

**City of Deltona**

# **City of Deltona Southwest Deltona CRA Redevelopment Plan**



**2016**

## **CHAPTER 1 COMMUNITY REDEVELOPMENT PLAN ADOPTION**

### **1.1 PREPARATION OF COMMUNITY REDEVELOPMENT PLAN**

The Community Redevelopment Act, Section 163.360(4), Florida Statutes, states that a municipality or Community Redevelopment Agency (CRA) may prepare a Community Redevelopment Plan. In a home rule charter county such as Volusia, the City of Deltona (City) must request delegation of authority to create a CRA and establish a Redevelopment Trust Fund.

The City will submit the Finding of Necessity and the Community Redevelopment Plan (Plan) to Volusia County Council for review and approval, and request for delegation of authority to create a CRA, and establish a Redevelopment Trust Fund. This Plan has been prepared at the direction of the City Commission and represents a collaborative effort among the City, local residents, and the County.

Community input and direction were provided from Visioning Workshops conducted on October 17, 2015, and November 7, 2015, where the elected officials, City staff and citizens came together to begin the discussion of Deltona's vision for the future of the City. This interactive workshop was the initial step in the visioning process and developing a unified strategy to overcome barriers, such as challenges associated with the Deltona/Normandy/Saxon Boulevards CRA. Attached as **Exhibit C** is a draft of the proposed strategic plan that captures the essence of the visioning sessions.

### **1.2 PROCEDURE FOR CONSIDERING AND ADOPTING THE PLAN**

The Community Redevelopment Act, Section 163.360, Florida Statutes, outlines the procedure for considering and adopting the Southwest Deltona Community Redevelopment Plan.

This Plan will be forwarded to the Deltona Planning and Zoning Board for review and recommendation as to its conformity within the Comprehensive Plan. Upon reviewing this Plan, the City Planning and Zoning Board is expected to submit written recommendations to the City Commission with respect to the conformity of the proposed Community Redevelopment Plan with the Comprehensive Plan, which City staff will format.

Upon receipt of comment from the City Planning and Zoning Board, the City is required to submit this Plan, together with any written recommendations, to the governing body of each taxing authority levying ad valorem taxes on real estate contained within the Redevelopment Area.

The City will also submit the Finding of Necessity and the Community Redevelopment Plan to Volusia County Council for review and approval, and request for delegation of authority to create a Community Redevelopment Area, a Community Redevelopment Agency, and establish a Redevelopment Trust Fund.

After receiving delegation of authority from Volusia County Council, the City must provide proper notice to each of the governing bodies having the ability to impose taxes within the

Redevelopment Area and publish the notice as prescribed by Statute at least 15 days before such proposed action. The CRA redevelopment agency may only then consider and approve this Plan at a public hearing. After approval of the Plan, the CRA redevelopment agency can establish a Redevelopment Trust Fund under Section 163.387, Florida Statutes.

### **1.3 COMMUNITY REDEVELOPMENT AGENCY POWERS**

The City requests the delegation of authority from Volusia County to create a CRA Community Redevelopment Agency, adopt a Community Redevelopment Plan, establish a Redevelopment Trust Fund, and carry out the implementation of the Plan, as specified by Section 163.356, 163.360, 163.361 and 163.387, Florida Statutes (2012). The City views the request from the County as a partnership between the County and the City that represents a sound investment that will pay dividends for both units of governments.

The City Commission shall assume its capacity as the governing body of the Southwest Deltona CRA, pursuant to Section 163.356 and 163.357, Florida Statutes (2012). The CRA shall consist of the seven members of the City Commission, pursuant to Section 163.357(1)(c), Florida Statutes. If the City Commission appoints a CRA Advisory Board, such Board shall have County representation of at minimum one member appointed by the County Council. Such Advisory Board shall meet at least as often as the CRA holds its regular meetings and shall meet prior to meetings of the CRA in order to review and provide recommendations on matters to be considered by the CRA.

The City also requests specific powers from the County to promote and encourage investment, rehabilitation, and redevelopment within the Redevelopment Area, pursuant to Section 163.370 and Section 163.410, Florida Statutes. However, certain powers may not be granted to the Southwest Deltona CRA, pursuant to Section 163.358, Florida Statutes. The City recognizes that Volusia County retains exclusive authority to adopt, amend or modify a community redevelopment plan to change the boundaries, create a new redevelopment area or exercise any power under the Community Redevelopment Act outside the CRA, pursuant to Volusia County Resolution 2010-20 and 2015-046. Finally, there are no parking facilities planned to be funded as part of the CRA. Therefore, the parking fee language contained in County Resolution No. 2015-78 would not apply to the Southwest Deltona CRA.

## **CHAPTER 2 REDEVELOPMENT VISION, OBJECTIVES, AND STRATEGIES**

### **2.1 APPROACH**

This Chapter presents the vision for the Redevelopment Area. In addition, this Chapter identifies potential objectives and strategies, and lays a foundation for the programs and projects to be considered by the City of Deltona, the CRA, and private enterprise in implementing this vision.

Projects, costs, or budgets provided in the Southwest Community Redevelopment Plan are estimated, and will be refined as additional research, plans, and documents are prepared to implement the particular objectives, strategies, resulting programs, and projects. The costs given for budgeting purposes establish the framework for the financial planning analysis.

Costs or budgets should not be construed as exclusively the burden of the public sector. Costs or budgets are intended to be total costs with potential allocations to the public and private sectors assigned on the basis of the encouragement of private enterprise as a tool to carry out a significant portion of this Plan and apparent benefit, value, revenues, or other relevant factors.

### **2.2 VISION FOR THE COMMUNITY REDEVELOPMENT AREA**

The vision for the Redevelopment Area focuses on creating a sustainable commercial/mixed-use corridor that offer visitors and residents a high quality local destination featuring a safe transportation network, pedestrian connections and public space/recreation facilities in a manner that promotes a positive environment for the City. At the same time, redevelopment efforts shall be complimented with maintaining affordable housing options for residents of low or moderate income, including the elderly. The CRA will support infrastructure and not impact the City's ability to provide an adequate level of service within the Redevelopment Area.

The Redevelopment Area is envisioned to consist of a mix of medium to small service and retail stores, such as a supermarket, specialty retail uses, restaurants, art galleries, professional offices and institutional uses. Opportunity will be available for mixed use development formats with residential and office uses contained within the same buildings or neighborhoods.

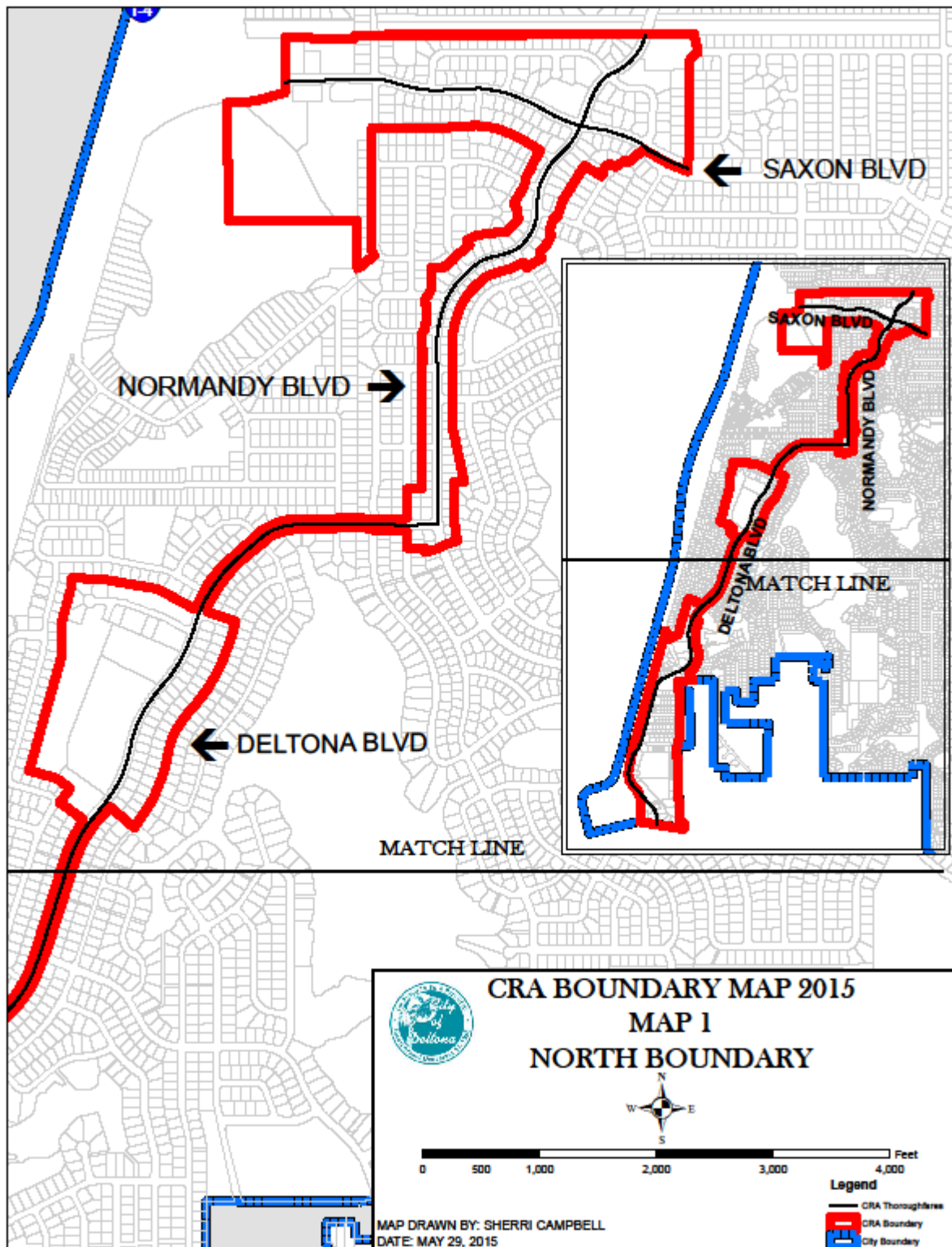
The development of certain segments of the subject corridors will lead to the conversion of the existing, non-sustainable, haphazard development pattern that has occurred along the corridors. The CRA will be treated with improved infrastructure intended to promote area rehabilitation and ultimately the highest and best use of structures. Landmarks will be developed at key intersections to identify entry to serve as focal points for the Community Redevelopment Area. Linear features will be beautified with landscape improvements and hardscapes.

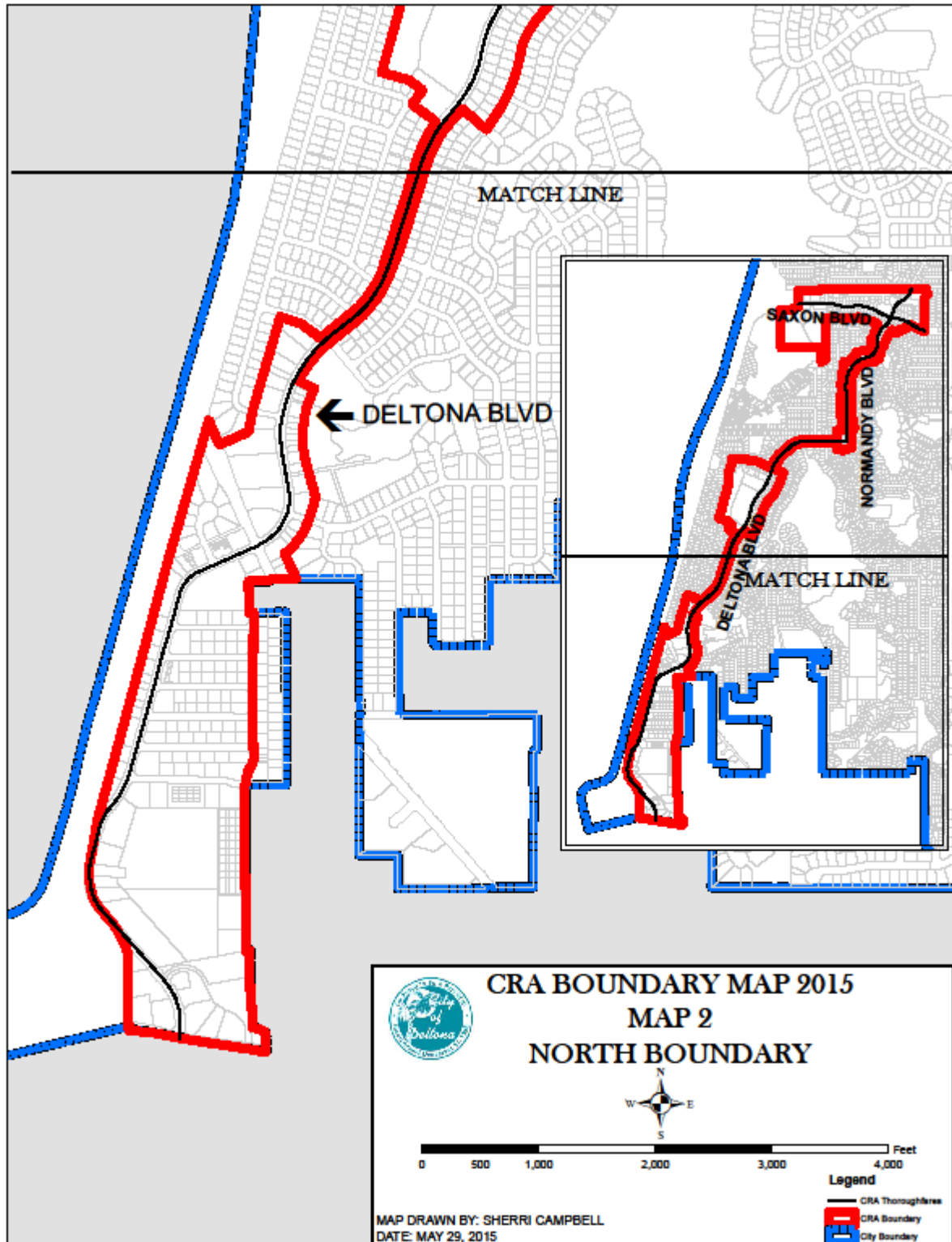
The intent of this Plan is to serve as a framework for guiding development and redevelopment in the Redevelopment Area. This Plan identifies redevelopment objectives, and lays the foundation for programs and capital projects to be undertaken, which will reverse and remove blight documented in the Findings of Necessity. This Plan addresses financing and implementation strategies as well as management and administrative opportunities. These programs, projects, funding/financing strategies, and administrative opportunities will continue to be refined as they are implemented. It is clearly understood that grants and other revenues (impact fees, general revenue, etc.) need be used in conjunction with available increment revenues to achieve these stated goals. While based on the most accurate data available, the various strategies and costs identified in this Plan will require additional study as specific programs and projects are initiated, refined, and implemented.

The focus of the Plan is the mitigation or correction of the various blighted area conditions documented in the adopted Finding of Necessity Report. Changing social, physical, and economic conditions could warrant the modification of this Plan. If the Plan is modified, the CRA must comply with Section 163.361, Florida Statutes and applicable County Resolutions.

As the redevelopment process unfolds, a Conceptual Diagram will be generated to illustrate specific improvements planned. The elements shown in the Conceptual Diagram may be relocated or realigned as part of future planning initiatives, so long as modifications are generally consistent with the vision articulated in this Plan. The Conceptual Diagram will consistently be evaluated and developed into a base Master Plan. This Master Plan will guide the redevelopment of the Redevelopment Area as it relates to function and aesthetics. The City Land Development Code (LDC) shall address the redevelopment area's urban design framework.

The CRA Boundary is depicted on the following map series.





## 2.3 REDEVELOPMENT OBJECTIVES AND STRATEGIES

In partnership with private enterprise and the County, the redevelopment initiative embodied in this Plan will reverse and remove the observed blighted conditions within the Redevelopment Area by leveraging public assets to improve the overall economic condition and the physical condition of the Redevelopment Area. Creating safe, viable, and sustainable corridors along Deltona/Normandy/Saxon Boulevards featuring more attractive mixed use and commercial opportunity will greatly enhance the quality of life not only for the residents but the population of the City and County at large.

Strategic initiatives are to be identified and placed into action to address, reverse, and remove the blighted area conditions, which have substantially impaired reinvestment activity within the Redevelopment Area; and ultimately will be substantially redeveloped and revitalized as a community focal point to the benefit of Deltona residents, businesses, property owners, and visitors through the implementation of this Redevelopment Plan.

Objectives have been identified as either "primary" or "community." The primary objectives are deemed the most important in addressing, removing, or mitigating blighted area conditions within the Redevelopment Area identified by the City within the Finding of Necessity Report. The community objectives are secondary to the principal focus of this Plan and are intended to pave the way for the redevelopment. Nonetheless, the community objectives are important and will be implemented as revenues or other resources permit. The objectives anticipate maximizing the use of private enterprise.

### 2.2.1 PRIMARY OBJECTIVES AND STRATEGIES

**Primary Objective 1:** Improve transportation facilities within the Redevelopment Area including sidewalks, crosswalks, bike paths, and other multi-modal options to enhance regional connection. These strategies will correct the blighted conditions of defective or inadequate street layout (*Pgs. 17, 18, 19, 20 and 23 of the Finding of Necessity Report*), roadways and public transportation facilities (*Pg. 19 and 23 of the Finding of Necessity Report*); and unsafe conditions (*Pgs. 21, 22, 23 and 25 of the Finding of Necessity Report*).

#### **Strategies:**

1. The transportation component for the Redevelopment Area will focus on developing an effective, safe, and efficient transportation system which will include multi-modal options.
2. The Primary Corridors along Deltona/Normandy/Saxon Boulevards enables the creation of gateways and focal points into the Redevelopment Area. Explore designing three (3) gateways/focal points. One at the north end (Saxon Boulevard near the I-4 interchange), the intersection of Normandy and Deltona Boulevard, and south end of the Redevelopment Area at or near the DeBary/Deltona Boulevard intersection.
3. Roadway and streetscape improvements will improve safety, access, and traffic flow characteristics. Such improvements will also provide for pedestrian and bicycle facilities and foster community beautification. The following will be considered as guidelines for roadway and streetscape improvements.
  - a. Undertake roadway and streetscape improvements along the Primary Corridors (Deltona/Normandy/Saxon Boulevards).

- b. Explore innovative intersection designs to alleviate traffic congestion along Deltona and Normandy Boulevards, such as roundabouts and signalization timing for better traffic flow.
  - c. Undertake roadway, sidewalk, and lighting improvements on appropriate streets, and provide safe pedestrian routes.
  - d. Implement roadway and streetscape improvements based on a phasing plan which emphasizes visual impact in addition to improved access and circulation.
  - e. Provide the ability for vehicles, pedestrians, and bicyclists to access an enhanced internal transportation network which connects, if applicable, the neighborhoods to services and commercial corridors.
  - f. Develop and incorporate landscape and lighting design standards to create a safe and inviting environment.
  - g. 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, change of landscape treatment, and the creation of pedestrian nodes at major intersection, mid-block crossings and other locations where potential conflicts exist between vehicles, pedestrians and bicyclists. Creative options to cross major streets should be investigated. Pedestrian safety and crime prevention design standards should be employed along with aesthetic considerations when evaluating, designing, and implementing pedestrian crossings.
  - h. Traffic lights, crosswalks, and regulatory/wayfinding signage will be used to enhance the safety of vehicles, pedestrians, and bicyclists in key locations throughout the Redevelopment Area
4. Improving transportation and pedestrian safety will positively transform the visual and real perception of the City of Deltona. The CRA shall develop transportation and pedestrian safety design guidelines and/or standards to focus on the following:
- a. Establish driveway spacing to prevent a motorist from encountering more than one conflict at a time.
  - b. Address corner clearance and, wherever practical, control distance between driveways and the corner of an intersection.
  - c. Develop driveway designs to allow vehicles to quickly exit the through lane.
  - d. Encourage the use of roadway medians to provide a safe space for pedestrians to control turning movements, help to provide positive guidance to motorists, and allow beautification.
  - e. Promote shared parking and cross access easements to alleviate the traffic congestion along the three primary corridors.
  - f. Implement and incorporate lighting and landscape standards to design a safe and inviting environment.
5. Promote the Redevelopment Area through designing and implementing a signage and wayfinding system directing traffic to and from the Redevelopment Area, the major connectors, and destinations in the region.
6. Explore opportunities to partner with the Volusia Transportation Planning Organization (TPO), the County, and Votran to recognize/enhance connections to SunRail, and provide local and regional public transportation and associated facilities, such as bus stops, shelters, and hubs.

**Primary Objective 2:** Identify and promote a workable means to fund, finance, and deliver utility and infrastructure improvements needed for the redevelopment effort. These strategies will correct the blighted conditions of unsanitary or unsafe conditions (*Pgs. 23 – 25 of the Finding of Necessity Report*); and deterioration of site or other improvements.

**Strategies:**

1. Concurrent with roadway construction and repaving activities, the City/CRA shall coordinate the delivery of infrastructure and utility improvements (i.e., drainage structures, underground and overhead utilities, etc.).
2. The City/CRA shall implement and adhere to requisite stormwater and flood management requirements.
3. Design stormwater management and above ground utility features to serve as amenities to the Redevelopment Area and to improve aesthetics.
4. Increase central sewer coverage in the Redevelopment Area, to encourage more intensive development including expanded commercial opportunities. The goal is that by the sunset of the CRA, all commercial uses will be served by central sewer.
6. Upgrade undersized waterlines to continue to provide adequate flows, including fire flows, for the customers served and to foster redevelopment.

**Primary Objective 3:** Deliver an overall urban design and infrastructure initiative, which enhances basic utilities, and creates a positive identity. These strategies will correct the blighted conditions of unsanitary or unsafe conditions (*Pgs.23-25 the Finding of Necessity Report*); and deterioration of site or other improvements (*Pgs. 16-20 of the Finding of Necessity Report*).

**Strategies:**

1. A conceptual diagram for redevelopment activities will be developed as part of this project. The elements that will be shown on the conceptual diagram may be relocated or realigned as a result of future planning initiatives and related evaluations. This Redevelopment Plan will guide the redevelopment of the Redevelopment Area as it relates to function and aesthetics. The City LDC shall be implemented to address the envisioned urban design framework.
2. The City and the CRA shall encourage improved appearance through appropriate design for all projects both public and private. The City of Deltona Urban Design Pattern Book, City Land Development Regulations and, as applicable, Enterprise Development Standards (Sec. 110-320) shall provide guidance with regard to the location and design of streetscapes, architectural elements, building mass and location, landscaping, signage, public art, etc. The intent is to provide visual continuity and a positive environment throughout an area for both new and existing facilities. The City's Comprehensive Plan addresses land use intent, intensities, densities, open space, and conservation. The LDC shall balance aesthetic values with functional and economic considerations to create an attractive and safe environment for pedestrians, bicyclists, and motorists.

**Primary Objective 4:** Ensure regulatory measures are in place to promote the redevelopment of attractive, safe, viable, and sustainable commercial nodes along Deltona/Normandy/Saxon Boulevards. These strategies will correct the blighted conditions

of defective or unsafe conditions (*Pgs. 23-25 of the Finding of Necessity Report*); and deterioration of site or other improvements (*Pgs. 16-20 of the Finding of Necessity Report*).

**Strategy:**

1. Where feasible, implement Land Development Code and Comprehensive Plan mixed use urban design/development standards for the primary commercial corridors. The standards will address the incorporation of parking lot layout, building design, landscaping, signage, pedestrian connections, and linkages between land uses through a functional cross access system.

**Primary Objective 5:** Create attractive, safe, viable, and sustainable commercial corridors along Deltona/Normandy/Saxon Boulevards. These strategies will correct the blighted conditions of faulty lot layout (*Pgs. 18, 23, and 24 of the Finding of Necessity Report*); unsafe conditions (*Pgs. 23 – 25 of the Finding of Necessity Report*); and deterioration of site or other improvements (*Pgs. 16, 17 and 24 of the Finding of Necessity Report*).

**Strategies:**

1. Establish roadway beautification plans to improve the appearance of CRA corridors.
2. The commercial development shall be designed to provide safe vehicular access, as well as pedestrian and bicycle-friendly streets.
3. The City/CRA shall develop a streetscape plan for the commercial corridors. The Streetscape Plan may include site furnishings, lighting, landscaping, decorative pavers, and signage. Roadway and streetscape planning must include a phasing/prioritization plan to construct the recommended improvements. The CRA will implement the Streetscape Plan.
4. Innovative design which integrates environmentally sound best practices (e.g., green building design, dual water systems, and xeriscape) will be encouraged.

**Primary Objective 6:** Ensure regulatory measures are in place to promote the redevelopment of vibrant urban mixed-use corridors consisting of retail stores, supermarkets, restaurants, art galleries, professional offices, and service businesses with a potential for a mixture of residential and office in the same buildings or within the same neighborhood. These strategies will correct the blighted conditions of faulty lot layout (*Pgs. 18, 23 and 24 of the Finding of Necessity Report*); unsafe conditions (*Pgs. 19, and 21 - 25 of the Finding of Necessity Report*); and deterioration of site or other improvements (*Pgs. 16, 17, 20, and 24 of the Finding of Necessity Report*).

**Strategies:**

1. Investigate designating areas of the CRA with the Mixed Use Land Use Category.
2. Implement urban design/development standards such as criteria within the Land Development Code and if applicable, the Urban Design Pattern Book to integrate land uses to transportation corridors.

**Primary Objective 7:** Create a vibrant urban “Commercial Corridor” area with mixed-use developments. These strategies will correct the blighted conditions of faulty lot layout (*Pgs. 18, 23 and 24 of the Finding of Necessity Report*); unsafe conditions (*Pgs. 19 and 21 - 25 of the Finding of Necessity Report*); and deterioration of site or other improvements (*Pgs. 16, 17, 20 and 24 of the Finding of Necessity Report*).

**Strategies:**

1. The Deltona Boulevard Corridor shall consist of a mix of retail stores, supermarkets, restaurants, art galleries, professional offices, and service businesses with some areas earmarked for medium to high density residential. Mixed use development patterns may also be contemplated with residential and commercial contained within the same building or located in the same neighborhood.
2. Mixed use development shall be processed as a Planned Unit Development.
3. Deltona Boulevard Corridor shall be developed with destination-oriented uses to promote a synergistic commercial environment.
4. Commercial and mixed use developments shall be designed to be pedestrian and bicycle friendly and promote safe, convenient and comfortable access.
5. The City shall develop a streetscape plan for commercial corridors. The Streetscape Plan may include site furnishings, lighting, landscaping, decorative pavers, and signage. Roadway and streetscape planning must include a phasing/prioritization plan to construct the recommended improvements. The CRA in partnership with other agencies, as deemed appropriate, will implement the Streetscape Plan.
6. Innovative design which integrates environmentally sound best practices (e.g., green building design and xeriscape) will be encouraged.

**Primary Objective 8:** Encourage parcel assembly to facilitate redevelopment of the redevelopment area within commercial nodes along the Saxon/Normandy/Deltona Corridors. The below strategies will correct the blighted conditions of faulty lot layout in relation to size, adequacy, accessibility, or usefulness (*Pgs. 18, 19, 23 and 24 of the Finding of Necessity Report*).

**Strategies:**

1. Pursuant to the Community Redevelopment Act, Section 163.335(3), Florida Statutes, all public land acquisitions done for community redevelopment purposes will be done for public purposes. There is anticipation that public land acquisition will be limited to accommodate transportation improvements.
2. Pursuant to the Community Redevelopment Act, Section 163.360 (8) 4 (b), Florida Statutes - *"In the event the area is to be developed in whole or part for nonresidential uses, the governing body determines that: 1. Such nonresidential uses are necessary and appropriate to facilitate the proper growth and development of the community in accordance with sound planning standards and local community objectives"*.
3. Provide incentives such as City funded infrastructure improvements or enhanced land use entitlement for private properties to facilitate the aggregation of specially targeted or adjacent lots with multiple owners to create a single owner.
4. When feasible, the City should encourage acquisition and subsequent redevelopment by the private market. Other related activities that may be undertaken by the City include:
  - a. Map and index all commercial properties in the Redevelopment Area to provide detailed information on parcel boundaries, sizes, and ownership.
  - b. Identify and inventory all relevant substandard properties.
  - c. Document and analyze parking demands and infrastructure constraints throughout the Redevelopment Area.

- d. Document site criteria for modern mixed-use developments by business type to facilitate the understanding of contemporary developer site and parking requirements.
- e. The City may facilitate aggregation and redevelopment of “problem” or constrained parcels or groups of parcels.
- f. The City may assist in the purchase, sale, negotiation, and coordination of land assembly. However, the City shall not use eminent domain to acquire land that will be ultimately used or transferred for private development.
- g. Identify catalyst sites to serve as important strategic assets to cause an early and precedent-setting change in the community redevelopment area and to spur other growth. Two (2) catalyst areas have been identified:
  1. Deltona Plaza
  2. Saxon Blvd. Corridor

**Primary Objective 10:** Incorporate housing revitalization through housing maintenance programs and rehabilitation services. These strategies funded through the SHIP and CDBG programs will help correct the blighted conditions of unsanitary or unsafe conditions associated with residential uses (*Pgs. 18, 23 and 24 of the Finding of Necessity Report*); and deterioration of site or other improvements (*Pgs. 18, 23 and 24 of the Finding of Necessity Report*).

**Strategies:**

1. By addressing the problems associated with substandard and dilapidated housing, the City/CRA will mitigate contributing blight conditions within the Redevelopment Area.
2. In the same manner, redevelopment efforts shall be complimented with efforts to provide affordable/workforce housing to residents of low to moderate income, including the elderly.
3. Promote programs for homeowners to rehabilitate their homes. Such programs include zero interest loans or information on other funding sources for the repair of single and multi-family homes depending on the applicant's income.
4. Assist low income households through the SHIP program with down payment and closing costs assistance. The assistance may be for the purchase of an existing structure.
5. Infrastructure improvements such as roadway improvements, stormwater, wastewater, and potable water make properties more conducive for development. The City 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 within the Redevelopment Area, the CRA may undertake capital improvements on these individual properties.

**Primary Objective 11:** Establish a creative, equitable, efficient and practical funding and financing mechanism to properly implement this Plan. These strategies will correct the blighted conditions of defective or inadequate street layout (*Pgs. 19, 20 and 23 of the Finding of Necessity Report*), parking facilities (*Pgs. 23 and 24 of the Finding of Necessity Report*), roadways and public transportation facilities (*Pgs. 19, 20, 23 and 24 of the Finding of Necessity Report*); faulty lot layout (*Pgs. 18, 23 and 24 of the Finding of Necessity Report*); unsanitary or unsafe conditions (*Pgs. 18, 23 and 24 of the Finding of Necessity*

*Report*); and deterioration of site or other improvements (*Pgs. 18, 23 and 24 of the Finding of Necessity Report*).

**Strategies:**

1. It is important the City/CRA identify and secure all effective sources of funding including, but not necessarily limited to, increment revenues, non-ad valorem assessments, and grant funding revenue.
2. The City/CRA must be willing to contemplate the issuance of bonds, secure other financial instruments, seek and utilize grants, and seek out other sources and alternatives to aid in implementing this Plan. Such sources and alternatives may include, but are not limited to, special assessments imposed by the City of Deltona, ad valorem taxes imposed for municipal purposes through a municipal services taxing unit, or the imposition and pledge of ad valorem taxes upon a vote of the electors consistent with the Florida Constitution.

## 2.2.2 COMMUNITY OBJECTIVES AND STRATEGIES

**Community Objective 1:** Implement an aesthetic and planning review program to guide redevelopment and maintenance activities within the Redevelopment Area. These strategies will correct the blighted conditions of unsanitary or unsafe conditions (*Pgs. 18, 23 and 24 of the Finding of Necessity Report*); and deterioration of site or other improvements (*Pgs. 18, 23 and 24 of the Finding of Necessity Report*).

**Strategies:**

1. The City will review, consistent with City Land Development Regulations, plans for development within the Redevelopment Area, and coordinate with effected land owners to ensure the vision articulated in this Plan is achieved. The City will assign dedicated staff to coordinate and approve applicable development plans proposed for properties located within the Redevelopment Area.
2. Mixed-use redevelopment land use proposals will be processed as a PUD and will be associated with development/design standards for site, building, landscape, signage, and public areas for the commercial properties along the three corridors. The City's Pattern Design Book will act as a guideline to assist developers, builders, property owners, and individuals in preparing design/construction documents.
3. The City/CRA will assign staff or personnel to oversee the integrity of the CRA vision of the Redevelopment Area.

**Community Objective 2:** Ensure the Redevelopment Area is safe and clean over a period of time. These strategies will correct the blighted conditions of unsanitary or unsafe conditions (*Pgs. 18, 23 and 24 of the Finding of Necessity Report*); and deterioration of site or other improvements (*Pgs. 18, 23 and 24 of the Finding of Necessity Report*).

**Strategies:**

1. The Community Redevelopment Act encourages "community policing innovations." This concept is defined as policing techniques or strategies designed to decrease crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of law enforcement in the community, including, but not limited to, community mobilization, neighborhood watch programs, citizen patrol, foot patrol, or intensified motorized patrol. The City will review these

programs to improve the actual and perceived security, building safety, and appearance of the Redevelopment Area.

2. The City will identify, execute, and coordinate special maintenance standards and programs for public facilities, roadways, open space areas, entries, and commercial uses along the three corridors.

**Community Objective 3:** The City may plan, design, and deliver additional infrastructure improvements or services within the Redevelopment Area, if deemed those improvements enhance the quality or attractiveness of the Redevelopment Area especially with regard to public amenities. These strategies will correct the blighted conditions of unsanitary or unsafe conditions (*Pgs. 18, 23 and 24 of the Finding of Necessity Report*); and deterioration of site or other improvements (*Pgs. 18, 23 and 24 of the Finding of Necessity Report*).

**Strategies:**

1. Such additional infrastructure may include undergrounding utilities in certain areas to achieve a desired visual impact, upgrading technology, and telecommunications availability to attract businesses or the enhancement of landscape areas. Such additional improvements will complement the redevelopment plans for the Redevelopment Area.
2. Additional services may include extraordinary right-of-way or other public area maintenance, planning, and implementing cultural, charitable or place-making activities, events and related services which showcase the Redevelopment Area.
3. The City shall expand central sewer service for commercial areas of the CRA. The first priority will be the north side of the Saxon Blvd. corridor located west of the Saxon Blvd. and Normandy Blvd. intersection.

**Community Objective 4:** Establish a unique identity to promote the vision for the Redevelopment Area through branding and marketing programs. These strategies will correct the blighted conditions of deterioration of site or other improvements (*Pgs.18, 23 and 24 of the Finding of Necessity Report*).

**Strategies:**

1. Create page on the City website, which can be used to identify the Redevelopment Area.
2. Investigate branding the CRA area to be used on literature, banners, gateways and all types of promotional campaigns.
3. As deemed appropriate, support special events designed to attract residents and visitors to Deltona Boulevard.
4. 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.

## **CHAPTER 3 STATUTORY COMPLIANCE**

### **3.1 STATUTORY COMPLIANCE**

The Community Redevelopment Act according to Sections 163.360 and 163.362, Florida Statutes requires every community redevelopment plan contain specific information relevant to its particular redevelopment initiative. This Chapter supplements and addresses the informational requirements articulated in the Community Redevelopment Act and serves to further describe the objectives and strategies presented in this Plan to implement the redevelopment initiative envisioned by the City for the Redevelopment Area.

This Plan is consistent with the requirements of the Community Redevelopment Act, Section 163.362(2), Florida Statutes. The City Land Development Code and Comprehensive Plan demonstrates: (1) the approximate amount of open space to be provided and street layout, (2) limitations on the type, size, height, number, and proposed use of buildings, (3) the approximate number of dwelling units, and (4) such property as is intended for use as public parks, recreation areas, streets, public utilities, and public improvements.

The development program discussed in Chapter 2 further describes the urban design intent and components of the developed landscape and how those areas could receive public improvements.

### **3.2 APPROXIMATE AMOUNT OF PARKS AND OPEN SPACE**

There are no park facilities within the CRA. The Redevelopment Area has an opportunity through investments in infrastructure to design a linear park that would utilize existing and planned sidewalk infrastructure. The linear park concept would provide connectivity between the commercial areas of the CRA and surrounding residential neighborhoods.

### **3.3 STREET LAYOUT**

The transportation component for the Redevelopment Area is expected to focus both on vehicular and pedestrian traffic expanding upon existing infrastructure within the CRA. Widened streets, intersection improvements, roadway design improvements along with sidewalk upgrades will create a pedestrian and bicyclist friendly, convenient, and safe travel environment. The ease of vehicle traffic through the Redevelopment Area enables the creation of gateways and wayfinding signage. The gateway and wayfinding signs will direct visitors and residents toward a revitalized Deltona Boulevard. The Redevelopment Area street improvements will enhance connectivity and produce pedestrian and bicycle amenities.

### **3.4 LIMITATIONS ON THE TYPE, SIZE, HEIGHT, NUMBER, DENSITY AND PROPOSED USE OF BUILDINGS**

The Redevelopment Area will be redeveloped as a commercial and residential corridor, utilizing distinct individual land use characteristics such as residential, commercial, institutional, and public. The overall vision embodies sound planning and design principles,

which focus on creating a sustainable community. The following provides development parameters for the Redevelopment Area.

1. The Redevelopment Area shall include residential neighborhoods offering a variety of housing options and price ranges. The existing residential densities will remain the same as specified by the Future Land Use Map:
  - a. Low Density Residential - 0 to 6 dwelling units per acre
  - b. Medium Density Residential – 6.1 - 12 dwelling units per acre
  - c. High Density Residential – 12.1 to 20 dwelling units per acre
2. The City may consider mixed use development formats with residential densities of up to 9.9 dwelling units per acre and allow a floor area ratio of 0.50. to achieve the overall vision for the Redevelopment Area. Any density modifications shall require amendment to the Future Land Use Map of the Comprehensive Plan.
3. Deltona Boulevard will be redeveloped to include a variety of non-residential uses including commercial, professional office, entertainment and service business uses. To promote more dense development patterns, the City may contemplate allowing floor area ratios of up to 0.55 through the planned unit development (PUD) zoning process.
4. Parcel assemblage of at least 1 acre is recommended to accommodate mixed use development formats.
5. Residential dwelling units will be allowed in the same buildings as office or commercial uses when associated with multi-use development sites.
6. Multi-use development on the same parcel must be compatible with surrounding land uses.
7. Commercial uses shall be limited to areas specifically classified as Commercial on the City of Deltona's Future Land Use Map. Parcel assemblage of at least 1 acre is recommended for a sustainable commercial development.
8. Building design, including height and location, is expected to reinforce a pedestrian-oriented character and include linkages between land uses through a functional bicycle-pedestrian system.
9. The City's Urban Development Pattern Design Book will serve as a guideline for building and development design.
10. In general, the land uses shall abide by the overall goals, objectives, policies, and standards, as outlined in the City's Comprehensive Plan.

### **3.5 INTENDED USE OF PROPERTY FOR PUBLIC PARKS, RECREATION AREAS, STREETS, PUBLIC UTILITIES, AND PUBLIC IMPROVEMENTS**

Public facilities such as parks, recreational facilities, bicycle paths/sidewalks, streets, and utilities shall be located throughout the community in a manner which offers convenient and safe access to public services and facilities while enhancing the aesthetic character of the Redevelopment Area. Utility lines shall be placed underground, wherever feasible. If above ground structures such as water tanks or transformer boxes must remain within the Redevelopment Area, they should be located and treated in a manner that is safe and aesthetically pleasing.

### **3.6 NEIGHBORHOOD IMPACT ELEMENT**

The Community Redevelopment Act, Section 163.362(3), Florida Statutes, requires that if a Community Redevelopment Area contains low or moderate income housing a neighborhood impact element shall be prepared to describe the impact of redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, and the effect on school population. The creation of the Redevelopment Area is mostly focused on non-residential development and is expected to generate minimum impact to existing neighborhoods.

Secondary impact 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 CRA neighborhoods are minimal. Impacts may involve temporary construction detours, noise, and dust. Overall, impacts are expected to be minimal while the benefits of redevelopment are long-lasting adding a higher quality of life to the City's residents and visitors.

Redevelopment planning efforts are focused on the improvement and strengthening of existing neighborhoods. Redevelopment planning efforts will not be directed towards large scale demolition and removal of existing structures. Rather, plans call for systematic improvement through a concerted effort aimed at rehabilitating homes and infill development, and creating identifiable neighborhoods.

### **3.7 REPLACEMENT HOUSING/RELOCATION**

The Community Redevelopment Act, Section 163.362, Florida Statutes, states the Community Redevelopment Plan shall assure that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the Redevelopment Area. The intent of this Plan is to create a revitalized commercial corridor with options for a mixed-use development format. This will improve the visual character of the area, which promotes a positive image for the City. Relocation is not anticipated. If relocation is required as a result of improvement activities, the City and the CRA will adhere to applicable laws and regulations, and provide assistance to minimize hardships to those being displaced, as appropriate.

### **3.8 DEMOLITION, CLEARANCE AND SITE PREPARATION**

The City does not intend to demolish, clear buildings, etc. within the CRA unless the clearing/demolition is associated with the provision of public facilities. The CRA is authorized to install and construct, or cause to be installed or constructed, the public improvements and public utilities necessary to carry out the Plan, subject to obtaining necessary permits and in compliance with all applicable laws.

### **3.9 DURATION**

Consistent with the provisions of the Community Redevelopment Act, Section 163.362(10), Florida Statutes, all redevelopment activities financed by increment revenues from the Redevelopment Trust Fund shall occur within 25 years after the fiscal year in which the Plan is approved or adopted. The duration of this Plan shall be for the maximum period allowed

by the Community Redevelopment Act and County Ordinance and shall expire and terminate at 11:59 p.m. on December 31 2041, unless extended by mutual agreement of the City and the County, as evidenced by resolution of the County Council. This 25-year duration is necessary due to the extent of defunct infrastructure; the low increment revenue projections, which will take nearly 10 years to start realizing appreciable revenue increment. This shows the need to use leverage and other funding sources for the improvements. It is further noted that the estimated revenues by year 25 will be a little over \$13 million.

The City believes that it will take, at minimum, 25 years to realize the dollars necessary to undertake some of the redevelopment initiatives identified within the Plan. However, the City understands the County's desire to manage the duration of community redevelopment areas. It is possible that economic conditions may improve more quickly than the increment revenue forecast currently demonstrates. As well, the City may be fortunate to obtain other funding sources, yet to be identified. Understanding this, the City suggests a sunset review with the County in year 25 (2041). The intent of the 2041 review is to determine if the redevelopment objectives, initiatives, and projects have been successful in reversing blight conditions as described within the *"Finding of Necessity"* and the Plan. If it is jointly determined that the CRA has accomplished the primary objectives outlined in the Plan, or most recent Plan Update, then the date for the sunset for the Community Redevelopment Area can be re-established for a period greater than 25 years.

### **3.10 REDEVELOPMENT PLAN MODIFICATION**

The Southwest Deltona Community Redevelopment Plan may be modified in a manner consistent with Section 163.361 Florida Statutes. After providing proper notice, the City of Deltona shall hold a public hearing for all modifications.

## **CHAPTER 4 FINANCIAL ANALYSIS AND PLANNING**

### **4.1 ESTIMATING INCREMENT REVENUES**

Estimates of prospective increment revenues that might be derived from the Redevelopment Area and paid into the Southwest Community Redevelopment Trust Fund (herein referred to as the "Redevelopment Trust Fund") were prepared by Strategic Planning Group, Inc. (SPG) (See **Appendix A**). The stream of prospective revenue is dependent on several factors, including the pace of redevelopment and development in the Redevelopment Area; the content of the development; the assessed and taxable values; the millage levied against the taxable base; the rate of appreciation in the existing tax base; and the level of public intervention. Together, these many variables suggest a wide range of outcomes. All are possible depending on the specific conditions imputed into the analysis.

Input from the City generated a possible scenario for the increment revenue projections based on a very conservative format. The information outlined in this Chapter is suitable for planning purposes particularly given the range of valuations and estimated improvements costs. However, as the Plan is executed, continual input and examination will be required to refine and update this analysis.

### **4.2 METHODOLOGY AND APPROACH**

The analysis is based on tax roll data obtained from the Volusia County Property Appraiser and expectations about the Development Plan. The data from the most recent assessment roll, used in connection with taxation by the Property Appraiser and the Tax Collector, will provide the base year taxable value. The base year will be determined using the assessment roll in use immediately prior to the adoption of the ordinance establishing the Redevelopment Trust Fund.

It is assumed for the purposes of this Plan, the base year will reflect the sum as the base year valuation. However, any differences that may occur through inclusion or exclusion are relatively immaterial in the context of the total valuation. A higher or lower base sum would, of course affect the ultimate tax collections to some degree. The actual number will be officially certified by the Volusia County Property Appraiser upon adoption of the Plan and the establishment of the Redevelopment Trust Fund, as part of the statutorily required administrative process.

Specific increases in the tax base are shown in terms of expected development and its value. This expected development is based exclusively on past patterns of activity. These programmatic assumptions offer a baseline for comparison with future potential development.

For this analysis, the City's 2015 millage rate has been used, and it is held constant over the planning horizon. For the last several years, the operating millage of the City has been relatively unchanged.

As for the revenues which may accrue, only the taxable value(s) net of the base year taxable value is considered in calculating current or future increment revenues. The general procedures used to calculate available revenues are shown in the following equations:

1. Assessed values, including new construction, LESS exemptions or exclusions EQUAL current taxable values;
2. Current taxable values LESS established base year taxable values EQUAL net valuations subject to applicable jurisdictional millages;
3. Net valuations MULTIPLIED by applicable millages EQUAL increment revenues. Pursuant to the Community Redevelopment Act, Section 163.387, Florida Statutes, the maximum revenue available to the Redevelopment Trust Fund will be 95% of the calculated increment revenues. The financial indicators, assumptions and results used in preparing this increment revenue analysis are attached hereto as **Appendix A**.

#### 4.3 INCREMENT REVENUE ANALYSIS

The availability of potential increment revenues is among the most attractive of the redevelopment tools provided in the Community Redevelopment Act. Increment revenues become available as the result of focused and continuing redevelopment activities within a community redevelopment area, and it may be used to fund or finance a variety of community redevelopment related capital and service initiatives. Increment revenues, when leveraged and combined by interlocal agreement with municipal service taxes or non-ad valorem assessments from a community redevelopment area, provide a particularly powerful tool to help Florida's local governments address and redevelop slum or blight in redevelopment areas.

This analysis focuses only on increment revenues, not other significant revenues and structural opportunities, which can be leveraged, combined and deployed in concert with increment revenues, and the leveraging affects they generate. A variety of local, state and federal programs may be connected to the increment revenues in a manner which leverages the increment revenues or obtains other dollars for redevelopment used for acquisition. Potentially, increment revenues may be used independently to service debt. They may be paired with a deliberately constructed non-ad valorem assessment program, which leverages the expected flow of increment revenues and uses the investment revenues to offset or buy down special assessments used to finance capital improvements.

Increment revenue forecasts in an area of future concentrated ownership, such as the Redevelopment Area, are extremely vulnerable to imminent development, land amendment, permitting, or any other activity which can quickly change the content of the tax roll. Once a generalized timing and development strategy is implemented, these projections will need to be re-examined periodically in the context of actual redevelopment and development activity. Re-examination is proposed at year 10, 15, 20, 25 and if extended, every five years after to ensure revenue projects and appropriateness of projects. The revised increment revenues will be used to update the capital work program and the Plan.

#### 4.4 INCREMENT REVENUE SCENARIO

The scenario for the increment revenue projections for the City of Deltona was based on a very conservative format. The scenario (known as "anticipated growth scenario") identified the inclusion of anticipated development with an average yearly increase of four (4) percent. Assessed values from comparable structures within Volusia County were applied to

determine the estimated taxable values for each improved property. Under this scenario, approximately \$13,391,428 (*total City and County increment revenue contributions*) may be generated for the CRA over the next 25 years. In addition, the City agrees to set a ceiling on County's increment revenue contributions of no more than \$10,000,000 as stipulated in County Resolution 2010-20. Also, the Tax Increment Finance information as **Appendix A** utilizes a County millage rate of 6.8709 which is less than the City 7.99 millage rate used to project revenues. The lesser County millage rate is also consistent with County Resolution 2010-20. The County and the City will be the only taxing authorities contributing to the CRA TIF.

## CHAPTER 5 CAPITAL PLANNING

### 5.1 REDEVELOPMENT

Using contemporary planning methods and urban design techniques, the intent is the Redevelopment Area will represent a vibrant, urban area with safe, viable and sustainable commercial corridors; pedestrian-friendly, affordable, and attractive neighborhoods; and provide multi-modal transportation opportunities.

The central concepts represented by the redevelopment are as follows:

1. Explore innovative intersection designs to improve safety and alleviate traffic congestion along Saxon/Normandy/Deltona Boulevards. Intersection designs/improvements include, but are not limited to, roundabouts, signalization schemes for better and effective management of the junction delays, etc. Specific intersection locations include the following:
  - a. N. Normandy Blvd. and Deltona Blvd.
  - b. N. Normandy Blvd. and Saxon Blvd.
  - c. Deltona Blvd. and Enterprise Rd.
  - d. Deltona Blvd. and Dirksen Rd.
2. The redesign of primary corridors shall be enhanced in a manner which promotes internal, as well as regional connectivity to overall community aesthetics and function. This will present the City of Deltona as a destination place. Streetscape plans should be implemented along the corridors.
3. The primary corridors should be appropriately landscaped, incorporate traffic calming features, and contain pedestrian and bicycle facilities including attractive bus shelters, bicycle lanes and safe crossings.
4. The Redevelopment Area internal access network will include pedestrian facilities and bicycle ways, which will enhance interconnectivity and promote development.
5. Undertake roadway, sidewalk, landscaping and lighting improvements on all other streets to provide safe and pedestrian friendly connections.
6. Opportunities should be provided to integrate gathering places through pedestrian connections, bike paths/multi-use trails, open space and streetscapes.
7. Wayfinding and community identification gateways should be provided at major entry points into and within the Redevelopment Area.
  - a. Wayfinding signs at strategic locations to direct visitors to key destinations.
  - b. Gateways at the north (Saxon Boulevard), the Normandy/Deltona intersection and south end of the Redevelopment Area.
8. Create attractive, safe, viable and sustainable commercial corridors.
9. The Redevelopment Area will be redeveloped with a mixed-use Deltona Boulevard corridor with a distinct character featuring areas of residential and commercial land uses.
10. The mixed-use Deltona Blvd. corridor incorporates a wide mix of retail stores, such as markets, antiques shops, restaurants, art galleries, professional offices and service businesses with residential or office above these commercial uses.
11. Appropriate buffering techniques should be implemented between the higher density uses and the single family residential areas.
12. Potential redevelopment of catalyst sites to cause an early and precedent-setting change in the Deltona Boulevard corridor and to spur further growth.

## 5.2 CAPITAL PROJECTS

The Community Redevelopment Act, Section 163.362(4), Florida Statutes, requires identification of publicly funded capital projects to be undertaken within the Redevelopment Area. Such capital projects may include, but not limited to, the capital improvement program within **Appendix B**.

## 5.3 PROJECTED CAPITAL COSTS

The Community Redevelopment Act, Section 163.362(9), Florida Statutes requires the Plan to contain a detailed statement of projected costs related to the redevelopment initiative, including the amount to be expended on publicly funded capital projects in the Redevelopment Area and any indebtedness of the City of Deltona or CRA proposed to be incurred for such redevelopment if the indebtedness is to be repaid with revenues from the Redevelopment Trust Fund. To implement the Plan, it will be necessary to combine both public and private sources of capital, using both long and short term financing options. All projects financed by or in part through increment revenues will be completed prior to the sunset of the Community Redevelopment Area in year 25 (2041).

The Capital Work Plan projects and dollar amounts are primarily based on contemporary pricing. 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 may not include costs of land acquisition and/or consolidation. In addition, the City will not use any County TIF contribution for administrative/overhead costs. Also, the County TIF will be earmarked for uses to be limited to roadway improvements.

The various costs associated with implementing the Redevelopment Plan have been identified as being either primarily a public responsibility. Public costs are those necessary to ensure that the general framework of the Development Plan is developed in the spirit and intention of the Redevelopment Area.

Those items identified as primarily public costs will be structured in a manner which private resources are committed in conjunction with, or in advance of public resources. In some cases, public expenditures will not be required to support the Plan. In other cases, these expenditures can be phased in accordance with the scale of the redevelopment effort, in a manner where costs are advantageously matched to the expected stream of increment revenues or other available revenues.

Due to the current and projected economic environment demonstrated through the increment revenue forecasts (see **Appendix A**) and the shortage of the dollars required to implement the intent of the Plan, it is critical that the City consider funding the projects identified within this Plan via the leverage of the increment dollars. The CRA can “package” many financial programs in order to have enough resources, especially when newly enacted to jump-start the Plan. While the bond market is not strong for CRA’s, many in Florida use a bank held Letter of Credit to fund large scale projects. Local governments commonly loan their CRA’s start-up funds as well, paid back over time as the increment revenues grow

from private investment. The following list shows other potential resources that can be coupled with or used to fund the projects outlined in the Redevelopment Plan.

1. Special revenue bonds.
2. General obligation bonds: for roadway improvements; curb and gutter addition/repair; intersection improvements; streetscaping; water, sewer and stormwater improvements; and a multi-use trail system.
3. Grants and loans to the agency from the City's special or general funds for start-up costs. This is a common practice for such planning, design and community objectives.
4. Commercial Loans: The CRA may directly borrow funds from local lending institutions, utilizing both short term and long term borrowing.
5. Private Contributions: While the direct infusion of private funds are not anticipated, the City would still be interested in matching grant arrangements for improvements to building facades, landscaping, signs, etc. In addition, voluntary contributions by private companies, foundations, and individuals are potential sources of income to the CRA. Although such contributions may account for only a small portion of redevelopment costs, they do provide opportunities for community participation with positive promotional benefits. The City's current land development code provides mechanisms to achieve this participation on such projects as roadway, streetscape and infrastructure improvements, including incentives and participating grants.
6. Special Assessment Districts: The City may also establish special assessment districts and Municipal Service Taxing Units (MSTU), (Florida Statutes Chapter 170) for the purpose of funding various capital improvements within an area or for the construction of a particular project. This may be an effective mechanism to support stormwater, water, and sanitary sewer improvements. However, it is noted that assessments may be difficult to pass without concessions on the City's millage rate, thus reducing overall revenues.
7. Grants from State and Federal funding sources are leveraged within CRA districts, many of which get extra points for being used to fund economic development and redevelopment projects. Specific projects for which grants will be sought include, but not limited to, trails, parks, streetscape, roadway, and environmental improvements. The world of grants is evolving, requiring local governments to be vigilant in the grants arena. Local matches are of utmost importance to be grant competitive.

The principal and interest on such advances, funds, and indebtedness may be paid from tax increments or any other funds available to the CRA. Advances and loans for operating capital may be provided by the City until adequate tax increment or other funds are available to repay the advances and loans, and to permit borrowing adequate working capital from sources other than the City. The City may also, at the request of the CRA, supply additional assistance through loans and grants for various public projects. The CRA will seek all funding sources to leverage increment revenues. However, the dollars generated through these programs are nearly impossible to forecast, therefore specific dollars from these programs have not been identified.

#### **5.4 NON-CAPITAL PROGRAMS**

After the creation of the CRA, resources can be used for administrative expenses and overhead of the CRA, and other non-capital programs, including the development and implementation of community policing innovations, pursuant to Section 263.356(3)(d),

Florida Statutes. Such non-capital programs may include, but not be limited to, the following:

1. Regulatory, operational and management;
2. Marketing, promotions, special events, economic development; and
3. Facade/property improvement grants.

No Volusia County increment revenues will be used for non-capital programs and the City does not plan to expend increment revenues on community policing. The non-capital programs are subject to revisions, updates and prioritization as community redevelopment implementation occurs.

## **CHAPTER 6 GENERAL**

### **6.1 COMMUNITY REDEVELOPMENT TRUST FUND**

The City of Deltona needs to submit the Finding of Necessity and the Community Redevelopment Plan to Volusia County Council for review and approval, and request for the delegation of authority to create a Community Redevelopment Agency, and to establish a Redevelopment Trust Fund through an appropriate ordinance. The Redevelopment Trust Fund will receive all increment revenues, grants, gifts or revenues generated by redevelopment activities. The Redevelopment Trust Fund must remain in place until all indebtedness from redevelopment activities is paid.

The annual funding of the Redevelopment Trust Fund will result from additional incremental revenues collected in the Redevelopment Area by the County of Volusia and the City of Deltona. The increment available will be determined annually in an amount equal to 95% (ninety-five percent) of the difference between:

1. The amount of ad valorem taxes levied each year by the County, exclusive of any amount from any debt service millage, on taxable real property contained within the geographic boundaries of the Redevelopment Area; and
2. 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 the County, exclusive of any debt service millage, upon the total of the assessed value of the taxable real property in the Redevelopment Area. This is taxable real property as shown upon the most recent assessment roll, used in connection with the taxation of such property by the County prior to the effective date of the ordinance providing for the funding of the Redevelopment Trust Fund.

### **6.2 SAFEGUARDS, CONTROLS, RESTRICTIONS OR COVENANTS**

Redevelopment activities identified herein will not be initiated until they are found to be consistent with the Comprehensive Plan and applicable land development regulations. In order to assure that redevelopment will take place in conformance with the projects, objectives, and strategies expressed in this Plan, the CRA will utilize the regulatory devices, instruments, and systems used by the City to permit development and redevelopment within its jurisdiction. These regulatory devices, etc., include but are not limited to the Comprehensive Plan, the Land Development Code, design guidelines, and City authorized development review, permitting, and approval processes, and any other applicable adopted codes, standards, and policies.

In order to leverage the increment revenues, the City may contemplate imposing non-ad valorem assessments. The imposition of special assessments for capital improvements and essential services is covered by well settled case law and specific statutory provisions authorizing collection of non-ad valorem assessments on the same bill as ad valorem taxes. Such provisions require extraordinary notice to all affected property owners.

The County's increment revenues contribution would be based on a millage rate that does not exceed the millage rate used by the City to calculate its increment revenue contribution, regardless of the existing rate, pursuant to Volusia County Resolution 2010-20. The County increment revenue contributions will be used solely on capital projects with a maximum cap

of \$10,000,000 until the sunset date of 2041 (see **Appendix A** for total City and County increment revenue contributions).

### **6.3 CONSISTENCY WITH CITY OF DELTONA COMPREHENSIVE PLAN**

This Plan articulates the vision for the Redevelopment Area as a safe, economically sustainable, accessible destination for residents and visitors, with a vibrant urban mixed use Deltona Boulevard corridor; promoting safe, viable pedestrian-friendly, multi-modal transportation system; affordable and attractive neighborhoods; and bicycle paths/sidewalks connecting to services, recreation facilities, commercial corridors and the Corridors. These improvements will feature people oriented urban design principles. This Redevelopment Plan also encourages a mixture of housing types and price ranges to implement affordable to moderate rate housing initiatives.

The following are Goals, Objectives and Policies in the City of Deltona Comprehensive Plan, which are specifically addressed by the Community Redevelopment Plan. The usage of terms is directly quoted from the 2010 City of Deltona Comprehensive Plan (EAR Based Amendment).

## **FUTURE LAND USE ELEMENT (2010)**

### **GOAL FLU1**

Ensure that future growth is timed and located to maximize efficient and cost effective use of public infrastructure.

9J-5.006(3)(a)

### **Policy FLU1-1.6**

All neighborhood, community and regional shopping centers shall include bicycle parking areas, and where appropriate, bus cut outs or shelters to encourage alternative transportation modes.

9J-5.006(3)(c)(4)

### **Policy FLU1-1.8**

Sites for development shall be accessible to the following essential public facilities and services at the levels of service adopted in this Comprehensive Plan: fire services, transportation, potable water, an appropriate wastewater treatment facility, solid waste and stormwater management.

9J-5.006(3)(c)(3)

### **Policy FLU1-1.11**

The following public facilities and services shall be available for new development in all areas: roadways, solid waste collection, stormwater management, fire and police protection, emergency medical services, potable water, sanitary sewer service, and public schools as defined in the Public School Facilities Element.

9J-5.006(3)(c)(4)

## **OBJECTIVE FLU1-2**

The City shall encourage compact, mixed-use developments in appropriate locations in order to discourage urban sprawl, facilitate energy efficiency and provide the full-range of uses and services in walkable, vertically and horizontally-integrated, design-unified environments.

### **Policy FLU1-2.1**

The City of Deltona shall establish and require level of service standards as set in the Transportation, Infrastructure, Capital Improvements, and Public School Facilities Elements. 9J-5.006(3)(c)(4)

### **Policy FLU1-2.2**

Development orders cannot be issued unless the services are provided at the adopted level of service consistent with the concurrency provisions. 9J-5.006(3)(c)(4)

### **Policy FLU1-2.3**

In order to direct growth and development away from valuable natural resources, the City shall utilize development bonuses, incentives, and other methods as deemed appropriate (i.e. transfer of development rights) to promote infill development and redevelopment projects. 9J-5.006(3)(c)(1,2,6)

### **Policy FLU1-2.4**

The City shall expand commercial, industrial, and mixed-use developments in appropriate locations in order to discourage sprawl and to promote energy efficient development patterns.

## **OBJECTIVE FLU1-7**

The City of Deltona shall appropriately allocate land uses to adequately meet the current and future population needs while maximizing land use compatibility. The City shall promote a variety of land uses including residential, commercial, industrial, pedestrian oriented mixed-use, recreational, conservation, and public facilities. 9J-5.006(3)(b)(1)

### **Policy FLU1-7.23**

The City shall seek to ensure that its Future Land Use Plan Map provides for a minimum of six acres of commercial lands and four acres of industrial lands per 1,000 residents, with a goal of providing 10 or more acres of commercial lands and six or more acres of industrial lands per 1,000 residents by 2025.

### **Policy FLU1-7.24**

The City shall implement strategies to ensure that new development and redevelopment contains a strong mixed-use component, defined as a mixture of at least two different land uses in a design-unified, vertically and/or horizontally integrated, pedestrian-friendly environment, or otherwise demonstrably furthers the achievement of specific goals, objectives and/or policies of the Comprehensive Plan.

**Policy FLU1-7.25**

The City shall require that development be designed consistent with the August 4, 2008 Urban Design Pattern Book as it may be amended from time to time.

**TRANSPORTATION ELEMENT (2010)**

**GOAL T1**

The City of Deltona shall develop programs to ensure that current and future land uses are served by adequate transportation and multi-modal system options. 9J-5.019(4)(a)

**Policy T1-1.3**

The City of Deltona shall maintain a City-wide network of thoroughfare and related transportation system corridors. 9J-5.019(4)(c)(4)

**Policy T1-1.7**

The City of Deltona shall provide incentives which encourage compact, energy efficient urban development, in appropriate places, through coordination with the Future Land Use Element.

9J-5.019(4)(c)(7,9,12)

**Policy T1-1.10**

The City of Deltona shall coordinate with the MPO and other entities, as deemed appropriate, to further develop City-wide bicycle and pedestrian infrastructure through the Parks and Recreation Master Plan or other programs to accomplish the following transportation oriented initiatives:

- a. Expand, with the intent of establishing connections to commercial, institutional and recreational nodes, the multi-modal trail system within the City for bicycle and pedestrian use;
- b. Expand the City sidewalk system;
- c. Promote the use of existing and future pedestrian and bicycle infrastructure by disseminating information to the public concerning the City pedestrian and bicycle system.

**Policy T1-1.14**

The City of Deltona shall assess the existing sidewalk network to locate specific problem areas related to interconnectivity, obstructions, damaged sidewalks, lack of crosswalks, inappropriate widths, the need for handicap ramps and other improvements.

**OBJECTIVE T1-2**

The City of Deltona shall provide for the separation of local traffic from through traffic to facilitate efficient and safe vehicular movement. 9J-5.019(4)(b)(1)

**Policy T1-2.1**

Traffic circulation shall be coordinated with the Future Land Use Element to ensure compatibility between land use and the transportation system. 9J-5.019(4)(c)(9)

**Policy T1-3.1**

The City of Deltona Transportation Element shall be coordinated with the Future Land Use Element and all other applicable elements to ensure compatibility between land use and the transportation system necessary to support it. 9J-5.019(4)(c)(5,9&12)

**OBJECTIVE T1-4**

The City of Deltona shall establish, achieve and maintain peak hour level of service standards on the transportation system. 9J-5.019(4)(b)(2)

**Policy T1-4.3**

Unless a thoroughfare is designated separately within the LOS Roadway Segment Table of this document for a level of service standard, the City of Deltona shall establish the following PM peak hour level of service standards:

<u>Functional Classification</u>	<u>Acceptable Standard</u>
I-4	As determined by FDOT
Arterial	E
Collector	E
Local	D

**Policy T1-5.3**

The City of Deltona shall study and undertake feasible intersection improvements as an interim solution to existing transportation system deficiencies. 9J-5.019(4)(c)(1,7)

**Infrastructure**

**GOAL I1**

Provide safe efficient, cost effective and adequate public supply, treatment, and distribution of potable water for the City of Deltona.

9J-5.011(2)(a)

**Policy I1-PW1.1**

The City of Deltona adopts a level of service standard providing for an annual average daily volume of 300 gallons of potable water per equivalent residential unit. Projected flow for commercial, industrial, and institutional land uses will be calculated utilizing Deltona Water equivalent residential unit factors for water consumption specified by Land Development regulations.

9J-5.011(2)(c)(2d)

**OBJECTIVE I1-PW2**

The City of Deltona shall provide for an adequate level of service standard for potable water service to meet the needs of current and future residents of the City of Deltona. *(Amended by Ordinance 32-2000 adopted by the Deltona City Commission at second reading March 19, 2001)*

9J-5.011(2)(b)(4)

### **OBJECTIVE I1-PW3**

Throughout the planning period the City of Deltona shall encourage the use of existing and future facilities, so as to discourage urban sprawl. 9J-5.011(2)(b)(3)

#### **Policy I1-PW3.5**

The "infilling" of developed areas shall be directed to locations where an existing central system of potable water is available and where capacity is adequate to service the intended development or to those areas where funds have been committed for the provision of adequate capacity.

9J-5.011(2)(c)(1)

#### **Policy I1-PW4.2**

The City of Deltona shall coordinate the utility and transportation planning efforts to take advantage of the most economical construction and maintenance costs possible when installing utility lines and roads.

### **GOAL I2**

Provide safe adequate cost effective and environmentally acceptable sanitary sewer systems for the City of Deltona.

#### **Policy I2-SS1.1**

The City of Deltona adopts a level of service standard providing for an annual average daily volume of 284 gallons of domestic wastewater per equivalent residential unit. Projected flow for commercial, industrial, and institutional land uses will be calculated utilizing Deltona Water equivalent residential unit factors for water and wastewater service as illustrated in City land development regulations. 9J-5.011(2)(c)(1)

#### **Policy I1-SS1.10**

The City shall further expand its wastewater treatment capacity to support new development and redevelopment activities within the City.

#### **Policy I1-SS1.11**

The City shall investigate methods, including funding sources, to retrofit areas of the City that are currently served by septic systems. A priority for such retrofit activity, if deemed feasible, will be as follows:

- a. Correct threats to public health and safety;
- b. Improve the environmental conditions of surface and ground water resources; and
- c. Encourage sustainable redevelopment and compact urban development patterns.

### **OBJECTIVE I2-SS2**

Throughout the planning period, the City of Deltona shall maximize the use of existing facilities within sewer service areas, so as to discourage urban sprawl.

9J-5.011(2)(b)(3)

## **GOAL I4**

To protect the health and safety of the public by ensuring stormwater management facilities and services are properly maintained, environmentally sound, cost effective, and meet the community's present and future demands.

### **Policy I4-STW1.3**

All land use and development approval decisions which impact water resources in Deltona shall conform to the comprehensive surface and groundwater watershed management plan, when approved by the City Commission.

Level of Service for Storm Water Quantity and Quality:

a. **Closed Basing LOS:** The City will establish a Level of Service design standard in closed drainage basins as follows: All development shall meet the minimum volume of retention equivalent to one-half inch of depth over the entire project area and the discharge hydrograph produced for the developed or redeveloped site shall not exceed, in terms of peak flow and total volume, the hydrograph produced by conditions existing before development or redevelopment for a 24 hour, 100 year frequency storm.

b. **Basins with Outfall LOS:** The City will establish a Level of Service design standard in non-closed basins as follows: All development shall meet the minimum volume of retention equivalent to on-half inch of depth over the entire project area and the discharge hydrograph produced for the developed or redeveloped site shall not exceed, in terms of peak flow and total volume, the hydrograph produced by conditions existing before development or redevelopment for a 24 hour, 25 year frequency storm.

### **Policy I4-STW2.1**

The City of Deltona shall identify and prioritize drainage systems in need of retrofitting and upgrade of these systems, as funding becomes available. Watershed studies will be used to identify and prioritize systems in need of retrofitting. The City of Deltona may apply for any grants and loans available from the DEP Revolving Loan Fund. 9J-5.011(2)(c)(1,4,5)

## **INTERGOVERNMENTAL COORDINATION ELEMENT (2010)**

### **GOAL IC1**

The City of Deltona shall initiate and/or participate in the intergovernmental coordination mechanisms necessary to ensure the city identifies consistency and compatibility issues among governmental agencies, plans and policies and to resolve any conflicts that may arise.

9J-5.015(a)

### **OBJECTIVE IC1-1**

The City of Deltona shall coordinate with adjacent cities, counties, federal, state and regional agencies, and other governmental agencies, via effective formal and informal coordination mechanisms. This will ensure consistency in planning related matters and coordinating the impacts of development. The formal and informal mechanisms shall include membership in appropriate area-wide organizations, inter-agency staff communication and other methods as deemed appropriate.

9J-5.015(b)(1&2)

## **CAPITAL IMPROVEMENTS ELEMENT**

### **GOAL CIE1**

Public facilities shall be provided efficiently, safely, and cost effectively to promote timely, compact development, which is compatible with existing and designated land uses, and with the natural environment.

9J-5.016(3)(a)

### **OBJECTIVE CIE1-1**

Deltona shall concentrate public facilities and services to areas that are delineated on the Future Land Use Map to provide, compact, efficient and cost-effective provision of services as a means necessary to meet existing deficiencies, accommodate future growth and replace obsolete or worn out facilities. 9J-5.016(3)(b)(1)

#### **Policy CIE1-1.1**

Deltona shall provide and maintain the necessary capital improvements to eliminate existing deficiencies and repair, renovate or replace its worn out capital stock by establishing a rational system for evaluating and reviewing Capital Improvement projects. 9J-5.016(3)(c)(3)

#### **Policy CIE1-1.3**

The City shall maximize the use of existing public facilities and target funding to services that are deficit or distressed in the development of its five year capital program. 9J-5.016(3)(c)(1,3,4,6&7)

### **OBJECTIVE CIE1-2**

The City will coordinate land use decisions and fiscal resources with a schedule of capital improvements, which maintains adopted level of service standards and meets the existing and future facility needs. 9J-5.016(3)(b)(3)

#### **Policy CIE1-4.6**

The City shall achieve and maintain standards for peak hour levels of service on the thoroughfare system. 9J-5.016(3)(c)(6)

#### **Policy CIE1-4.7**

Public facilities and services shall meet or exceed level of service standards and must be available concurrent with development. 9J-5.016(3)(c)(4&6)

## **6.4 CONCLUSION**

The Community Redevelopment Plan provides a framework for rehabilitation and redevelopment of the Redevelopment Area as an attractive, inviting, easily accessible, and economically successful community, which promotes a positive image for the City of Deltona. This Plan deliberately and reasonably addresses the blighted area conditions observed through the “*Finding of Necessity Report*” which has been ratified, and confirmed by the City Commission. 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.

Realization of the Redevelopment Plan is a 25-year effort. The CRA will perform an annual review of the Plan and prepare an annual report and budget. The CRA may elect to update and amend the Plan every five years contingent on County review and approval.

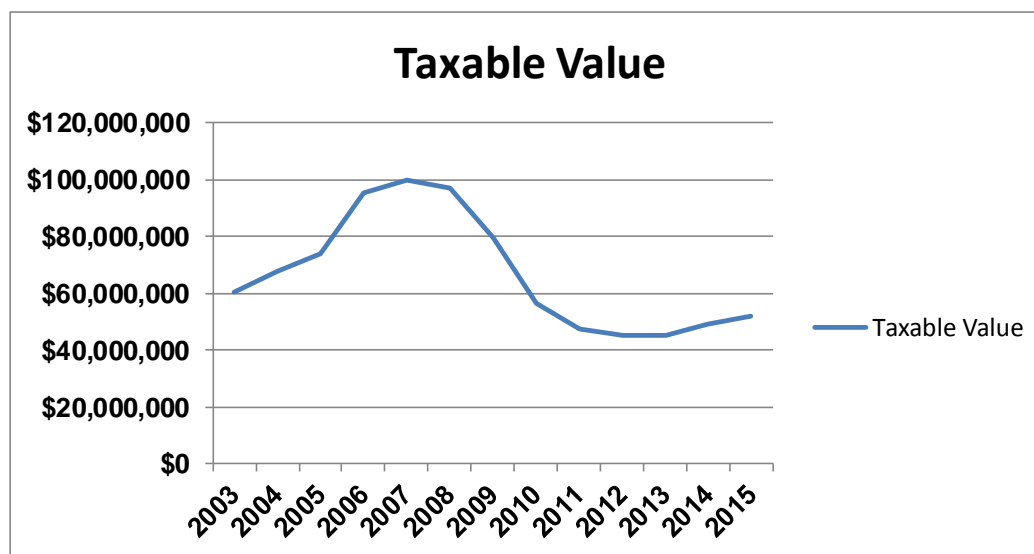
This 25-year duration is necessary due to the extent of defunct infrastructure; and the low increment revenue projections, which will take nearly 10 years to start realizing appreciable revenue to use to leverage other funding sources for the improvements. It is further noted that the estimated increment revenues by year 25 will be \$13,391,428, and that amount will be used to strategically create safer corridors.

It is important to note that the increment revenue estimates over the 25-year period fall short of the estimated costs to undertake the projects identified in this Plan to mitigate and reverse blight factors. The City believes that it will take the full 25 years to realize the dollars necessary to undertake the redevelopment initiatives identified within the Plan. However, the City understands the County's desire to limit the duration of community redevelopment areas to something less than the maximum allowed. It is possible that economic conditions may improve more than what the increment revenue forecast currently demonstrates, and the City may be fortunate to acquire other funding sources, yet to be identified. Understanding this, the City suggests completing a sunset review with the County in year 2041. The intent of 2041 review is to determine if the redevelopment objectives, initiatives, and projects have been successful in reversing blight conditions as described within the *"Finding of Necessity Report"* and the Plan. If it is jointly determined that the CRA has accomplished the primary objectives outlined in the Plan, or most recent updates, then the date for the sunset for the Redevelopment Area can be re-established for a period of 25 years.

## APPENDIX A TAX INCREMENT FINANCING

Using information from the City and Volusia County, SPG performed numerous analyses based on different growth scenarios. Volusia County and the City of Deltona experience significant ad valorem revenue (property taxes) as a result of the Great Recession. The historic ad valorem revenue stream for the City since 2003 has been impacted by two major events: the “Housing Bubble” and the “Great Recession”. The City of Deltona and the proposed CRA area experienced significant growth in ad valorem tax revenue until its peak in 2007 after which revenues declined significantly to below the 2003<sup>1</sup> levels. Revenue bottomed out in 2013.

Figure 1, Historical Taxable Values



Source: Strategic Planning Group, Inc., 2015

Both the “Housing Bubble” and “Great Recession” are unique events which should not occur again, at least not in the Plan’s 25 year horizon. If one were to use this 2003-2015 historic trend line to forecast future revenues, the result would result in declining revenue trends which does not reflect the trends of the last two years.

While CRA ad valorem revenue bottomed out in 2013 they are significantly below even 2003 (12 years) taxable values. SPG, for analytical reasons only, forecast future revenues using various short term growth rates (2012-2015, 2013-2015 and 2014-2015). The calculations are based on the following millage rates:

City            7.99 mills

County        6.8709 mills

<sup>1</sup> Last data available to SPG.

Table 1, Different TIF Calculations using recent growth in taxable property values

Growth Rate Year	Based on 2012-2015 4.4177%				Based on 2014-2015 5.7634%				Based on 2013-2015 7.1790%			
	Growth in Taxable Value				Growth in Taxable Value				Growth in Taxable Value			
	Tax Increment @ .95%	City TIF Revenue	County TIF Revenue		Tax Increment @ .95%	City TIF Revenue	County TIF Revenue		Tax Increment @ .95%	City TIF Revenue	County TIF Revenue	
2015	\$51,771,627				\$51,771,627				\$51,771,627			
2016	\$54,058,742	\$2,172,759	\$17,360	\$14,946	\$54,755,457	\$2,834,639	\$22,649	\$19,499	\$55,488,312	\$3,530,851	\$28,211	\$24,289
2017	\$56,446,895	\$4,441,505	\$35,488	\$30,553	\$57,911,259	\$5,832,650	\$46,603	\$40,123	\$59,471,818	\$7,315,181	\$58,448	\$50,321
2018	\$58,940,550	\$6,810,477	\$54,416	\$46,849	\$61,248,943	\$9,003,450	\$71,938	\$61,935	\$63,741,300	\$11,371,189	\$90,856	\$78,222
2019	\$61,544,366	\$9,284,102	\$74,180	\$63,865	\$64,778,993	\$12,356,998	\$98,732	\$85,004	\$68,317,288	\$15,718,378	\$125,590	\$108,127
2020	\$64,263,212	\$11,867,006	\$94,817	\$81,633	\$68,512,496	\$15,903,825	\$127,072	\$109,402	\$73,221,786	\$20,377,651	\$162,817	\$140,178
2021	\$67,102,168	\$14,564,014	\$116,366	\$100,186	\$72,461,177	\$19,655,073	\$157,044	\$135,207	\$78,478,378	\$25,371,413	\$202,718	\$174,530
2022	\$70,066,540	\$17,380,168	\$138,868	\$119,558	\$76,637,438	\$23,622,521	\$188,744	\$162,499	\$84,112,341	\$30,723,678	\$245,482	\$211,348
2023	\$73,161,870	\$20,320,731	\$162,363	\$139,786	\$81,054,396	\$27,818,631	\$222,271	\$191,364	\$90,150,766	\$36,460,182	\$291,317	\$250,810
2024	\$76,393,942	\$23,391,199	\$186,896	\$160,908	\$85,725,923	\$32,256,581	\$257,730	\$221,893	\$96,622,689	\$42,608,509	\$340,442	\$293,104
2025	\$79,768,797	\$26,597,311	\$212,513	\$182,963	\$90,666,691	\$36,950,311	\$295,233	\$254,181	\$103,559,232	\$49,198,225	\$393,094	\$338,435
2026	\$83,292,743	\$29,945,060	\$239,261	\$205,992	\$95,892,217	\$41,914,561	\$334,897	\$288,330	\$110,993,749	\$56,261,016	\$449,526	\$387,020
2027	\$86,972,366	\$33,440,703	\$267,191	\$230,039	\$101,418,914	\$47,164,923	\$376,848	\$324,448	\$118,961,990	\$63,830,845	\$510,008	\$439,092
2028	\$90,814,545	\$37,090,772	\$296,355	\$255,147	\$107,264,139	\$52,717,886	\$421,216	\$362,646	\$127,502,272	\$71,944,112	\$574,833	\$494,904
2029	\$94,826,459	\$40,902,090	\$326,808	\$281,365	\$113,446,250	\$58,590,892	\$468,141	\$403,047	\$136,655,660	\$80,639,831	\$644,312	\$554,721
2030	\$99,015,607	\$44,881,781	\$358,605	\$308,742	\$119,984,664	\$64,802,385	\$517,771	\$445,776	\$146,466,170	\$89,959,815	\$718,779	\$618,834
2031	\$103,389,820	\$49,037,283	\$391,808	\$337,327	\$126,899,916	\$71,371,875	\$570,261	\$490,967	\$156,980,976	\$99,948,881	\$798,592	\$687,548
2032	\$107,957,272	\$53,376,363	\$426,477	\$367,176	\$134,213,725	\$78,319,993	\$625,777	\$538,763	\$168,250,640	\$110,655,062	\$884,134	\$761,196
2033	\$112,726,500	\$57,907,130	\$462,678	\$398,343	\$141,949,062	\$85,668,563	\$684,492	\$589,314	\$180,329,354	\$122,129,840	\$975,817	\$840,131
2034	\$117,706,419	\$62,638,052	\$500,478	\$430,887	\$150,130,220	\$93,440,663	\$746,591	\$642,778	\$193,275,198	\$134,428,392	\$1,074,083	\$924,733
2035	\$122,906,335	\$67,577,973	\$539,948	\$464,869	\$158,782,895	\$101,660,705	\$812,269	\$699,324	\$207,150,424	\$147,609,857	\$1,179,403	\$1,015,408
2036	\$128,335,969	\$72,736,124	\$581,162	\$500,352	\$167,934,263	\$110,354,504	\$881,732	\$759,129	\$222,021,753	\$161,737,620	\$1,292,284	\$1,112,593
2037	\$134,005,467	\$78,122,148	\$624,196	\$537,402	\$177,613,064	\$119,549,365	\$955,199	\$822,380	\$237,960,695	\$176,879,614	\$1,413,268	\$1,216,755
2038	\$139,925,426	\$83,746,109	\$669,131	\$576,089	\$187,849,698	\$129,274,168	\$1,032,901	\$889,277	\$255,043,893	\$193,108,653	\$1,542,938	\$1,328,394
2039	\$146,106,912	\$89,618,520	\$716,052	\$616,486	\$198,676,315	\$139,559,454	\$1,115,080	\$960,029	\$273,353,494	\$210,502,774	\$1,681,917	\$1,448,049
2040	\$152,561,477	\$95,750,357	\$765,045	\$658,667	\$210,126,919	\$150,437,527	\$1,201,996	\$1,034,860	\$292,977,542	\$229,145,619	\$1,830,873	\$1,576,293
			<b>\$8,258,462</b>	<b>\$7,110,133</b>			<b>\$12,233,187</b>	<b>\$10,532,176</b>			<b>\$17,509,743</b>	<b>\$15,075,034</b>
			<b>Total TIF</b>	<b>\$15,368,594</b>			<b>Total TIF</b>	<b>\$22,765,363</b>			<b>Total TIF</b>	<b>\$32,584,777</b>

Source: Strategic Planning Group, Inc., 2015

Using the 2012-2015 growth trend, the CRA would not reach its 2007 peak valuation until 2031. The 2014-15 growth trend would not reach its 2007 peak until 2027, while the 2013-2015 growth rate would reach the peak 2007 taxable value by 2025.

Based on the calculations above, taxable property values increases from 4.4177% to 7.1790%, resulting in the CRA TIF revenues (over the 25 year planning period) ranges from \$15.4 million to \$32.6 million.

The results of the improvements to the CRA transportation network as well as major improvements to the existing visual and structural blight, should improve the overall economic vitality of the area. Even given this assumption, SPG believes a conservative TIF revenue generation rate below the above referenced calculations should be used. For the purpose of this Plan, a 4% growth rate was assumed. Using the 4% growth in taxable property values, the CRA's TIF revenues is projected at \$13.4 million.

Table 2, TIF 25 Year Estimates

Growth Rate Year	Best Conservative Estimate 4.00%			
		Tax Increment @ .95%	City TIF Revenue	County TIF Revenue
2015	\$51,771,627			
2016	\$53,842,492	\$1,967,322	\$15,719	\$13,533
2017	\$55,996,192	\$4,013,337	\$32,067	\$27,608
2018	\$58,236,039	\$6,141,192	\$49,068	\$42,245
2019	\$60,565,481	\$8,354,161	\$66,750	\$57,468
2020	\$62,988,100	\$10,655,650	\$85,139	\$73,300
2021	\$65,507,624	\$13,049,197	\$104,263	\$89,765
2022	\$68,127,929	\$15,538,487	\$124,153	\$106,889
2023	\$70,853,046	\$18,127,348	\$144,838	\$124,698
2024	\$73,687,168	\$20,819,764	\$166,350	\$143,219
2025	\$76,634,655	\$23,619,877	\$188,723	\$162,481
2026	\$79,700,041	\$26,531,993	\$211,991	\$182,514
2027	\$82,888,043	\$29,560,595	\$236,189	\$203,347
2028	\$86,203,565	\$32,710,341	\$261,356	\$225,014
2029	\$89,651,707	\$35,986,076	\$287,529	\$247,548
2030	\$93,237,775	\$39,392,841	\$314,749	\$270,983
2031	\$96,967,286	\$42,935,876	\$343,058	\$295,356
2032	\$100,845,978	\$46,620,633	\$372,499	\$320,703
2033	\$104,879,817	\$50,452,781	\$403,118	\$347,065
2034	\$109,075,010	\$54,438,214	\$434,961	\$374,480
2035	\$113,438,010	\$58,583,064	\$468,079	\$402,993
2036	\$117,975,530	\$62,893,708	\$502,521	\$432,646
2037	\$122,694,552	\$67,376,778	\$538,340	\$463,485
2038	\$127,602,334	\$72,039,171	\$575,593	\$495,557
2039	\$132,706,427	\$76,888,060	\$614,336	\$528,913
2040	\$138,014,684	\$81,930,904	\$654,628	\$563,603
			<b>\$7,196,013</b>	<b>\$6,195,416</b>
			<b>Total TIF</b>	<b>\$13,391,428</b>

Source: Strategic Planning Group, Inc., 2015

## **APPENDIX B CAPITAL IMPROVEMENT PLAN**

5 Year CRA Capital Plan 2016 - 2040						
		FY 16/22	FY 23/28	FY 29/34	FY 35/40	Proj. Total
		Capital	Capital	Capital	Capital	Capital thru
	CRA 20-YEAR PROJECT SCHEDULE AND COSTS ESTIMATE	Budget	Planned	Planned	Planned	2040
	Enter project titles below	Enter 5-Year Increment Totals				Total cost of projects will total here (across)
1-001	Whitewood Master Lift Station and New Site	\$ 825,000	\$ -	\$ -	\$ -	\$ 825,000
1-002	16" Force Main to Providence Blvd. (8,500 ft)	\$ 850,000				\$ 850,000
1-003	18" Force Main to Fisher WRF (2,200 ft)	\$ 275,000				\$ 275,000
1-009	Upgrade Antilles Lift Station	\$ 485,000				\$ 485,000
1-010	12" Force Main (1,300 ft to Wellington Dr	\$ 130,000				\$ 130,000
1-022	Saxon North of Normandy-Water, Reclaimed Water, Sewer	\$ 1,425,000				\$ 1,425,000
1-023	3% Mobilization, Bonds, Indemnity, etc.	\$ 119,700				\$ 119,700
1-024	9% Survey, Engineering, Permitting, etc.	\$ 359,100				\$ 359,100
1-025	6% CEI Services	\$ 239,400				\$ 239,400
	<b>Total Phase 1</b>	<b>\$ 4,708,200</b>				<b>\$ 4,708,200</b>
1-004	8" Gravity Sewer (4,400 ft, south of Normandy)	\$ 660,000				\$ 660,000
1-005	10" Water Main (3,500 ft N. Deltona Blvd.)	\$ 350,000				\$ 350,000
2-001	Master Lift Station, North of Deltona/Enterprise		\$ 450,000			\$ 450,000
2-002	6" Force Main to Enterprise Rd		\$ 150,000			\$ 150,000
2-003	8" Gravity Sewer (1,850 ft N. of Enterprise Intersctn.)		\$ 227,500			\$ 227,500
2-005	8" Water Main (1,800 ft N. of Enterprise Intersctn.)		\$ 180,000			\$ 180,000
2-007	3% Mobilization, Bonds, Indemnity, etc.		\$ 60,525			\$ 60,525
2-008	9% Survey, Engineering, Permitting, etc.		\$ 181,575			\$ 181,575
2-009	6% CEI Services		\$ 121,050			\$ 121,050
	<b>Total Phase 2</b>	<b>\$ 1,010,000</b>	<b>\$ 1,370,650</b>			<b>\$ 2,380,650</b>
1-011	8" Gravity Sewer (2,400 ft South of Intersection)	\$ 360,000				\$ 360,000
1-012	12" Water Main (4,200 ft Normandy Blvd)	\$ 525,000				\$ 525,000
1-013	3% Mobilization, Bonds, Indemnity, etc.	\$ 139,050				\$ 139,050
1-014	9% Survey, Engineering, Permitting, etc.	\$ 417,150				\$ 417,150
1-015	6% CEI Services	\$ 278,100				\$ 278,100
3-001	Mill & Resurface N. Deltona Blvd.			\$ 750,000		\$ 750,000
3-002	Estimated Storm Water Ponds & ROW Acquisition			\$ 2,000,000		\$ 2,000,000
3-003	Normandy & Deltona Intersection Improvements			\$ 1,000,000		\$ 1,000,000
	<b>Total Phase 3</b>	<b>\$ 1,719,300</b>		<b>\$ 3,750,000</b>		<b>\$ 5,469,300</b>
1-016	Storm Water System from Blvd. to Ponds	\$ 850,000				\$ 850,000
1-017	Const. of 6 Storm Water Ponds	\$ 900,000				\$ 900,000
2-004	8" Gravity Sewer (2,100 ft S. of Enterprise Intersctn.)		\$ 315,000			\$ 315,000
2-006	8" Water Main (1,250 ft S. of Enterprise Intersctn.)		\$ 125,000			\$ 125,000
2-016	Estimated Storm Water Ponds Lands Acquisition		\$ 450,000			\$ 450,000
3-004	S. Deltona (Entprse-Dirksen) 4-Lane & Reconst. w/in 80' ROW			\$ 4,750,000		\$ 4,750,000
3-005	Deltona/Dirksen intersection improvement and mast arm			\$ 450,000		\$ 450,000
3-006	Deltona/Enterprise intersection improvements and mast arm			\$ 450,000		\$ 450,000
3-007	3% Mobilization, Bonds, Indemnity, etc.			\$ 248,700		\$ 248,700
3-008	9% Survey, Engineering, Permitting, etc.			\$ 746,100		\$ 746,100
3-009	6% CEI Services			\$ 497,400		\$ 497,400
	<b>SubTotal Phase 4</b>	<b>\$ 1,750,000</b>	<b>\$ 890,000</b>	<b>\$ 7,142,200</b>		<b>\$ 9,782,200</b>
2-010	Storm Water Systems from Blvd. to Ponds		\$ 375,000			\$ 375,000
2-011	Construction of 5 Storm Water Ponds		\$ 850,000			\$ 850,000
4-001	Normandy Blvd. Reconstruction and 4 Laning				\$ 4,250,000	\$ 4,250,000
4-002	3% Mobilization, Bonds, Indemnity, etc.				\$ 227,250	\$ 227,250
4-003	9% Survey, Engineering, Permitting, etc.				\$ 681,750	\$ 681,750
4-004	6% CEI Services				\$ 454,500	\$ 454,500
4-005	Estimated Storm Water Ponds & ROW Acquisition				\$ 2,100,000	\$ 2,100,000
	<b>SubTotal Phase 5</b>	<b>\$ -</b>	<b>\$ 1,225,000</b>	<b>\$ -</b>	<b>\$ 7,713,500</b>	<b>\$ 8,938,500</b>
	<b>COMBINED TOTAL OF ALL PHASES</b>	<b>\$ 9,187,500</b>	<b>\$ 3,485,650</b>	<b>\$ 10,892,200</b>	<b>\$ 7,713,500</b>	<b>\$ 31,278,850</b>

## **APPENDIX C STRATEGIC PLAN**

# **A List of Targeted Objectives to Achieve within 5-Years**

## **City of Deltona Strategic Plan**



*Chris Bowley, AICP, Planning Director*

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## **I. Introduction**

The City of Deltona (City) is a relatively young community, historically speaking, having been established as an incorporated community in 1995. Although it has physically been a community since the early 1960s, it has grown into the largest city in Volusia County, with a population of over 87,000 residents in a short period of time. This rapid growth has led to the need to identify community goals that galvanize and focus City efforts for both short-range and long-range planning horizons.

The purpose of this Strategic Plan is to identify targeted achievable goals for a short-range planning horizon (no greater than 10 years). The City employed the assistance of Ms. Marilyn Crotty of the Florida Institute of Government at the University of Central Florida to facilitate a community vision to create common goals and objectives to place into this Strategic Plan. The Strategic Plan will also be used to create an Economic Development Element within the City's Comprehensive Plan to expand the short-range planning horizon into a longer-range version.

Two Community Visioning and Strategic Planning Workshops were conducted, one on October 17<sup>th</sup> and one on November 7<sup>th</sup>, 2015. The first meeting on October 17<sup>th</sup> was with residents and interested members of the community to create the topics to present to the City Commission for further focus. The second meeting on November 7<sup>th</sup> was with the City Commission and representatives of each City department to review the information provided from the community and to narrow it into a short list of priority objectives, to achieve within five years, as follows:

### Strategic Issues

1. **Economic Development:** Provide a strategic focused effort towards economic development throughout the City to enhance existing businesses and attract new businesses.
2. **Fiscal Issues:** Maintain current fiscal stability, maximize alternative funding sources, and promote an effective system of checks and balances.
3. **Infrastructure:** Focus on the expansion of park facilities, commercial utilities, technology, roadways and trails to make Deltona a more sustainable community.
4. **Internal and External Communication:** Provide consistent and effective communication that promotes economic development, civic pride and service delivery.
5. **Public Safety:** To provide quality high-level public safety services to the community through consistent regulations within a coordinated management plan process.
6. **Social Services:** Continue to foster a wide variety of effective and targeted social services for City residents. *Note: no priority objectives were listed for this issue.*



The names of the department per task are listed next to each objective, with a projected time period to complete, if not an on-going or already completed effort.

## **II. Priority Objectives**

From the above listed strategic issues, the following ranked priority objectives were created *(with the number of City Commissioner preferences listed in parentheses, where listed)*:

1. **Fiscal Issues** – create a grants management program: find and write grants, administer grants, and provide quarterly updates and pursue new/alternate revenue sources (6) – a grant writer was selected and will begin to assist on the following tasks:
  - New Senior Community Center – *Planning & Development Services; contact person Chris Bowley. Two year project completing in 2017.*
  - Improvements to the existing Community Center – *Parks & Recreation Department; contact person Steve Moore. Two year project following the new Senior Center.*
  - Transportation/CIP (i.e. Tivoli Dr. expansion, Normandy Blvd. construction, Howland Blvd./Catalina Dr. intersection, TPO listed roads, sidewalks, trails/bike lanes) – *Public Works Department; contact person Gerald Chancellor. Start Normandy Blvd. and Tivoli Dr. in 2016.*
  - Thornby Park HERE Project – *City Manager's Office; contact persons Jerry Mayes and Lee Lopez. Project based on available funding with decision in 2016.*
  - Veteran's Museum – *Parks & Recreation Department; contact person Steve Moore. On-going with available funding.*
  - Overall beautification grants – *Varies by department. Underway and on-going effort.*
  - Other grants as approved by the City Commission – *Varies by department. On-going per grant opportunities, as they are available.*
2. **Economic Development** – update the economic development plan (including the Land Development Code) (5) – underway with real estate analysis with TVEDC and Phase III of the LDC to be adopted in 2016.
  - Team Volusia coordination and creation of a database of commercial properties on the Team Volusia website and City website (market analysis of available properties) – *Planning & Development Services; contact person Chris Bowley. Underway with completion in 2016.*
  - Determine the business niche for the City to target/pursue (i.e. medical campus/offices/business park) – *Planning & Development Services; contact person Chris Bowley. Underway with completion in 2016.*
  - Focus on Howland Boulevard as the gateway for commercial growth (create a City Center and pursue acquisition of Casey property) – *Planning & Development Services; contact person Chris Bowley. On-going until all parcels are developed.*
  - Work with existing businesses to expand/grow, including a questionnaire and one-on-one site visits – *City Manager's Office; contact person Jerry Mayes. Questionnaire to be completed in 2016 and site visits on-going.*
  - Promote customer service environment, including creation of a one-stop shop concept and any required staff development/training to achieve it – *City Manager's Office; contact persons Jerry Mayes and Dale Baker. Underway with completion in 2016.*



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- Construct a Senior Community Center and prepare a business pro forma, including the need for an events manager – *Planning & Development Services; contact person Chris Bowley. Two year project completing in 2017.*
  - Pursue the creation of CRA for Deltona Boulevard – *Planning & Development Services; contact person Ron Paradise. CRA submitted and obtain CRA authority/set-up within 2016.*
  - Create more diversified and high-quality housing opportunities to provide for all market demands – *Planning & Development Services; contact person Chris Bowley. Underway and on-going.*
3. **Economic Development** – analyze City-owned properties and determine their highest and best use, need for land acquisition/disposition, etc. (4) – underway with three efforts for real estate, parks, and utility master planning.
- Obtain master planning services, once the niche is determined – *Planning & Development Services; contact person Chris Bowley. Underway with completion in 2016.*
  - Review relocation of existing facilities (i.e. Public Works) – *Public Works Department; contact person Gerald Chancellor. Analyze properties in 2016, with funding, relocation within two years from funding date.*
4. **Public Safety** – strengthen code enforcement (abandoned properties, rental properties) (5) – underway with actions taken to notify residents of trash pick-up timing and letters sent to property owners to take action on sites in disrepair.
- Focus on the City's beautification program (landscaping, trash removal, seasonal/holiday themes at the gateways, and major intersections) – *Enforcement Services; contact person Dale Baker. Underway and on-going.*
  - Fund and implement a demolition program for homes in disrepair. *Enforcement Services; contact person Dale Baker. Underway and on-going.*
  - Review the need for additional staff – *Enforcement Services; contact person Dale Baker. Underway and to be completed in 2016.*
  - Sign ordinance amendment/rewrite the sign code – *Planning & Development Services; contact person Chris Bowley. Underway with completion in 2016.*
5. **Public Safety** – pursue the ability of the City to be able to provide medical transport (4).
- Prepare a fire assessment fee cost-benefit analysis – *Fire Department; contact person Chief Bob Rogers. Underway with completion in 2016.*
  - Begin dialogue with Volusia County officials/staff – *Fire Department; contact person Chief Bob Rogers. Underway and on-going.*
  - Review the need for additional staff – *Fire Department; contact person Chief Bob Rogers. Underway and to be completed in 2016.*
  - Prepare a medical transport cost-benefit analysis – *Fire Department; contact person Chief Bob Rogers. To be completed in 2016.*
6. **Internal and External Communication** – improve intergovernmental coordination (advocacy, proper courthouse annex location) (4) – always a top priority and on-going effort.
- Proactively contact agencies and review mailing lists (especially for invitations to special events) – *City Manager's Office; contact person Jerry Mayes. Underway and on-going.*



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- Conduct partnering sessions with County staff and State Legislature, with trips to Tallahassee, and review of lobbyist contract – *City Manager's Office; contact person Jane Shang. Underway and on-going.*
  - Update the City's media (City website) and broaden Deltona TV outreach – *City Manager's Office; contact person Lee Lopez. Underway and on-going.*
  - Mayor's Annual State of the City Address – *City Manager's Office; contact person Jane Shang. Underway and on-going.*
7. **Internal and External Communication** – develop a Deltona brand and improve image (4) – efforts underway since 2007 with request to update that information.
- Continue the partnership with FDOT for I-4 expansion and City beautification – *Planning & Development Services; contact person Chris Bowley. On-going with Bold Initiative Grant awarded in 2015.*
  - Beautify gateways and key locations – Howland Blvd./Graves Ave., Normandy Blvd./Saxon Blvd., Saxon Blvd./I-4, DeBary Ave./Deltona Blvd., City Hall, and City facilities (including lift stations, stormwater ponds, park entrances, etc.) – *Parks & Recreation Department; contact person Steve Moore. Underway and on-going.*
  - Solicit partnerships with businesses, schools, hospitals, and residents for information dissemination – *City Manager's Office; contact person Jerry Mayes. Underway and on-going.*
  - Create a new branding slogan and implement a new marketing campaign – *City Manager's Office; contact persons Jerry Mayes and Lee Lopez. Underway with completion in 2016.*
  - Conduct a needs assessment for social services and communicate resources for public benefit – *Planning & Development Services; contact person Chris Bowley. Two social services summits held with the third to be in February 2016. Coordination for expanded 211/HMIS.*
8. **Infrastructure** – update the Parks and Recreation Master Plan (4) – combining efforts for parks and utility master plan for efficient land use planning.
- Engage a consultant for parks master planning – *Parks & Recreation; contact person Steve Moore. Underway and will be completed in 2016.*
  - Determine a sports facility niche for the City (define the 'stadium' concept) – *Parks & Recreation; contact person Steve Moore. Included in parks master planning in 2016.*
  - Expand existing park facilities (including lighting at Dwight Hawkins and Manny Rodriguez Parks) – *Parks & Recreation; contact person Steve Moore. Included in parks master planning in 2016.*
  - Work with schools, YMCA, and Council on Aging to develop recreational programs in partnership at Volusia County middle school sites utilizing existing infrastructure – *Parks & Recreation; contact person Steve Moore. Included in parks master planning in 2016.*
  - Review the amphitheater agreement for Lyonia Library – *City Attorney's Office; contact person Becky Vose. To be completed in 2016.*
9. **Infrastructure** – create a utility master plan consistent with zoning (water, sewer, natural gas, information technology, etc.) (4) – to be worked jointly with the parks and real estate master planning for greatest efficiency in long-range planning.



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- Create a map that identifies existing infrastructure – *Planning & Development Services; contact person Chris Bowley. Underway and to be completed in 2016.*
- Upon completion of a master development plan for the City, identify areas for utility expansion – *Public Works; contact person Gerald Chancellor. Underway and to be completed in 2016.*
- Preserve and increase the City's water supply (Farmton/SJRWMD/Deltona North) – *Public Works Department; contact person Gerald Chancellor. Underway and on-going.*
- Include requirements for utilities when reviewing site plans for permitting – *Public Works Department; contact person Gerald Chancellor. Underway and on-going.*
- Implement Phase I of the Transportation CIP program and develop Phase II of the Transportation CIP program for roads and sidewalks – *Public Works Department; contact person Gerald Chancellor. Underway and on-going.*
- Support a ½-cent to 1 cent sales tax for transportation projects, upon agreement of a methodology for distribution and eligible projects within the TPO – *Planning & Development Services; contact person Ron Paradise. Begin dialogue with the TPO in 2016.*

### **III. On-going Projects & Other Priority Objectives Identified**

#### On-going Projects

- Granicus implementation – *City Clerk; contact person Joyce Raftery.*
- TNR program – *Enforcement Services; contact person Dale Baker.*
- Health insurance alternative access (2) – *Human Resources; contact person Cara Burgess.*

#### Other Priority Objectives Identified

- City engagement and two-way communication (social media, advisory boards) (3) – *City Manager's Office; contact person Wendi Jackson.*
- Employee development and training (2); education and bonuses – *Human Resources; contact person Cara Burgess.*
- Explore multi-modal transportation opportunities with other government entities (2) – *Planning & Development Services; contact person Chris Bowley.*
- Community services summit for the provision of social services (2) and a needs assessment (1) – *Planning & Development Services; contact person Chris Bowley.*
- Maintain a balanced budget, reserves, and investments (1) – *Finance; contact person Bob Clinger.*
- Expand special events (1) – *Parks & Recreation; contact person Steve Moore.*
- Review the City's annexation policy (1) – *City Attorney's Office; contact person Becky Vose.*
- Support an Emergency Management Plan (1) – *Fire Department; contact person Chief Bob Rogers.*
- Continue to support the public safety education program/plan – *Fire Department; contact person Chief Bob Rogers.*