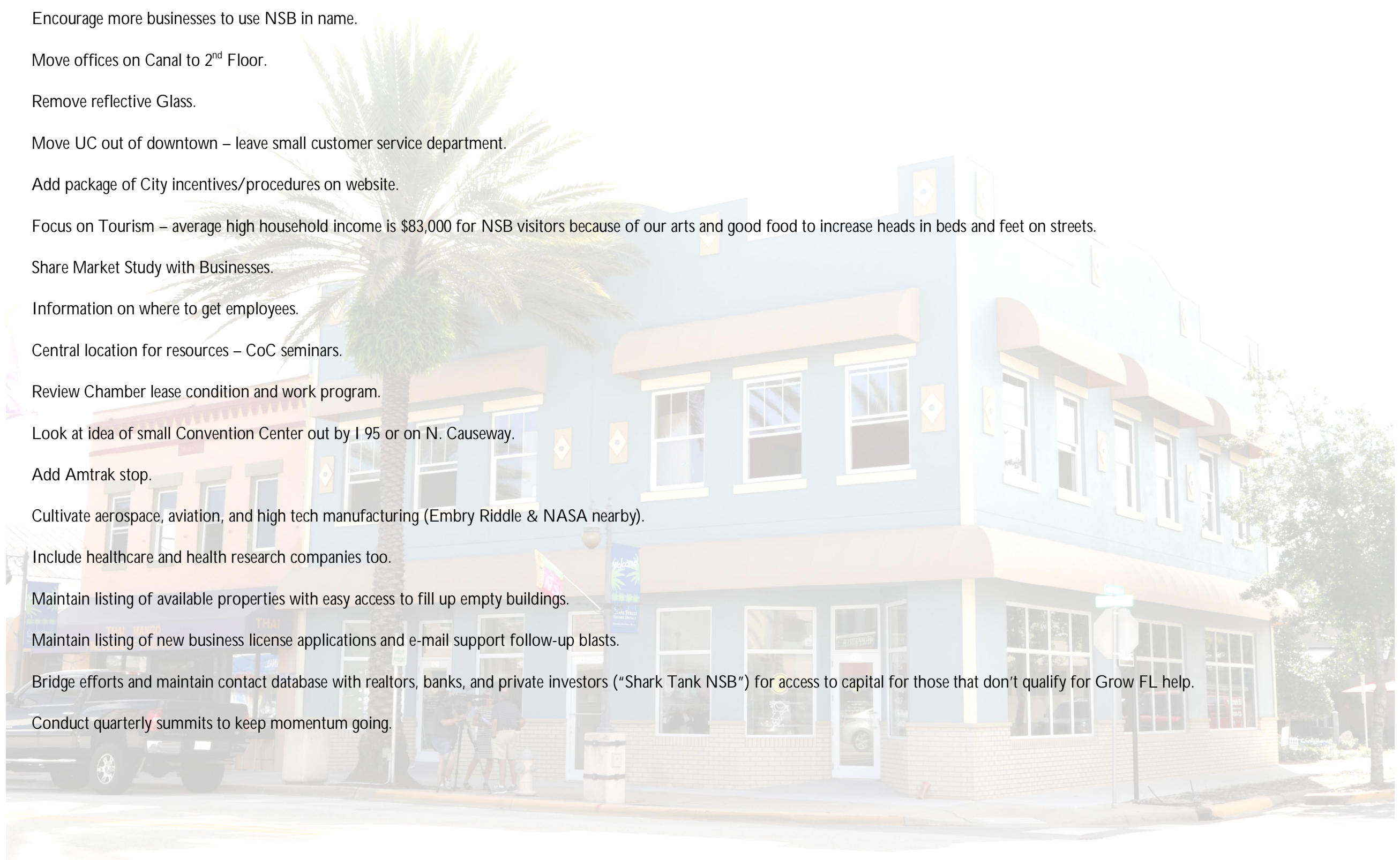
City of New Smyrna Beach Economic Development Summit - March 2, 2013

### Summary of Goals and Comments

1. Business recruitment might be harder due to NSB demographics (e.g., due to our population, we are a 2<sup>nd</sup> tier market for national chain restaurants).
2. Team Volusia focused on new business, while Volusia County Department of Economic Development and local chambers/cities should be focused on existing businesses. (Staff note: The Cities partner with Team Volusia – focused on recruitment, typically interested in mid-large firms, especially manufacturing; and the Volusia County Department of Economic Development – focused on existing business retention. The Chamber provides assistance on a variety of projects, including the existing business survey.).
3. Grow FL focused on expanding existing new and small businesses.
4. Economy has turned. (comment)
5. Big developments on drawing board (mixed use and residential).
6. Go to existing customers.
7. Stair step impact fees – allow payment for over 3-year period.
8. Look at waiving residential impact fees.
9. Marketing assistance – money or staff – “Shop Local” campaign (not just at holidays).
10. Focus on identifying customers – Who are the customers?
11. Marketing assistance from Chamber of Commerce (CoC)/Score/SVAA / THE LOOP with cross promotions.
12. Prepare a list of available resources, support, and mentoring groups, and promote through the CoC with workshops.
13. Refine Fast Track Permitting, as needed, to keep delays at a minimum.
14. Liaison for the City to “hand-hold” potentials through the process.
15. Provide information/welcome package for people wishing to start new business.
16. City website with same information and easy to follow steps.
17. Awareness outreach for SBDC Business Incubator.
18. Offer City suggestion box.
19. UC now user friendly.



20. Encourage more businesses to use NSB in name.
21. Move offices on Canal to 2<sup>nd</sup> Floor.
22. Remove reflective Glass.
23. Move UC out of downtown – leave small customer service department.
24. Add package of City incentives/procedures on website.
25. Focus on Tourism – average high household income is \$83,000 for NSB visitors because of our arts and good food to increase heads in beds and feet on streets.
26. Share Market Study with Businesses.
27. Information on where to get employees.
28. Central location for resources – CoC seminars.
29. Review Chamber lease condition and work program.
30. Look at idea of small Convention Center out by I 95 or on N. Causeway.
31. Add Amtrak stop.
32. Cultivate aerospace, aviation, and high tech manufacturing (Embry Riddle & NASA nearby).
33. Include healthcare and health research companies too.
34. Maintain listing of available properties with easy access to fill up empty buildings.
35. Maintain listing of new business license applications and e-mail support follow-up blasts.
36. Bridge efforts and maintain contact database with realtors, banks, and private investors (“Shark Tank NSB”) for access to capital for those that don’t qualify for Grow FL help.
37. Conduct quarterly summits to keep momentum going.





City of New Smyrna Beach CRA Retreat – December 4, 2012



City of New Smyrna Beach

CRA Retreat

December 4, 2012

Atlantic Center for the Arts

Existing New Smyrna Beach CRA and Proposed US1 CRA

AGENDA

The CRA is scheduled to hold a retreat on December 4 at the Atlantic Center for the Arts. The purpose of the retreat is twofold:

- 1. To establish priorities for the remaining 19.5 months that remain for the current CRA at the conclusion of this fiscal year; and
- 2. To establish goals and objectives for the new CRA. This meeting will serve as the "Kick-off meeting" as called for in the contract with Kimley-Horn.



The agenda for the retreat is proposed as follows:

- 9:00 Review of the current CRA Master Plan Update
- 9:15 Review of Accomplishments to date relative to the Master Plan Update
- 9:30 Formulation of Priorities for the remainder of the CRA
  - The current CRA is scheduled to sunset on May 9, 2015
  - The annual revenues for the current CRA are projected to be on the order of \$1.5 million.



- There are a number of Capital Projects that are included in the Master Plan Update that have not been funded to date:
  - Streetscape for the remainder of the Washington St streetscape, from US 1 to Riverside
  - Parking projects are listed in three separate line items: CRA parking, Flagler Ave area parking, and the Canal St area parking
  - North Causeway streetscape and landscaping improvements
  - SR 44 crossing treatments: at Myrtle, Live Oak, Palmetto, Peninsula, Saxon/Morton, and Atlantic Avenues.
  - Streetscapes at Canal Neighborhoods: pedestrian lighting, safety, connectivity and circulation improvements
  - Julia and Faulkner Property, to construct a parking lot
  - Water Taxi subsidy
  - Mainland splash park
- There are a number of Capital Projects that are not included in the Master Plan Update but have had some interest
  - Brannon Center improvements
  - Mary Ave between US 1 and Riverside: drainage
  - N. Orange Streetscape

Noon Lunch Break

- 12:30 – 1:00 Kick-off meeting: Goals and Objectives for the New CRA  
Basic information presented by Consultant and Staff
  - Descriptions and general time frames of the process for approval
    - Blight Study/Finding of Necessity
    - US 1 CRA Master Plan and Components of the Plan
  - Finalization of CRA Boundaries (Are the boundaries we identify with the Blight Study/FON the final boundaries of the new CRA?) Identification of General boundaries for the New CRA and the identification of "character districts" (sub-districts) – what geographical and socio- boundaries are present that create districts
    - Tax Increment Finance (TIF) Revenues and Projections
    - Land Use – what's on the ground and in the books (Comprehensive Plan, Land Development Regulations, Special Area Plans/Neighborhood Plans)
    - Community/Neighborhood Characteristics including building conditions and infrastructure assessment
    - Transportation/Mobility Projects
    - Catalyst Site(s) for Redevelopment/Key development project areas
    - Brownfields
    - Programs and Projects/ Capital Improvements Plan
    - Plan Recommendations and Implementation
- 1:00 – 1:30 SWOC Analysis –two small groups
  - Visioning of Topical Focus Elements –Land Use, Quality of Life, Infrastructure –





City of New Smyrna Beach  
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- o Identification of strengths (opportunities to expand),
  - o Weaknesses (underutilized segments to focus on),
  - o Opportunities and Challenges (what's needed?)
- 1:30 – 2:30 Each City Commissioner to present their vision for the new CRA:  
How will we measure success in the new CRA?  
What capital projects and programs should be included?
- 2:30 – 2:45 Break
- 2:45 – 3:15 Future priorities:  
Synthesis by Commission
- o Identification of Capital Projects and CRA Programs
    - Short-, Mid-, Long-Range
  - o How the US 1 CRA may benefit New Smyrna Beach and Volusia County
- 3:15 – 3:30 Options/Opportunities for public input and review  
Presentation by Consultant and Staff with discussion by Commissioners
- 3:30 – 3:45 The Schedule Moving Forward  
Presentation by Consultant and Staff with discussion by Commissioners
- 3:45 Final Thoughts and Wrap Up
- 4:00 Adjourn



City of New Smyrna Beach  
CRA Retreat

**CRA RETREAT –**  
*(Minutes Prepared by K. Klepper and P. Sechler)*

**MORNING SESSION**  
**Existing CRA Update and Project Reviews**

**Group Discussion – Key projects not yet completed**

1. North Causeway – landscaping, go for FIND Grant to improve seawall and a ped walk along the waterfront. Partner w Delta Queen with a landscaped ped walk along the AoB property.
  - a. Do we want to spend money on the waterfront path if we don't know what will go on the AoB site?
  - b. AoB has been RFP'd – there is a proposal submitted, but still in evaluation.
  - c. Is the financial institutional market in a position to deliver the city a great project? Should city consider an interim use? Walkway and boat ramp parking?
  - d. Can the Delta Queen proposal provide (as stated in their RFP) to do \$300k of landscape improvement on the edge, and clean up the site, and use for parking until the market is ready. They also included a hotel concept.
  - e. Perhaps the Commission should suspend the discussion on the AoB until January.
  - f. Perhaps an interim use while waiting for market to come back is the best decision. It is one of city's most prominent sites, City should be really careful about what they allow to go on this site, and what the terms of the deal are.
2. White Challis – is looking at the Julia St site. CRA has dollars funded to offset their impact fees as an incentive. But the timing isn't right and WC has backed off. White Challis is working in DeLand and Lakeland, a deal can come back when the timing is better.
  - a. Jay Pendergast has done a variety of concepts for White / Challis.
  - b. Townhomes, interior parking, stacked Townhomes w tuck under parking.
  - c. Jay participated on a CRA's that were successful. Two ideas:
    - i. Transfer of development rights as way to buy sell density
    - ii. City Council support of the CRA
3. CRA budget summary – after O/M, Debt and other fixed Expenditures:
  - a. 2013 – \$700,000
  - b. Total amount of money left before CRA sunsets – \$1.7M
4. Mayor: Perhaps we should declare "victory" and focus on other CRA areas that need attention.







- 5. Other attention areas?
  - a. Allocate some funds to the North Causeway to create momentum for that geography, new development and gateway to Flagler Ave.
  - b. Potential land assembly in West Side? There are several opportunity sites. Partnerships (Housing Authority, habitat, etc) or Land Trust type model? Is this a possible attractive feature for County in terms of moving forward? \$200k allocation for acquisition?
  - c. Washington Street Streetscape from Riverside to US1. Can this be done for \$800k?
  - d. \$100k for miscellaneous contingency? Landscaping of City owned sites?
  - e. Canal is not 'done', but CRA has invested a lot of \$\$\$ and there are other areas to invest in. In consideration of that fact (while the work isn't done), we should take the remaining \$\$\$ towards the area that hasn't rec'd as much attention or is most blighted.
  - f. Hospital?
- 6. City Commission Proposal - How to use the 2013 \$700k total (remaining)
  - a. \$200k West side
  - b. \$100k Misc
  - c. \$400k for capital projects (Washington or N Causeway).

EDUCATION Opportunity

- 7. Opportunity to tour and learn about 'purpose built community' Atlanta via a program funded by Warren Buffett.

END MORNING SESSION

BEGIN AFTERNOON SESSION – US1 CRA

- 1. Overview of the CRA Process including required Blight Study/Finding of Necessity; similar to what was done previously, the City will need to analyze properties to determine if they qualify under the Florida Statutes (FS), Chapter 163.
- 2. The US1 CRA is divided into two phases of development, the Blight Study and the Master Plan. The Blight Study is generally understood to be completed in February and pending review and discussion by the City/CRA and Volusia County the Master Plan would commence in early 2013 and be completed by summer 2013. Based on adopted County Resolutions (2010-18, 19, and 20), Volusia County has identified certain expectations for the creation and/or amendment of CRAs
- 3. The newly conceived CRA area is larger than the current CRA – this creates opportunities and challenges. Need to serve an even bigger and more diverse constituency and more varied condition of blight. Existing CRA is approximately one (1) square mile; the proposed US1 CRA is approximately three (3) square miles



- 4. Re 'blight' – the current visuals don't show the correct image of New Smyrna-
  - a. Are these areas meeting community expectations?
  - b. Re 'blight' – there are areas of limited infrastructure, rights of way, etc that are holding back development.
- 5. Question for Group – what is successful redevelopment to City Commission?
  - a. Blight on both sides of US1 – aging housing stock. Small parcel sizes.
  - b. Community needs to understand the actual definitions of blight, to de-stigmatize it and help folks understand that a CRA with a TIF is a way to focus their tax dollars on projects that are specifically in their area to help address challenges that no single private entity can deal with on its own.
- 6. Key Element to the new CRA – need to make the economic connection to both the City and County
- 7. To get County to agree, we need to have key people meet with the County Council.
  - a. Business leaders, who are connected to the Council.
  - b. Glenn and FEC, etc, need to help the County understand the value.
  - c. This project needs to explain the benefits and get broad consensus on the many sites, places and stakeholders – so the political environment can see the broad based support. But then specific targeted property owners, business leaders need to address County support.
  - d. Hospital is a question (is it in or not, do they contribute or not). Other hospitals in CRA's contribute – however, this is a case where regional tax base supports the hospital, and this would put their tax dollars into the focused redevelopment area – what are they getting out of it?
  - e. What are we offering the County?
    - i. Beach (very valuable)
    - ii. 3<sup>rd</sup> Ave (also valuable)
    - iii. Flagler (valuable – but will have ongoing challenges)
    - iv. Quid pro quo – does it make sense to have some areas with negotiated 'special rates'?
  - f. Mayor likes the map as designated (see Map 1) – possible expansion of the historic residential areas east of US 1, north of downtown/Canal Street district.
- 8. Identification and delineation of possible CRA sub-districts including strategic issues and opportunities within each sub-district (see Map 2)
  - a. North Causeway – residential and hotel development potential. An economic generator.
  - b. FEC – big mixed use development potential. Economic generator.
  - c. Hospital area – underutilized parcels, big potential for med office / clinical uses, etc. Potential economic generator if Hospital stays in NSB and if they contribute.







City of New Smyrna Beach  
CRA Retreat

- d. Canal District – potential generator based on viability of incremental continued commercial revitalization and incorporation of new infill residential.
  - e. Historic Westside – neighborhood stabilization. Include the county parcels? Annex?
  - f. Turnbull – Residential stabilization; however, re-look at non-ad valorem revenue generators and verify if those properties should be included. Are there land use conflicts within this area?
  - g. US1 – large parcels – car dealerships, hotel/motel. Small lots are a different problem because they are hard to develop and limited viability – unless they can be assembled, etc. How to get the motels out of there? Are they in foreclosure? Need for transportation and access improvements (reduce driveway connections). Relook at code enforcement process in this area.
  - h. Airport – industrial and non-residential economic generators within this district including the airport industrial park.
9. Modifications to the sub-district map based on group discussion
- a. Add Faulkner area to US1 Corridor
  - b. Identify areas within Historic West Side for possible annexation and incorporation into the sub-district
  - c. Consolidate Turnbull area into either Airport or US1 sub-district; delete non-qualifying properties
  - d. Move Swoop Property and properties along US1 from the Airport district to the US1 district
10. Review of possible projects and programs (future priorities) –
- a. Catalyst sites/developer incentive programs including the Badcock building, Cemex, and ABC Store
  - b. Corridor Improvements along US1
  - c. Streetscape enhancements (sidewalks, stormwater, utility relocation; lack of ADA accessible infrastructure); intersection enhancements
    - i. Traffic signalization, right-of-way needs
  - d. Address the condition of vacant properties and opportunities to provide public partnerships (i.e., housing authority, habitat for humanity) through assemblage of properties for redevelopment
  - e. Expansion of the wayfinding program
  - f. Support/enhancement of historic preservation opportunities especially with the Historic West Side
  - g. Hospital/Medical Center future development and plans
  - h. Land Development Code development review and update; possible amendments or development of overlays
  - i. Stormwater master plan(s)
  - j. (Adaptive) Reuse of existing car lots, hotel sites, underutilized properties along corridor



City of New Smyrna Beach  
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- i. Review of list of allowable uses within the existing codes
  - k. Enhanced code enforcement activities
11. Who are the Stakeholders?
- a. Chamber of Commerce
  - b. Board of Realtors
  - c. Police Department
  - d. SE Volusia Advertising
  - e. Code Enforcement Department
  - f. Neighborhood Associations
  - g. Bert Fish Hospital
  - h. Utility Commission
  - i. Businesses not in the Chamber, Jack Holcomb
  - j. Airport Advisory Board
  - k. Airport Tenants
  - l. City of Edgewater
  - m. City of Port Orange
  - n. FEC
  - o. FDOT
  - p. Victims Advocate Group
  - q. Volusia County Sheriff's Office
  - r. Volusia County Public Works
  - s. School Board
  - t. Truett Cathy
  - u. Volusia County Economic Development
  - v. Housing Authority
  - w. Dick Rosedale
  - x. Dennis Higginbotham

Next Steps?

- Identify and Schedule Stakeholder Meetings
- Review of Code Enforcement Activities within the proposed area
- Review property value trends
- Analysis of Neighborhood Building Conditions
- Review of Capital Improvement Projects (City, County, State)







**CRA Boundaries**

**Legend**

- Arrows
- PEO Railroad
- Overlap
- Proposed CRA Study Area
- Existing CRA Boundary
- City Boundary

**Scale**

0 100 200 Feet

**North Arrow**

**CEI**  
Planning, Design  
and Associates, Inc.

**City of New Smyrna Beach Community Redevelopment Agency**  
Exhibit - Proposed Sub-Districts

**City of New Smyrna Beach, Florida**

**Legend**

- Proposed Sub-Districts
- Airport Industrial
- US 1 North
- Turnball St
- Historic West Side
- Canal St
- Medical Center
- US 1 FEC
- US 1 North
- City Limits

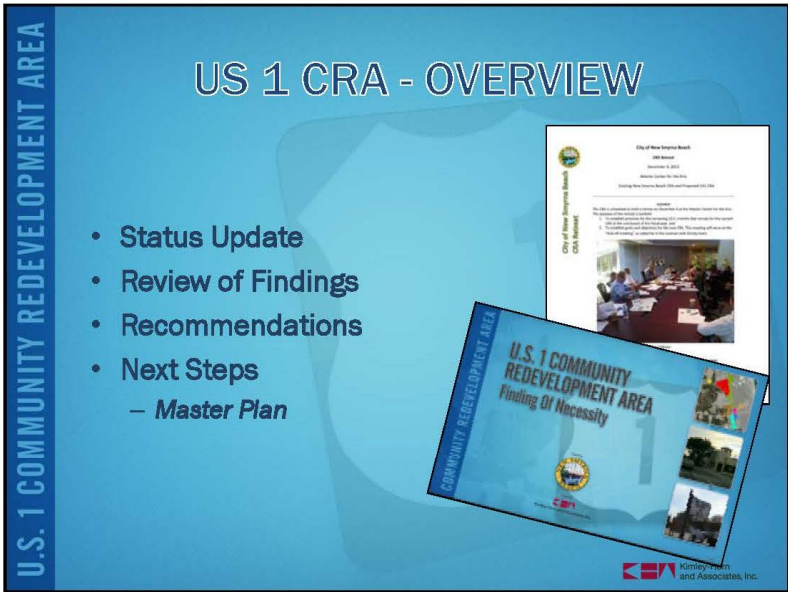
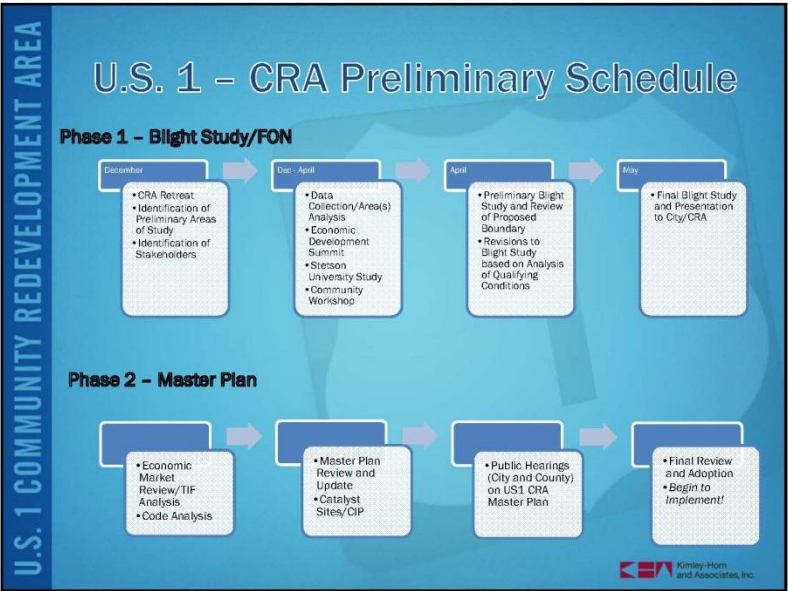
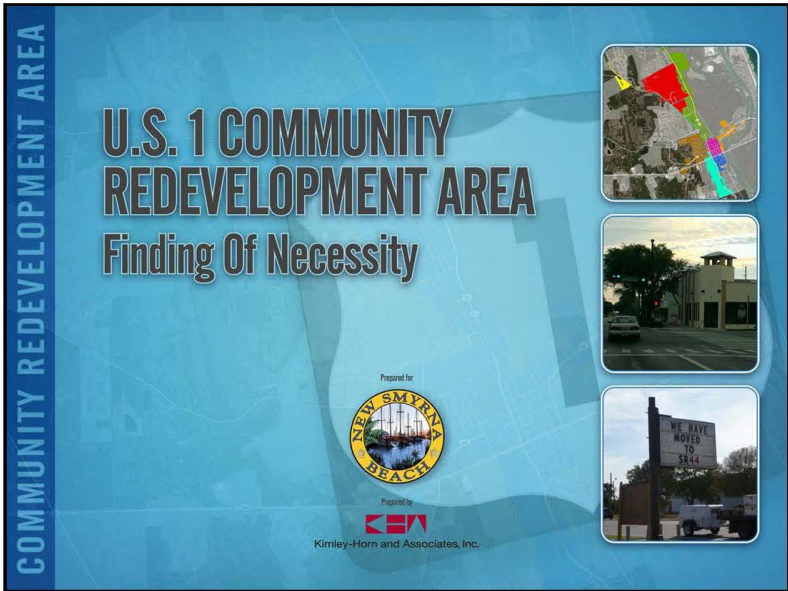


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| 55  | 60  | 65  | 70  | 75  | 80  | 85  | 90  | 95  |
| 100 | 105 | 110 | 115 | 120 | 125 | 130 | 135 | 140 |
| 145 | 150 | 155 | 160 | 165 | 170 | 175 | 180 | 185 |
| 190 | 195 | 200 | 205 | 210 | 215 | 220 | 225 | 230 |
| 235 | 240 | 245 | 250 | 255 | 260 | 265 | 270 | 275 |
| 280 | 285 | 290 | 295 | 300 | 305 | 310 | 315 | 320 |
| 325 | 330 | 335 | 340 | 345 | 350 | 355 | 360 | 365 |
| 370 | 375 | 380 | 385 | 390 | 395 | 400 | 405 | 410 |
| 415 | 420 | 425 | 430 | 435 | 440 | 445 | 450 | 455 |
| 460 | 465 | 470 | 475 | 480 | 485 | 490 | 495 | 500 |



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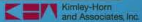
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U.S. 1 COMMUNITY REDEVELOPMENT AREA

### Questions Asked


- What components of the redevelopment area does the community most like?
- What areas would benefit from cost-effective improvements?
- What are some of the strengths, weaknesses, opportunities, and threats facing the City?
- What are the preferred architectural and design elements of each corridor?
- Is the community supportive of a comprehensive approach to plan the future development and form of the redevelopment area or is a sub-area approach preferred?






U.S. 1 COMMUNITY REDEVELOPMENT AREA

### Proposed Sub-Districts




City of New Smyrna Beach Community Redevelopment Agency  
Exhibit - Proposed CRA Sub-Districts

City of New Smyrna Beach, Florida




U.S. 1 COMMUNITY REDEVELOPMENT AREA

### U.S. 1 CRA Identified



City of New Smyrna Beach Community Redevelopment Agency  
Exhibit - Proposed CRA District


City of New Smyrna Beach, Florida




U.S. 1 COMMUNITY REDEVELOPMENT AREA

### What Did the Study Analyze?

- Defective or inadequate roadway conditions and parking facilities,
- Property valuations,
- Faulty Lot Layout,
- Unsanitary or Unsafe Conditions,
- Deterioration of Site or Other Improvements,
- Inadequate/Outdated Building Density Pattern,
- Incidence of Crime,
- Greater Number of Violations, Including Florida Building Code,
- Diversity of Ownership or Defective/Unusual Conditions of Title,
- Governmentally Owned Property with Adverse Environmental Conditions,
- Inadequate provisions for ventilation, light, air, and open space,
- Existing Conditions that Endanger Life/Property by Fire/Other Causes












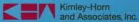
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U.S. 1 COMMUNITY REDEVELOPMENT AREA

What Did the Analysis Reveal?

- Property Values (2008 – 2012):
  - US1 CRA – 33%
  - City-wide – 25%
- Code Enforcement (2009 – 2012):
  - US1 CRA – 37%
- Criminal Activity – Part 1 Crimes (2012):
  - US1 CRA – 58%
- Other Items:
  - Increased Commercial Vacancy Rates
  - Parking & Access Issues
  - Stormwater Management Improvements Needed
  - Non-conforming lots; faulty lot layout
  - Increased number of property owners
  - Lack of public infrastructure in areas (sidewalks, street widths)





U.S. 1 COMMUNITY REDEVELOPMENT AREA

What Did the Analysis Reveal?

- Based on the analysis and findings, **conditions exist** within the proposed U.S. 1 Study Area to support a Community Redevelopment Area.
- The independent review identifies **no less than five (5) qualifying conditions exist** within the US1 CRA as a whole and within the respective sub-districts.
- In the respective sub-district analysis, **an average of nine (9) qualifying conditions** was observed.
  - defective or inadequate roadway facilities,
  - property valuations (declining property values),
  - deterioration of site or other improvements,
  - increased incidence of crime,
  - greater number of violations (including building codes and code enforcement,
  - Increased vacancy rates

