



City of Deltona

CITY COMMISSION WORKSHOP
MONDAY, APRIL 13, 2015
5:30 P.M.

Mayor
John Masiarczyk

Vice Mayor
Nancy Schleicher
District 4

Commissioners:

Mitch Honaker
District 1

Diane Smith
District 2

Heidi Herzberg
District 3

Brian Soukup
District 5

Chris Nabicht
District 6

Acting City Manager
Dale Baker

2ND FLOOR CONFERENCE ROOM
2345 PROVIDENCE BLVD.
DELTONA, FLORIDA

AGENDA

1. **CALL TO ORDER:**
2. **ROLL CALL – CITY CLERK:**
3. **PLEDGE TO THE FLAG:**

PUBLIC COMMENTS- Citizen comments limited to items on the agenda and will take place after discussion of each item.
4. **BUSINESS:**
 - A. **Discussion and Review for Use of City of Deltona Facilities Policy CC99-004.**
 - B. **Discussion re: Southwest Volusia Community Redevelopment Area (CRA).**
 - C. **Review and discussion of proposed resolution to Volusia County for the citizens to have the right to vote on beach driving.**
5. **CITY MANAGER COMMENTS:**
6. **ADJOURNMENT:**

NOTE: If any person decides to appeal any decision made by the City Commission with respect to any matter considered at this meeting or hearing, he/she will need a record of the proceedings, and for such purpose he/she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based (F.S. 286.0105).

Individuals with disabilities needing assistance to participate in any of these proceedings should contact the City Clerk, Joyce Raftery 48 hours in advance of the meeting date and time at (386) 878-8500.



AGENDA MEMO

TO: Mayor & City Commission **AGENDA DATE:** 4/13/2015
FROM: Dale Baker, Acting City Manager **AGENDA ITEM:** 4 - A
SUBJECT: Discussion and Review for Use of City of Deltona Facilities Policy CC99-004.

LOCATION:	City Parks and Recreational Deltona
BACKGROUND:	At the City Commission Retreat on December 15, 2014, it was discussed; No waving of any fees for any organization regardless of what type, set a reasonable fee to cover the City Costs (breakdown of City's costs) and Facility Use Procedures.
ORIGINATING DEPARTMENT:	Parks Recreation
SOURCE OF FUNDS:	N/A
COST:	N/A
REVIEWED BY:	Acting City Manager
STAFF RECOMMENDATION PRESENTED BY:	N/A - For discussion and direction to staff.
POTENTIAL MOTION:	N/A - For discussion and direction to staff.
AGENDA ITEM APPROVED BY:	<hr/> Dale Baker, Acting City Manager
ATTACHMENTS:	<ul style="list-style-type: none">• Policy CC99-004 & Facility Use Agreement Procedures• Rates For Other Volusia Cities

CITY OF DELTONA COMMISSION POLICY AND PROCEDURE

EFFECTIVE DATE 06-17-02	POLICY NUMBER CC99-004	PAGE NUMBER 1 of 2	SUPERSEDES POLICY Date: N/A
Subject: Guidelines for use of City of Deltona Facilities		Adopted by the Deltona City Commission at the Regular City Commission meeting held on September 9, 1999; revised by the Deltona City Commission on June 5, 2000; revised June 17, 2002 to provide new Facility Fee Schedule and delete references to Fountains Plaza.	

Facilities:

Fire Department Training Room

Capacity:

30

Meetings:

1. Times: Meeting rooms are available Monday through Friday beginning from 8 a.m. to 10:00 p.m. depending on availability.
2. Governmental Meetings: Meeting rooms are free of charge on a first come, first serve basis. City employees or employees of another governmental entity, acting in their official capacity must reserve the space.
3. Non-commercial, Community-Based Group Meetings: Meeting rooms are available once each six-month period free of charge for meetings only.

General Meeting Rules and Information:

1. The user is responsible for providing audio/visual equipment (blackboards, flipcharts, easels), etc.
2. No message center is available
3. User should make all necessary copies before arriving
4. Each user is responsible for returning the room to its original setup and remove all papers and equipment brought in following each meeting.
5. Use of any decoration including balloons of any type must be pre-arranged.
6. Use application forms are available at City Hall, Community Center, Wes Crile Park and the Providence Blvd. Fire Station.

Exceptions:

The City Manager or designee may make exceptions to these guidelines.

CITY OF DELTONA

COMMISSION POLICY AND PROCEDURE

POLICY NUMBER: CC99-004

SUBJECT: Guidelines for use of City facilities

Page: 2 of 2

<u>Facilities:</u>	<u>Capacity:</u>
Community Center	
Kelso Room	50 <u>35</u>
Sun Room	50 <u>35</u>
Main Room	250 <u>200</u>
Wes Crile Park Conference Room	88 <u>55</u>
Harris Saxson Main Room	150
Meeting Room	55

Meetings/Functions:

1. Times: Meeting rooms are available through reservations at respective facilities.
2. Facilities are available for meetings or other functions on a cost per hour/half day/ full day basis and are reserved on a first come, first serve basis through the facility office. Rooms may be reserved up to ninety days in advance.

General Meeting/Function Rules and Information:

1. The user is responsible for providing audio/visual equipment (blackboards, flipcharts, easels), etc.
2. The user is responsible for providing any special equipment not readily available through the facility.
3. No message center, fax assistance, or cope service is available.
4. Each user is responsible for returning the room to its original setup and removing all papers and equipment brought in following each meeting.
5. Use of alcohol must be pre-arranged per facility guidelines.
6. Use application forms are available at the respective facilities.

Exceptions:

The City Manager or designee may make exceptions to these guidelines.



City of Deltona Deltona, Florida



Facility Use Agreement Procedures

In order to ensure compliance with Commission Policy/Procedure Number CC04-001 – Facility Use and Agreement Requirements, provided herein is a manual that outlines the steps to be followed and forms to be used effective October 1, 2010, , 2015.

Approved:

City Manager

Date:

PROCEDURE OBJECTIVES. It is the intent of the City of Deltona to:

- Optimize the use of all its municipal facilities for public purposes. All facilities shall be utilized in a fiscally responsible manner in order to protect the investment of the City residents. The objective of this procedure is to establish the proper procedure for handling the *Facility Use Agreement* application process.
- Notify applicable agencies within the designated timeframe that the agreement is about to expire.
- Disallow continued use of City facilities without a valid *Facility Use Agreement* and the required current certificate of insurance in place.
- Have Agreement renewals in place at least fourteen (14) days prior to the expiration date of the previous agreement.

Facility Use Agreement – New Agreement Process:

1. The Contracts Coordinator shall maintain a log of all active *Facility Use Agreements* and their respective expiration dates.
2. A *Facility Use Agreement* shall be required for any facility use of six (6) months or more.
3. In addition to the Facility Use Application, applicants shall provide copies of the following documentation:
 - (a) Non-Profit groups, corporations, organizations or programs:
 - State of Florida Certificate of Corporation Registered Name identifying non-profit status from www.sunbiz.org
 - Articles of Incorporation identifying Board Member name and address
 - Consumer's Certificate of Exemption from the Dept. of Revenue showing Exemption Category 501(c)
 - Federal Identification Number of Organization
 - Certificate of Liability Insurance (See Application Form for required limits)
 - List of coaches, officials, and employees, with copy of drivers licenses attached
 - Most current financial statement (for organizations who receive waiver of facility use fees)
 - Fees charged to and costs related to activity
 - List of all officers of the organization, with copy of drivers licenses attached
 - Copies of Level II background checks on all staff, contracted personnel, employees and board members
 - (b) For-Profit groups, corporations, organizations or programs:
 - Federal identification Number of Organization or Social Security Number for individual operating any "for profit" activity

FACILITY USE AGREEMENTS

- Fictitious Name Registration from the State of Florida from www.sunbiz.org
- City of Deltona Business Tax Receipt
- Certificate of Liability Insurance (See Application Form for required limits)
- List of coaches, officials, and employees, with copy of drivers licenses attached
- Fees charged and costs related to activity
- List of all officers of the organization, with copy of drivers licenses attached
- Copies of Level II background checks on all staff, contracted personnel, employees and board members

4. The Facility Coordinator shall:

- Obtain all of the documentation required to process the facility use application;
- Make sure the applicant is aware of the City's standardized *Facility Use Agreement*. Any request to modify the standardized agreement must be attached on the Addendum Page provided with the application. Such request will be reviewed by the City's Legal Department;
- Determine the appropriate fee for the facility use as listed in the *Parks & Recreation Policy and Fee Schedule*; and
- Forward the complete application package with the required documentation to the Parks & Recreation Director or their designee for review and approval.

5. The Parks & Recreation Director or their designee shall verify the application package is complete and shall forward the complete application package to the Contracts Coordinator for processing.

6. The Contracts Coordinator will:

- Verify that all information has been received;
- Verify the Certificate of Insurance meets the requirements under the agreement;
- Perform a search of the sexual offender's website at <http://www.fdle.state.fl.us> on all organization members, coaches, officials and staff;
- Prepare the Agreement and process it through the contracts approval process;
- Prepare the Agenda Memo for submission to the City ~~Manager~~ Commission for approval;
- Process the agreement for signatures;
- Prepare the Authorization to Occupy;
- Mail an original agreement and the Authorization to Occupy to the user; and
- Maintain a file with the original Agreement, Authorization, Certificate of Insurance and other supporting documents.

7. The Contracts Coordinator shall monitor the Agreement to ensure the certificate of insurance remains valid throughout the term of the Agreement.

FACILITY USE AGREEMENTS

These Facility Use Agreement Procedures are in accordance with City Commission Policy No. CC04-001 - Facility Use and Agreement Requirements.

Item 4A

8. The Finance Department will be responsible for ensuring that monthly payments are made in accordance with the agreement. All payments are to be sent to: Accounts Receivable, City of Deltona, 2345 Providence Blvd., Deltona, FL, 32725.
9. Fees are due according to the terms of the Agreement. If payment is not made according to the Agreement, the Finance Department will provide notice to the Contracts Coordinator, who will issue a Notice of Cancellation to the organization. A copy of the Notice will be sent to the Parks & Recreation Director. Payment must be made immediately to the City or a Notice to Vacate will be issued.
10. The organization must submit monthly updates to the Parks & Recreation Director as stated under the "Obligations of User" section of the *Facility Use Agreement*.
11. The Parks & Recreation Director shall forward to the Contracts Coordinator the monthly reports that include information updates and/or changes of board members, coaches, contractual personnel, assistants, staff, volunteers and employees. The Contracts Coordinator will perform a search on the sexual offender's website on all added individuals.

Facility Use Agreement – Renewal Process:

An organization with an existing *Facility Use Agreement* may renew through the following procedures, if renewal option language is included in the original Agreement.

1. **First Notice:** Sixty (60) days prior to the expiration date of any Agreement, if the City has not received the required notice of intent to renew from the organization utilizing a City facility, the Contracts Coordinator will send a letter and *Renewal Form* to the organization with regard to the continued use of the City facility. The letter will notify the organization that failure to enter into a new Agreement will result in the organization's discontinued use of the City facility upon the ending date of the Agreement that is up for renewal. If the organization intends to renew the agreement, the completed Renewal Form and all applicable required documentation must be submitted to the Contracts Coordinator no later than 30 days prior to the expiration date of the Agreement.
2. The applicant shall provide the following:
 - Facility Use Renewal Form
 - Certificate of Liability Insurance (See Application Form for required limits)
 - List of coaches, officials, and employees, with copy of drivers licenses attached
 - Fees charged to and costs related to activity
 - Most current financial statement (for organizations who receive waiver of facility use fees)
 - List of all officers of the organization, with copy of drivers licenses attached
 - Copies of Level II background checks on all staff, contracted personnel, employees and board members
 - City of Deltona Business Tax Receipt

FACILITY USE AGREEMENTS

These Facility Use Agreement Procedures are in accordance with City Commission Policy No. CC04-001 - Facility Use and Agreement Requirements.

Item 4A

3. In the interim time period between the 60 and 30 days, the Contracts Coordinator will verify with the Parks & Recreation Director that no outstanding issues related to the organization's continued use of City facilities exist.
4. **Second Notice:** If the requested *Renewal Form* and required documentation are not received by the City at least 30 days prior to renewal, the Contracts Coordinator will send a certified letter/return receipt to the organization notifying them that they will no longer be allowed use of the City facility as of the expiration date of the Agreement. A copy of the letter will be sent to the Parks & Recreation Director and the Finance Department.
5. Upon return of the completed *Renewal Form*, the Contracts Coordinator will confirm that all required documentation is provided, and process the renewal. A copy of the *Renewal Form*, along with an *Authorization to Occupy* will be mailed to the organization. A copy will be provided to the Finance Department and the Parks & Recreation Director.
6. If documentation is missing or there are questions regarding information contained on the *Renewal Form*, the Contracts Coordinator will contact the agency to obtain the missing information.
7. The Contracts Coordinator shall monitor the Agreement to ensure the certificate of insurance remains valid throughout the term of the Agreement.
8. The Finance Department will be responsible for ensuring that monthly payments are made in accordance with the agreement. All payments are to be sent to: Accounts Receivable, City of Deltona, 2345 Providence Blvd., Deltona, FL, 32725.
9. Fees are due according to the terms of the Agreement. If payment is not made according to the Agreement, the Finance Department will provide notice to the Contracts Coordinator, who will issue a Notice of Cancellation to the organization. A copy of the Notice will be sent to the Parks & Recreation Director. Payment must be made immediately to the City or a Notice to Vacate will be issued.
10. The organization must submit monthly updates to the Parks & Recreation Director as stated under the "Obligations of User" section of the *Facility Use Agreement*.
11. The Parks & Recreation shall forward to the Contracts Coordinator the monthly reports that include information updates and/or changes of board members, coaches, contractual personnel, assistants, staff, volunteers and employees. The Contracts Coordinator will perform a search on the sexual offender's website on all added individuals.

FACILITY USE AGREEMENTS



City of Deltona

Facility Use Agreement Application

Name of Applicant/Organization: _____
Name of Contact Person: _____
Mailing Address: _____
Email Contact Address: _____
Phone: Organization: (____) _____ Home: (____) _____ Cell:(____) _____

FACILITY REQUESTED:

Name of Facility: _____
Type of Activity: _____
Dates of Use: _____
Time of Use: From: _____ To: _____

DOCUMENTATION TO BE PROVIDED WITH APPLICATION:

"Non-Profit" groups, organizations, corporations or programs, please submit the following documents with your application:

- State of Florida Certificate of Corporation Registered Name identifying non-profit status
- Articles of Incorporation identifying Board Member name and address
- Consumer's Certificate of Exemption from the Dept. of Revenue showing Exemption Category 501(c)3
- Federal Identification Number of Organization
- Certificate of Liability Insurance (please read Insurance Requirements on page 2)
- List of coaches, officials, and employees, with copy of drivers licenses attached
- Most current financial statement (for organizations who receive waiver of facility use fees)
- Fees charged to and costs related to activity
- List of all officers of organization, with copy of drivers licenses attached
- Proof of Level II background checks on all staff, contracted personnel, employees and board members

"For-Profit" groups, organizations, corporations, programs, or individual, please submit the following documents with your application:

- Federal identification Number of Organization operating any "for profit" activity
- Fictitious Name Registration from the State of Florida
- City of Deltona Business Tax Receipt
- Certificate of Liability Insurance (please read Insurance Requirements on page 2)
- List of coaches, officials, and employees, with copy of drivers licenses attached
- Fees charged and costs related to activity
- List of all officers of organization, with copy of drivers licenses attached
- Proof of Level II background checks on all staff, contracted personnel, employees and board members

INSURANCE REQUIREMENTS:

The City of Deltona requires the organization, group or individual utilizing the facility to be covered by insurance. A Certificate of Insurance must be filed with the City of Deltona prior to use of the facility. The Facility User shall provide a Certificate of Insurance from an insurance company rated "Class A" or better by A.M. Best or some other form of assurance approved by the City. **The required insurance shall be evidenced by a Certificate of Insurance identifying the City of Deltona as an additional insured under their general liability policy, with minimum limits of \$1,000,000.00 per occurrence combined single limit, to include premises/operations, independent contractors, products/completed operations, broad form contractual and personal injury. The insurance company shall be instructed to provide a thirty (30) day notice of cancellation to the City. The City of Deltona requires that original certificates and endorsements be provided before final approval of the Facility Use Agreement.**

BACKGROUND CHECKS

To be eligible to utilize a City facility, the City of Deltona requires a Level II Background Screening of all staff, contracted personnel, employees, and board members of organizations who work with or interact with children. Copies of the results of the background screenings must be supplied to the City for verification upon request.

PLEASE READ CAREFULLY BEFORE SIGNING:

I have read and understand the Facility Use requirements and agree to be bound by all policies, rules, regulations and conditions of use.

Applicant Signature: _____ Date: _____

Print Name: _____

Title: _____

Note: Organization cannot occupy the facility until receiving an "Authorization to Occupy".

RECEIVED BY CITY OF DELTONA

Name: _____

Date: _____

For Office Use Only:

<i>Facility</i>	<i>Category</i>	<i>Total Hours</i>	<i>Rate per hour</i>	<i>Total Fees</i>

{ORGANIZATION}
FACILITY USE AGREEMENT

THIS AGREEMENT made and entered into this ____ day of _____, 2014, by and between the CITY OF DELTONA, a Florida municipal corporation, with its principal place of business located at 2345 Providence Boulevard, Deltona, Florida, hereinafter referred to as “City”, and {ORGANIZATION NAME}, a Florida non-profit organization, with its principal place of business located at {ADDRESS}, Florida hereinafter referred to as “User”.

WHEREAS, User desires the non-exclusive use of the City-owned {FACILITY NAME} facility located at {FACILITY ADDRESS}, Deltona, Florida, (hereinafter referred to as the “Facility”) for {PURPOSE/ACTIVITY}; and

WHEREAS, the City is desirous of increasing the opportunities for recreational programs and activities for the community; and

WHEREAS, the City finds and determines that the programs, activities, and services rendered to the community by User and the land dedicated and provided by the City does serve a public purpose by providing a location for User to conduct {PURPOSE/ACTIVITY}; and

WHEREAS, the City has and, by these presents, does find and determine that it would be in the best interest of the public health, safety, and welfare to enter into this Agreement for facility use, and

WHEREAS, the Commission of the City of Deltona has approved award of this agreement on this {DATE}.

NOW, THEREFORE, the parties in consideration of the mutual covenants, terms and provisions hereof, and other good and valuable consideration, the receipt and sufficiency all of which is hereby acknowledged, do hereby desire and agree to be bound by the following terms and conditions of this agreement as follows:

Article 1. Recitals

The foregoing recitals are true and correct and incorporated herein by reference.

Article 2. Use of Facilities

2.1 The City does hereby agree to allow User the non-exclusive use of {FACILITY} provided that the use of said facility conforms to the covenants and conditions herein contained. Said usage for the facility shall be {DAYS} from {TIMES}. {Said usage shall be consistent with the schedule provided by User and approved by the Parks and Recreation Director or his designee (hereinafter referred to as the “Director”).}

2.2 Use of the facilities during any other time by User shall require the written approval of the Director. User shall submit a typed list of dates and activities to be conducted at the facilities fifteen (15) days prior to commencing the activities which shall be subject to approval or denial by the Director. City shall have the right to use the facilities anytime the facilities are not in actual use by User.

Article 3. Term

3.1 This Facility Use Agreement (hereinafter referred to as the "Agreement") shall remain in effect for a period of one (1) year from the date made and entered by the parties.

3.2 Written notice must be provided to the City by User of its intent to renew this Agreement on the City-approved Facility Use Renewal Form a minimum of sixty (60) days prior to the expiration of the term of this Agreement.

3.3 Upon receipt of a timely Facility Use Renewal Form, this Agreement may be renewed for one additional year, and may be renewed yearly up to a total of three additional years, upon written acceptance by the City prior to each successive renewal.

Article 4. Payment

4.1 That User shall pay the City \$5.00 per participant who is registered and assigned to a team yearly beginning May 1, 2015, payable on or before the end of the first month of the season being played.

4.2 If payment is not made in accordance with this Agreement, a Notice of Cancellation will be issued to the organization.

4.3 All payments shall be sent to the City of Deltona, Accounts Receivable, 2345 Providence Blvd., Deltona, FL 32725.

Article 5. Obligations of City

The City shall be responsible for:

- A. Payment of all utilities at the facilities, subject to the City's right to issue guidelines concerning the usage of all lighted areas; and
- B. Providing adequate trash receptacles at the facilities; and
- C. Coordinating sanctioned activities in an effort to minimize conflict with User's use of the facilities; and

- D. Providing infield materials (clay and sand mixture) if applicable; and
- E. Providing one training annually on proper field and turf maintenance if applicable;; and
- F. Providing turf maintenance, including mowing as needed to ball fields and herbicide, pesticide and fertilizer applications if applicable; and
- G. Providing on-going facility preventive maintenance if applicable; and
- H. Ensuring buildings, fencing, and restrooms are monitored for cleanliness and safety if applicable;

Article 6. Obligations of User

User shall be responsible for:

- A. Coordinating User's activities and providing a representative to act as a liaison to the City for the term of the Agreement; and
- B. Providing adequate personnel, staffing, or volunteers to insure the proper use of the facilities and to provide for the adequate security, safety, and emergency medical needs of all its members, guests, visitors, and participants; and
- C. Maintaining the facilities in a clean and sanitary condition, free of paper and debris, during and after each use including the emptying of all trash containers into dumpsters provided by the City, and providing all necessary equipment to maintain or repair all protective screening, netting, fencing and the pitching machine in the batting cage; and cleaning of facility restrooms during the season daily and all other facility amenities regularly to monitor cleanliness, safety and maintenance concerns; and
- D. Submitting a typed list of names, addresses, phone numbers, qualifications, and certifications of all board members, coaches, and assistants and providing monthly updates of any changes to the list; and
- E. Providing the City with a written statement indicating that every staff member, employee, volunteer or contracted personnel has passed a Level I background check and submitting a copy of the results of each screening; and
- F. Providing any and all necessary equipment required for use of the facilities; and
- G. Repairing any damage to the facility resulting from User's use, even if the City determines that the facility is useable, without regard to the extent of damage, as solely determined by the Director; and

- H. Reporting any known or discovered damage or vandalism to the Director immediately by submitting a written description of the damage or vandalism and a brief statement of the incident, discovery, or cause within 24 hours, to the Director, using the City incident/accident report form; and
- I. Reporting all accidents or injuries occurring at the facilities to any staff, visitor, participant, or other person, to the City immediately by telephone and by submitting a written report of the accident or injury using the City incident/accident report form within 24 hours; and
- J. Refraining from any alteration, advertising, or signs on any fence, building, right-of-way, road, or facilities without the Director's prior written approval, including the distribution or placement of any advertisement related to the use of City facilities; and
- K. Taking any and all reasonable and prudent steps necessary to be informed of and abide by all ordinances, rules, policies, laws and regulations of the City, State, and Federal government at all times; and
- L. Agreeing to always be in full compliance of all laws, rules, policies, and regulations affecting or applicable to User and its activities and programs; and
- M. Obtaining written permission from the Director prior to the purchase or lease of any equipment to be installed for use at the facilities; and
- N. Obtaining written permission prior to conducting any business, activity or program not approved by the Director in writing; and
- O. Refraining any other person or entity from conducting any type of business or enterprise at the facilities without prior written approval from the Director; and
- P. Allowing the City access to inspect the facilities at any time; and
- Q. Refraining from conducting any practice sessions, practice games, or clinics not expressly authorized under this Agreement without the express written consent of the Director; and
- R. Providing the City with a copy of User rules, regulations, charter, guidelines, and organizational chart, along with rules dictating the conduct of the games, and those used by the coaches and referees, if applicable; and
- S. Retain daily access to the facility and field by the public unless authorized by the Director or when fields are prepared for games; and
- T. Being solely responsible for all losses or damages suffered by User to its operation, equipment and property at the facilities.

Article 7. Insurance

7.1 User, at its own cost and expense, shall have in force, during the term of this Agreement, insurance from an insurance company licensed in the State of Florida and rated "Class A" or better by A. M. Best or some other form of assurance approved by the City's Risk Manager. User shall not occupy the facility until City has received an acceptable certificate or certificates of insurance evidencing the required insurance, which is as follows:

7.2 Commercial General Liability Insurance insuring User against liability arising from its occupancy, use, or operation of the City's facilities necessary or incidental thereto. **User shall list and endorse the City as an additional insured under the general liability policy.** Except as otherwise agreed in writing by the City, the insurance shall be provided on a form no more restrictive than the Standard Commercial General Liability Form (ISO FORM CG 00 01) without any restrictive endorsements, and the City shall be included as an "Additional Insured" on a form no more restrictive than Form CG 20 10, Additional Insured-Owners, Lessees, or Contractors (Form B). The minimum limits (inclusive of amounts by an umbrella or excess policy) shall be available at all times and shall be:

\$1,000,000 General Aggregate
 \$1,000,000 Products Liability/Completed Operation Aggregate
 \$1,000,000 Personal and Advertising Injury
 \$1,000,000 Each Occurrence

The General Liability policy is to contain or be endorsed to name the City, its officers, officials and employees as additional insureds as respects to the liability arising out of the activities performed under this Agreement. Such coverage shall be primary to the extent of Users negligent acts or omissions or willful misconduct, and shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability. In addition, a waiver of subrogation by the commercial liability insurer shall be provided that lists or names the additional insured as subject to the waiver.

7.3 Worker's Compensation Insurance, as filed for use in Florida by the National Council on Compensation Insurance, without restrictive endorsements. In addition to coverage for the Florida Workers' Compensation Act, where appropriate, coverage is to be included for the Federal Employer's Liability Act and any other applicable Federal and State law. The minimum amount provided by an umbrella or excess policy shall be:

Part One-"Statutory" requirements
 Part Two-\$500,000 Each Accident
 \$500,000 Disease-Policy Limit
 \$500,000 Disease Each Employee

7.4 Automobile Liability Insurance on a form no more restrictive than that provided by Section II (Liability Coverage) of the Standard Business Auto Policy (ISO Form CA 00 01) and shall cover User owned, non-owned, and hired autos used in any manner or incidental to the use of the facility. The minimum limits (inclusive of any amounts provided by an umbrella or excess policy) shall be \$1,000,000 per each Occurrence-Bodily Injury and Property Damage Combined.

7.5 Property Insurance. User and the City shall each be responsible for maintaining their own property and casualty insurance and policy endorsement, regardless of whether User purchases property insurance, and whether the City is wholly, partially or otherwise at fault, or the City is in any way responsible or liable for causation of accidents, injuries or death, in whole or in part, and User hereby expressly waives, releases, and holds the City harmless relative to any cause of action or right of recovery which User may have hereafter against the City for any loss arising out of damage to User's property, whether covered by insurance or not.

7.6 Evidence of Insurance. The required insurance shall be evidenced by a certificate of insurance which must be submitted to the City prior to the effective date of this Agreement. A copy of all notices, from all insurance companies providing coverage, directly or indirectly related to the use of the facilities in this Agreement, must be provided to the City within five (5) days of receipt. All insurance companies shall be instructed to provide thirty (30) days notice of any cancellation to the City. Failure to comply with this section shall render this Agreement null and void. User shall provide the City with renewal or replacement evidence of insurance at least ten (10) days prior to expiration or termination of such insurance.

Article 8. Special Terms and Conditions

8.1 Termination. The parties may rescind this Facility Use Agreement at any time, for any reason, upon thirty (30) days written notice. Cancellation of this Agreement by User is subject to a reasonable fee for administrative costs by the City.

8.2 Default. Any violation of a provision or term of this Agreement will be considered a default of this Agreement, and if such default is not cured within five (5) days from the date of notice of such default, or if the default cannot be cured, then this Agreement shall terminate and be no longer in effect.

8.3 Dispute Resolution. This Agreement is made under, and in all respects shall be interpreted, construed, enforced, and governed by and in accordance with, the laws of the State of Florida. Venue for any legal action resulting from this Agreement shall lie solely in Volusia County, Florida.

8.4 Indemnification. User agrees to, and will at all times, indemnify, defend save and hold harmless the City, its officers, agents, and employees, from any and all liability, claims, demands, disputes, damages, costs, attorney's fees, and expenses (including prior to trial, through trial, and to and on appeal), as a result, directly or indirectly, of the use by User and/or its members, guests, visitors, spectators, players, programs and activities.

8.5 Non-Exclusive Agreement. Notwithstanding anything herein that may appear to the contrary, it is expressly understood and agreed upon by the parties that all rights granted under this Agreement are non-exclusive and the City reserves the right to grant similar privileges herein to others at any time. The City shall at all times be allowed to gain access to or use of all facilities. User agrees to provide a copy of keys to all locks used by User to restrict access to any part of a facility.

8.6 Sale of Prohibited Items. User is prohibited from the sale of alcoholic beverages, sexual content materials, and any tobacco related items. No type of advertisement, merchandise or signage related to alcoholic beverages, sexual content materials, or tobacco will be permitted.

8.7 Advertising. All on-site signs, informational kiosks, brochures, promotions or advertisements related to User shall be approved by the Director. User agrees to refrain from any commercial advertising without the Director's written approval.

Article 9. General Conditions

9.1 This Agreement shall be governed by the laws of the State of Florida, as well as applicable County of Volusia and City of Deltona Code of Ordinances and it shall become effective immediately upon execution by both parties hereto.

9.2 Any previously existing oral or written agreements between the parties shall be terminated as of the date of this Agreement and shall be deemed to be hereafter null and void and of no further force and effect. The entire agreement between the parties is incorporated herein. In addition to the terms of this Agreement, both parties agree to be bound by the policies and procedures regarding facility use, as adopted or amended by the City Commission.

9.3 This Agreement may not be assigned or transferred in any manner by User and any such assignment is expressly prohibited. Any attempt to assign this Agreement shall render this Agreement null and void.

9.4 No modification, amendment or alteration in the terms or conditions contained herein shall be effective unless contained in a written document executed with the same formality and of equal dignity herewith.

9.5 The failure of any party hereto at any time to enforce any of the provisions of this Agreement will in no way constitute or be construed as a waiver of such provision or of any other provision hereof, nor in any way affect the validity of, or the right thereafter to enforce, each and every provision of this Agreement.

9.6 Under no circumstances does the City endorse, promote, condone, certify, vouch, or recommend, nor is it responsible for any of the contents, actions, agreements, activities, or services associated with User or its activities and programs.

9.7 In the event that the performance of this Agreement by the parties is prevented or interrupted as a consequence of any cause beyond the control of the City or User, including but not limited to acts of God or of a public enemy, national or local State of Emergency, allocation of or other governmental restriction upon the use or availability of labor or materials, rationing, civil insurrection, riot, embargo, flood, tidal wave, fire, explosion, bomb detonation, nuclear fallout, wind storm, hurricane, earthquake, or other casualty, disaster, or catastrophe, any governmental rules, acts, laws, ordinances, resolutions, restrictions, regulations, requirements, or orders, acts or actions of any government or public or governmental authority or commission, board, agency, agent, official or officer, the enactment of any statute, law, ordinance, resolution, regulation, rule, ruling, order, decree, judgment, restraining order or injunction of any court, said parties shall not be liable for such nonperformance.

9.8 The headings used throughout this Agreement are for convenience of reference only and have no significance in the interpretation of the body of this Agreement.

Article 10. Severability and Notice

10.1 The invalidity or unenforceability of any particular provision of this Agreement shall not affect the other provisions hereof, and this Agreement shall be construed in all respects as if such invalid or unenforceable provisions were omitted.

10.2 Wherever provision is made in this Agreement for the giving, service or delivery of any notice, statement or other instrument, such notice shall be in writing and shall be deemed to have been duly given, served and delivered, if delivered by hand or mailed by United States mail or sent by facsimile, addressed as follows:

If to User:
 {NAME}
 {TITLE}
 {COMPANY NAME}
 {ADDRESS}
 {CITY, STATE, ZIP}

If to City:
 Steve Moore
 Parks & Recreation Director
 City of Deltona
 2345 Providence Blvd.
 Deltona, Florida 32725

And

Joyce Raftery
 City Clerk
 2345 Providence Boulevard
 Deltona, FL 32725-1806

Each party hereto may change its mailing address by giving to the other party hereto, by hand delivery or United States mail, notice of election to change such address.

Article 11. Scope of Agreement

11.1 This Agreement is intended by the parties hereto to be the final expression of their Agreement, and it constitutes the full and entire understanding between the parties with respect to the subject hereof, notwithstanding any representations, statements, or agreements to the contrary heretofore made.

11.2 This Agreement consists of the following:

This Agreement
Authorization to Occupy
Facility Use Application
Addendum, if any

(REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK)

IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement for the purposes stated herein.

Signed, sealed and delivered in the presence of Witnesses:

By: _____

By: _____

USER:

By: _____

Its: _____

CITY OF DELTONA:

By: _____
DALE BAKER, Acting City Manager

ATTEST:

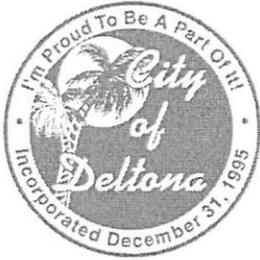
Date: _____

JOYCE RAFTERY, City Clerk

Mailing Address:
2345 Providence Boulevard
Deltona, FL 32725-1806

Approved as to form and legality for use and reliance of City of Deltona only:

GRETCHEN R.H. VOSE
City Attorney



**CITY OF DELTONA
AUTHORIZATION TO OCCUPY
FACILITY USE**

Issued by: Deborah James, Contracts Administrator
2345 Providence Blvd.
Deltona, FL 32725
Phone: (386) 878-8874 Fax: (386) 878-8871

Issued to: ORGANIZATION

Facility Name: _____, ADDRESS _____
Deltona, Florida 32738

This Authorization to Occupy is for the above referenced facility and in accordance with all terms and conditions of the Facility Use Agreement between the City of Deltona and ORGANIZATION, dated _____, 2015. The effective date of this Authorization to Occupy is _____, 2015 and is valid until _____, 2015 subject to the dates and times authorized by the City's Parks and Recreation Director.

All future correspondence or requests for changes to the contracts should be addressed to the City's Parks & Recreation Director, Steve Moore.

ISSUED BY:

City of Deltona

By: _____

This _____ day of _____, 2015

Title: Contracts Administrator

AMENDED RESOLUTION 2011-04

Field Code Changed

A RESOLUTION OF THE CITY OF DELTONA, FLORIDA, PERTAINING TO FACILITY USE FEES; PROVIDING FOR FEES FOR SERVICES RENDERED BY THE CITY OR FOR USE OF CITY FACILITIES AND PROPERTY; PROVIDING FOR SEVERABILITY; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City of Deltona owns and operates certain property and facilities which are suitable for use by others; and

WHEREAS, the City of Deltona is willing to rent those properties and facilities upon the payment of a rental fee and the execution of a use agreement; and

WHEREAS, the residents of Deltona, including the corporate residents of Deltona, support the maintenance and operation of the facilities through tax payments; and

WHEREAS, not-for-profit residents of Deltona that offer programs for Deltona residents support the programing efforts of the City by supplementing the programs implemented by the City;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF DELTONA, FLORIDA:

Section 1. The City Manager or the City Manager's designee is authorized to charge a fee for use of City facilities and property as set forth in Section 2 hereof.

Section 2. The uses of City facilities and property for which the City shall charge a fee and the amount of the fee for each use are as follows:

(a) _____ (a) _____ Building Rental.

(1) Main Hall-Community Center \$ 60.00 per hour*

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*4 hour minimum rental

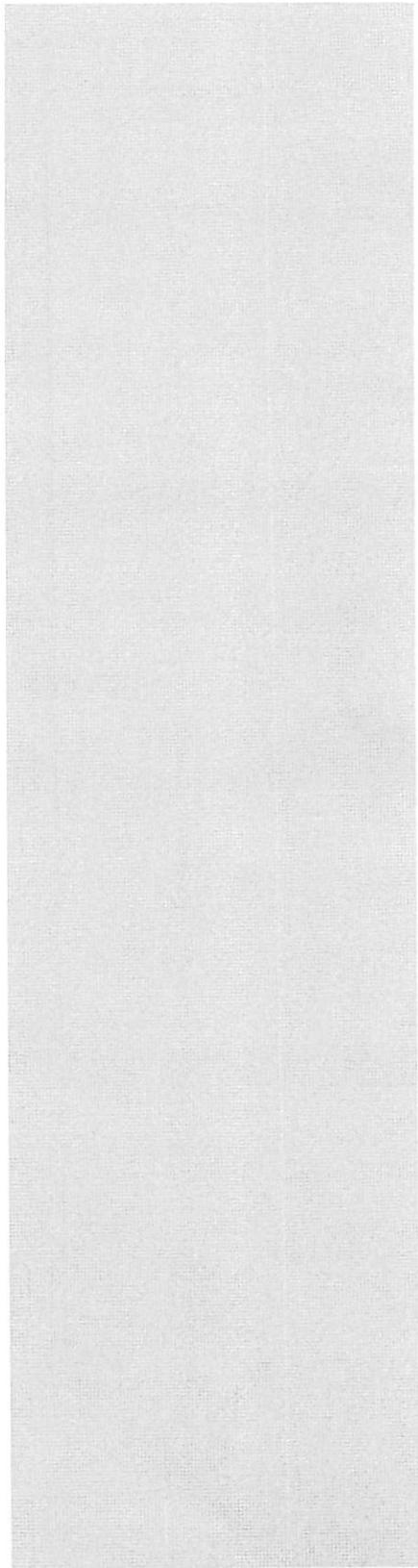
- (2) Kitchen-Community Center \$100.00 per event
- (3) Meeting Room/Conference Room \$ 30.00 per hour
- (4) Gymnasium \$ 35.00 per hour

(1) Resident Not-for-Profit Organizations

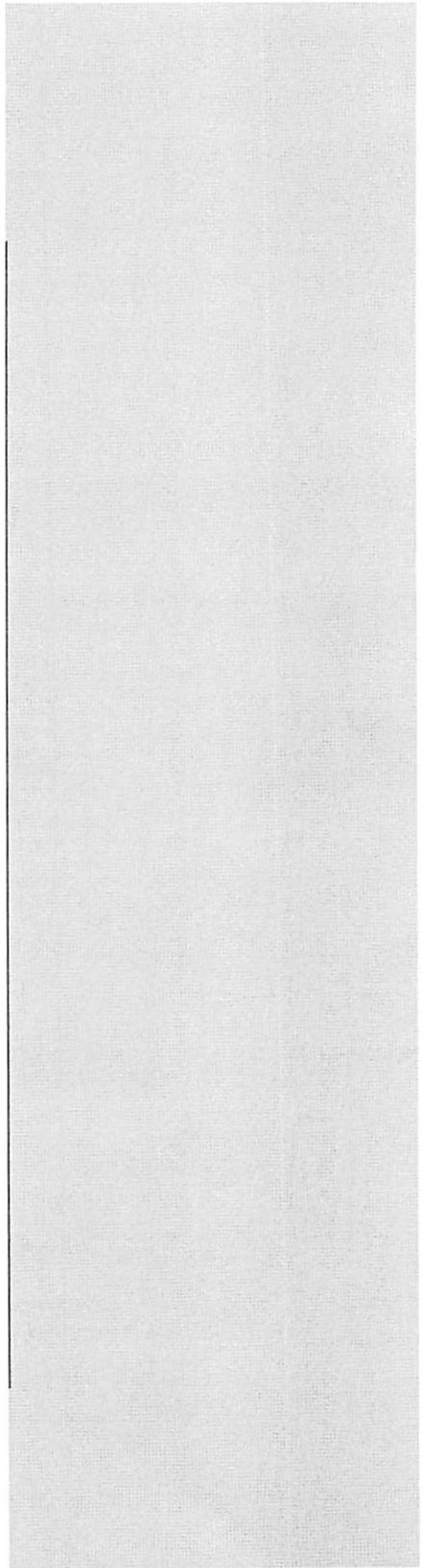
- a. Main Hall of Community Center \$ 40/hour
- Plus Kitchen Rental \$ 50
- b. Conference Rooms \$ 15/hour
- c. Arts and Craft Building \$ 20/hour
- d. Picnic Pavilion \$ 25 per pavilion
- Must be rented in a 4 hour block May - August
- e. Gymnasium \$ 10/hour
- f. Campbell Park Building \$ 15/hour
- \$350/year with agreement

(2) Individual Residents Personal Use

- a. Main Hall of Community Center \$ 45/hour
- Plus Kitchen Rental \$ 50
- b. Conference Rooms \$ 20/hour
- c. Arts and Craft Building \$ 25/hour
- d. Picnic Pavilion \$ 25 per pavilion
- Must be rented in a 4 hour block May - August



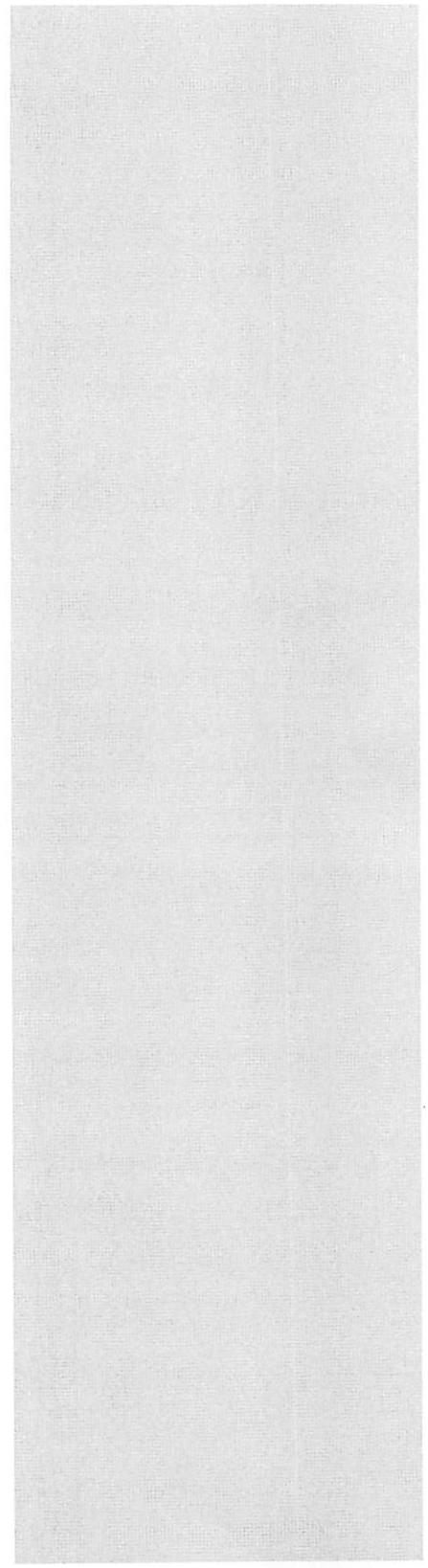
- e. Gymnasium \$ 20/hour
- f. Campbell Park Building \$ 20/hour
- (3) Resident For Profit Organizations
 - a. Main Hall of Community Center \$ 60/hour
 - Plus Kitchen Rental \$ 50
 - b. Conference Rooms \$ 25/hour
 - c. Arts and Craft Building \$ 30/hour
 - d. Picnic Pavilion \$ 25 per pavilion
 - Must be rented in a 4 hour block May - August
 - e. Gymnasium \$ 30/day
 - f. Campbell Park Building \$ 30/hour
- (4) Non-Resident Not-for-Profits and Individuals Personal Use
 - a. Main Hall of Community Center \$ 70/hour
 - Plus Kitchen Rental \$ 50
 - b. Conference Rooms \$ 30/hour
 - c. Arts and Craft Building \$ 40/hour
 - d. Picnic Pavilion \$ 25 per pavilion
 - Must be rented in a 4 hour block May - August
 - e. Gymnasium \$ 40/hour
 - f. Campbell Park Building \$ 40/hour
- (5) Non-Resident For Profits and Individuals



a.	Main Hall of Community Center	\$ 120/hour
	Plus Kitchen Rental	\$ 75
b.	Conference Rooms	\$ 55/hour
c.	Arts and Craft Building	\$ 75/hour
d.	Picnic Pavilion	\$ 40 per pavilion
	Must be rented in a 4 hour block May - August	
e.	Gymnasium	\$ 75/hour
f.	Campbell Park Building	\$ 75/hour

(b) Grounds Rental

(1)	Picnic Pavilion	\$ 35.00 ½ day \$ 70.00 full day
(2)	Splash Pad	No Charge
(3)	Soccer Fields:	
	With lights	\$ 75.00 per hour
	Without lights	\$ 50.00 per hour
	Tournament	\$300.00 per field per day
(4)	Softball/Baseball Fields:	
	With lights	\$ 75.00 per hour
	Without lights	\$ 50.00 per hour
(5)	Football Fields:	
	With lights	\$ 75.00 per hour
	Without lights	\$50.00 per hour
(1)	Resident Not-for-Profit Organizations	



a.	Sport Field	\$ 10/hour per field unlit
		\$ 20/hour per field lit
		\$500/season with agreement
b.	Dewey O. Boster Field	\$ 15/hour per field unlit
		\$ 25/hour per field lit
		\$500/season with agreement
c.	Outdoor Court	\$ 1/hour (reserved)

(2) Individual Residents

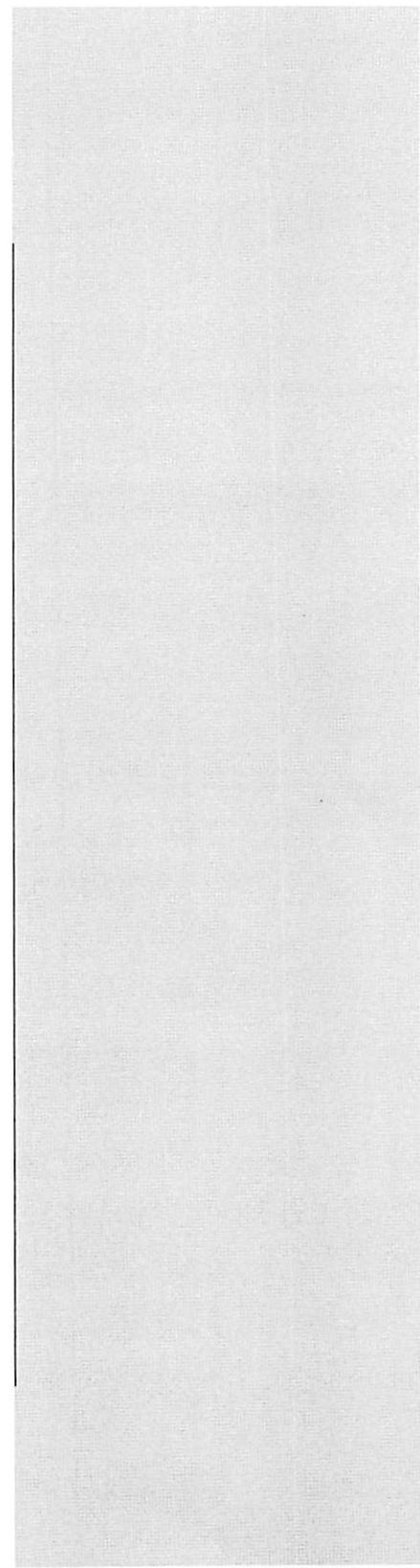
a.	Sport Field	\$ 15/hour per field unlit
		\$ 25/hour per field lit
b.	Dewey O. Boster Field	\$ 35/hour per field unlit
		\$ 45/hour per field lit
c.	Outdoor Court	\$ 1/hour (reserved)

(3) Resident For Profit Organizations

a.	Sport Field	\$ 20/hour per field unlit
		\$ 30/hour per field lit
b.	Dewey O. Boster Field	\$ 40/hour per field unlit
		\$ 50/hour per field lit
c.	Outdoor Court	\$ 1/hour (reserved)

(4) Non-Resident Not-for-Profits and Individuals Personal Use

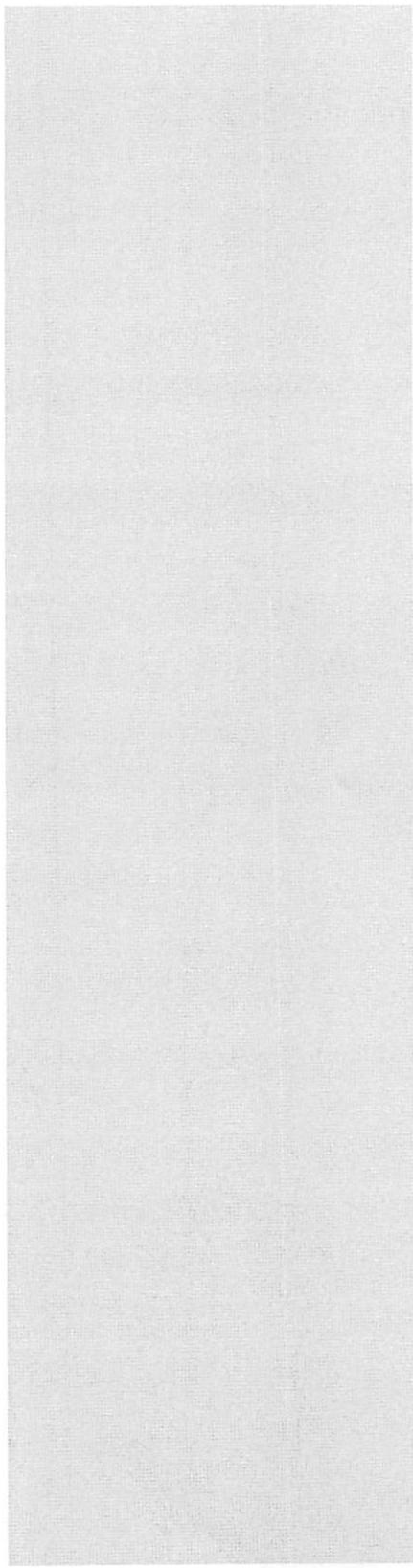
a.	Sport Field	\$ 25/hour per field unlit
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		\$ 35/hour per field lit
b.	Dewey O. Boster Field	\$ 45/hour per field unlit
		\$ 55/hour per field lit
c.	Outdoor Court	\$ 2/hour (reserved)
(5)	Non-Resident For Profits and Individuals	
a.	Sport Field	\$ 55/hour per field unlit
		\$ 70/hour per field lit
b.	Dewey O. Boster Field	\$ 75/hour per field unlit
		\$ 90/hour per field lit
c.	Outdoor Court	\$ 3/hour (reserved)

(c)	Athletic Organizations fees per participant per season:	2015	2016	2017
(1)	West Volusia Youth Baseball	\$5.00	\$5.00	\$10.00
(2)	Deltona Little League	\$5.00	\$5.00	\$10.00
(3)	West Volusia Wolves Pop Warner			
	Football & Cheerleading	\$5.00	\$5.00	\$10.00
(4)	Deltona Panthers	\$5.00	\$5.00	\$10.00
(5)	Deltona Youth Soccer Association	\$5.00	\$5.00	\$10.00
(6)	Adult 6v6 Soccer	\$5.00	\$5.00	\$10.00
(7)	Deltona Christian Trinity Academy	\$5.00	\$5.00	\$10.00

*Each above sports organization will pay the City of Deltona in the year specified the amount per player to offset the cost for team practice, night usage/electricity, and game play. The final registration figures will be submitted to the left to justify the costs per person.



Section 3. This amended resolution shall be without prejudice to existing easements or contractual rights of sports organizations to use specific fields and buildings.

Section 4. Severability. If any provision of this resolution or the application thereof to any person or circumstance is held invalid, such invalidity shall not affect any other provision or application of this ordinance which can be given effect without the invalid provision or application.

Section 5. Effective Date. This amended resolution shall take effect immediately upon its final adoption by the City Commission.

PASSED AND RESOLVED this ____ day of _____, 2014, by the City Commission of the City of Deltona, Florida.

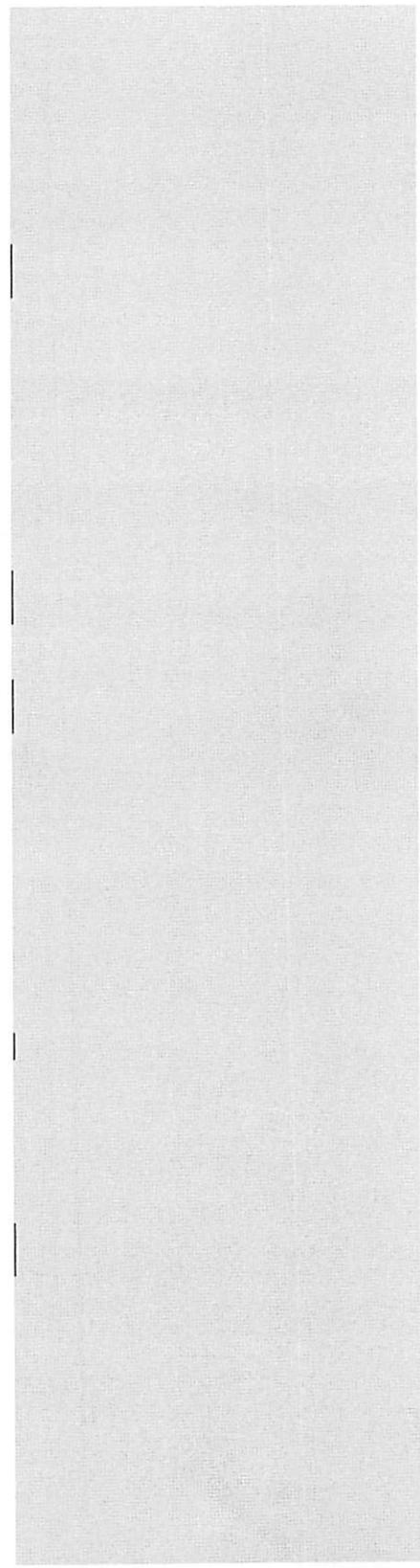
BY: _____
JOHN C. MASIARCZYK, SR., Mayor

ATTEST:

JOYCE ~~RAFTERY~~KENT, City Clerk

Approved as to form and legality for use and reliance of the City of Deltona, Florida:

GRETCHEN R.H. VOSE
GARY J. COONEY, City Attorney



Description	Debary	Deland	New Smyrna	Port Orange	Daytona	Ormond	Volusia	Deltona Proposed	Deltona Current
Comm. Center	\$105/ 120 2 hr min	\$ 250 per hr	\$30 per hr	\$100 per hr min. 3 hrs.	\$40 per hr	\$128 per hr	\$50 per hr	\$ 60 per hr 4 hr min	\$45 per hr
Kitchen per event	\$350/400 day	Catered	N/A	N/A	N/A	\$40 per hr	\$10 per hour	\$100 per event	\$50 per event
Meeting Room/ Conference Room	N/A	\$ 60 per hr	\$35 per hr	\$30.00	\$35 per hr	\$24 per hr	\$ 15 per hr	\$30 per hr	\$20 per hr
Gymnasium	N/A	\$30 per hr	N/A	\$50 per hr	\$ 225 1st three hrs \$75 per hr after	\$87 1/2 gym \$174 full gym 2 hr min	N/A	\$35 per hr	\$10 per hr
Picnic Pavilions	\$30 per day	\$20-\$40	\$20 half day; \$40 full day	\$35 for 3 hrs.	\$75 for day	\$64 for 4 hrs	Small \$ 20/35 Large \$35/65	\$35 Half day \$70 Full day	\$ 25 May -Aug 5 hr blocks
Splash Pad	NC	N/A	N/A	N/A	NC	\$58 per 2 hr min	N/A	NC	NC
Soccer Fields									
with lights	\$ 25 per hr	\$475 per 6 hr	\$200 per game	\$20 per hr	\$85 per hr	\$68 per hr	\$15 per hr	\$75 per hr	\$45 per hr
without lights	\$15 per hr	\$375 per 6 hr		\$10 per hr	\$75 per hr	\$30 per hr	\$10 per hr	\$50 per hr	\$35 per hr
Tournament	N/A	N/A	\$300 per field	N/A	N/A	N/A	N/A	\$300 per field	N/A
Softball Baseball Field									
with lights	\$25 per hr	\$85 per hr	\$105 day sftbll	\$20 per hr	\$100 per hr	\$68 per hr	\$15 per hr	\$75 per hr	\$25 per hr
without lights	\$15 per hr	\$ 55 per hr	\$75 4 hour bb	\$10 per hr	\$85 per hr	\$30 per hr	\$10 per hr	\$50 per hr	\$15 per hr
Football Field									
With Lights	\$25 per hr	\$800.00 game	\$2,000 per day	N/A	\$1,200 per gm	\$145 per game	N/A	\$75 per hr	\$45 per hr
Without Lights	\$15 per hr	\$700.00 game			\$1,000 per gm	\$110 per game	N/A	\$50 per hr	\$35 per hr
Concession	N/A	N/A	\$500 per day	N/A		N/A	N/A		



AGENDA MEMO

TO: Mayor & City Commission **AGENDA DATE:** 4/13/2015
FROM: Dale Baker, Acting City Manager **AGENDA ITEM:** 4 - B
SUBJECT: Discussion re: Southwest Volusia Community Redevelopment Area (CRA).

LOCATION:

Extending from Saxon Boulevard in the north to DeBary Avenue in the south, generally centered along Deltona Boulevard.

BACKGROUND:

At the end of 2015, the City of Deltona will be an established community of 50 years. Within that time, the infrastructure and lotting-pattern of the City has experienced functional obsolescence and changes to newer real estate development prototypes. The design of the City 50 years ago served an important historical purpose. However, that portion of the City identified in the attached Findings and Declarations of Necessity (Findings) now has an established preponderance of blight to qualify to receive a Community Redevelopment Area (CRA) designation.

The following is a brief summary of strategic planning and CRA efforts pertaining to the City:

1. 2007 – The City hires Strategic Planning Group (SPG) to provide the 5-Year Strategic Economic Development Plan (attached).
2. 2007 – The City hires Real Estate Research Consultants (RERC) to create two Findings of Necessity (attached); one for Deltona Boulevard and the other for the Activity Center.
3. 2010 – Volusia County creates two resolutions that govern CRAs.
4. 2012 – City Planning staff writes the Findings and Declarations of Necessity for the area that extends from Saxon Boulevard to the north and DeBary Avenue to the south, generally centered along Deltona Boulevard.
5. 2012 – The City adopts Resolution No. 2021-30, in accordance with Chapter 163, Florida Statutes, establishes the necessity for redevelopment and preponderance of blight; approves the Findings and

Declarations of Necessity; and allows the City to notify taxing authorities and to receive a delegation of authority from Volusia County.

6. 2012 – Volusia County places a temporary moratorium on CRA applications to revisit the 2010 resolutions and to study the CRA process, before any new CRAs are approved.
7. 2014 – Volusia County updates its by-laws governing CRAs and approves CRAs for the cities of New Smyrna Beach, Orange City, and Edgewater. Orange City and Edgewater elected to create Redevelopment Plans prior to their delegation of authority.
8. 2014-15 – City of Deltona places a Request for Proposal (RFP) through procurement to solicit consultant services to review the Findings for updates, prepare the documentation to request a delegation of authority from Volusia County, and to present to the County Council on the City’s behalf to achieve that delegation.

Based on the responses received for the RFP, the selection committee selected Strategic Planning Group for their experience working with the City on the Strategic Plan and within Volusia County and throughout Florida on CRAs. With City Commission approval, staff will bring forward an Agenda Item to allocate funds from the Economic Development Fund Balance Reserve and to approve the use of Strategic Planning Group as the City’s CRA consultant to achieve delegation of authority from Volusia County.

Following Volusia County delegation of authority, the City will have to establish a CRA Board, a CRA Trust Fund, establish sunset period and a base/freeze year to set the tax increment period, and to create a Redevelopment Plan. Those efforts are outside of the scope of this delegation effort.

ORIGINATING DEPARTMENT:

Planning and Development Services

SOURCE OF FUNDS:

Economic Development Fund Balance Reserve

COST:

\$30,000

REVIEWED BY:

Planning Director, Finance Director, City Attorney

STAFF RECOMMENDATION PRESENTED BY:

Chris Bowley, AICP, Director, Planning & Development Services - Staff recommends that the City Commission direct staff to move forward with CRA efforts to achieve a delegation of authority from Volusia County.

POTENTIAL

MOTION:

N/A - For discussion and direction to staff as necessary.

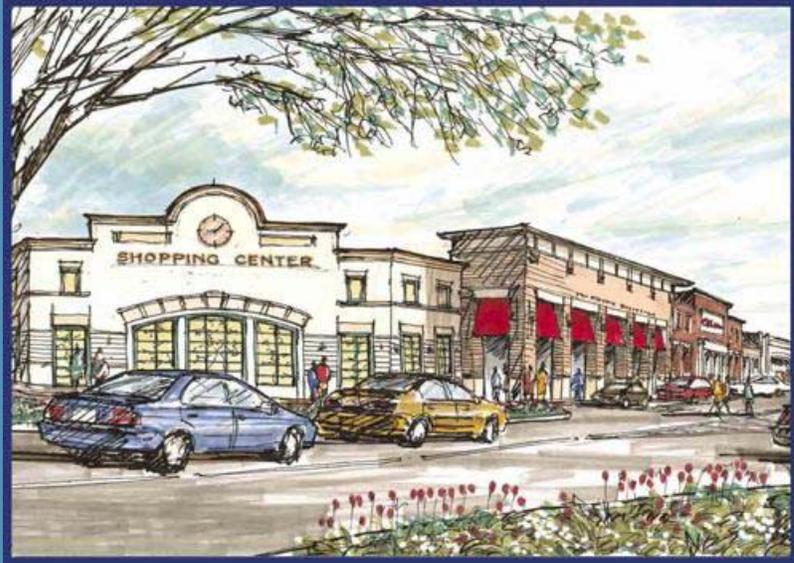
**AGENDA ITEM
APPROVED BY:**

Dale Baker, Acting City Manager

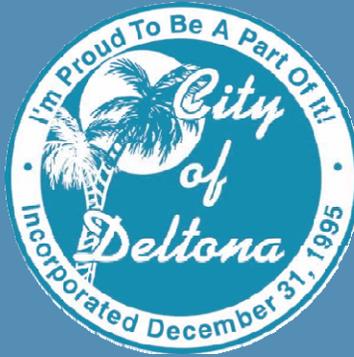
ATTACHMENTS:

- SPG SW Volusia CRA Submittal
- Resolution No. 2012-30
- 2012 CRA Findings of Declaration and Necessity
- 2007 SPG 5-Year Strategic Plan
- 2007 RERC Finding of Necessity Deltona Boulevard
- 2007 RERC Finding of Necessity Activity Center
- Budget Amendment

RFP #15005 Planning Services for Southwest Volusia CRA



City of Deltona



Submitted by



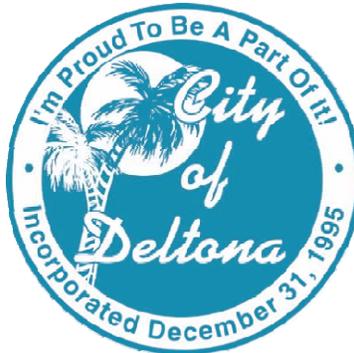
Strategic Planning Group, Inc.

Economics • Planning • Development Consultants

WWW.SPGINC.ORG

City of Deltona

PLANNING SERVICES FOR SOUTHWEST VOLUSIA CRA



Prepared for:

City of Deltona
c/o Kate Krauss, CPPO, CPPB, SPSM
Purchasing Manager
2345 Providence Blvd
Deltona, FL 32725

Due: Thursday, January 29, 2015 before 2:00 PM

Submitted by:



Strategic Planning Group, Inc.

830-13 A1A, North
Suite 402
Ponte Vedra Beach, FL 32082
800-213-PLAN
www.spginc.org

Contact: Robert J. Gray, AICP
Chairman & President
904-631-8623
rgray@spginc.org



Strategic Planning Group, Inc.
Economics · Planning · Development Consultants
USA. JAMAICA. GUAM. VIRGIN ISLANDS.

Robert J. Gray, Chairman & President

January 23, 2015

Kate Krauss, CPPO, CPPB, SPSM
Purchasing Manager
2345 Providence Blvd.
Deltona, FL 32725

RE: RFP # 15005 Planning Services for Southwest Volusia CRA

Dear Ms. Krauss:

Strategic Planning Group, Inc. (SPG) is pleased to submit one (1) unbound original and seven (7) copies, of its response to the above referenced proposal to provide Redevelopment Consultant Services to establish a new Community Redevelopment Area.

SPG, founded in 1983, is an international planning and economic consulting firm, with extensive experience in assisting local governments worldwide create successful redevelopment programs ranging for Kingston, Jamaica to Ormond Beach, Florida. We have created over 20 Findings of Blight of which none have been challenged. But we are most proud of our Florida work where we are a leader in redevelopment planning, economic development and affordable housing. **Our redevelopment plans are based on economic development principles and financial/market viability.** Some of our 20+ Florida redevelopment planning efforts include: Ormond Beach's North Mainland CRA (including Findings); SR100 CRA, Palm Coast (including Findings), City Springfield CRA (including Findings), Central Bradenton CRA, Downtown Melbourne CRA (including Findings), as well as Sarasota and Delray Beach. SPG and our staff have prepared **over 60 redevelopment plans nationally.**

SPG has extensive experience in Volusia County and its municipalities including Deltona where we prepared the City's 5 year Strategic Economic Development Plan. We prepared the Findings, Master Plan and Fiscal Impact Studies for the Ormond Crossings CRA, the first CRA which was required to negotiate with the County. SPG also prepared the planning efforts for Springfield which lead to the Springfield CRA. SPG also prepared the County's Strategic Economic Development Plan.

Should you have any questions or desire additional information, please do not hesitate to contact me directly (904.631.8623). SPG attests that the information provided is current and factual and that our subcontractors have agreed to work on the project.

Sincerely,
Strategic Planning Group, Inc.

Robert J. Gray, AICP
Chairman and President



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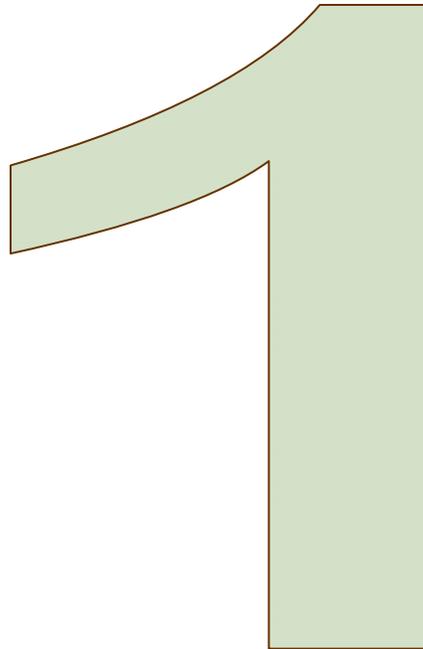
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	Findings/CRA examples.....	Page 13
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Section Tab



TAB



Company Background

Corporate Overview



General Information

Corporate Background

SPG, an international (**but local**) market research, economics, planning consulting firm, **was founded in 1983**. The core of our practice is the implementation of economically viable developments—public or private. Increasingly, SPG's role is to act as the client's representative assisting in the coordination of the various disciplines associated with redevelopment: commercial and retail development, affordable housing, market research, environmental assessments, engineering, permitting, design and construction, financing and management.

Redevelopment planning and implementation has changed significantly since the early 2000s. Today, the capital market, environmental regulations, available workforce skills, and lower government revenues have impacted the redevelopment process. **SPG is a pioneer in the use of strategic planning concepts in developing solutions to enhance the real estate development potential of local governments.** We are one of the first consulting organizations to successfully merge the fields of redevelopment planning, growth management, land development regulations,



economic development and market research consulting. Perhaps most importantly, **we are internationally known for forging public/private partnerships and developing public consensus.**

Since 1983, we have continuously provided market feasibility, community redevelopment, and planning services to local government entities throughout the Southeast. Our firm is committed to providing the highest quality of professional services to our clients. The success of this philosophy is evidenced by our clients satisfaction with the services we provide. We are extremely proud of the fact that we maintain an 85% client retention standing. **SPG's staff** is comprised of senior professionals with extensive neighborhood and community redevelopment, market research,

housing, and growth management expertise. Strategic Planning Group, Inc. (SPG) is highly qualified to provide the necessary expertise needed to assist the City of Deltona in its redevelopment efforts; as evidence, we submit our statement of qualifications and experience.

At the heart of all our studies is the belief that, in order to succeed, planning must be based on sound economic and market principles and have solid stakeholder involvement throughout the entire planning and implementation process.

State of Florida Department of State

I certify from the records of this office that STRATEGIC PLANNING GROUP, INC. is a corporation organized under the laws of the State of Florida, filed on November 21, 1983.

The document number of this corporation is G72058.

I further certify that said corporation has paid all fees due this office through December 31, 2015, that its most recent annual report/uniform business report was filed on January 7, 2015, and its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Seventh day of January, 2015



Ken DeJongh
Secretary of State

Authentication ID: CC5920609924

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.

<https://efile.sunbiz.org/certauthver.html>



General Information

Consulting Services

SPG combines its experience and resources as a leader in:

- ◆ **Redevelopment Planning/CRA Programming**
- ◆ **Economic Development**
- ◆ **Market and Financial Feasibility Studies**
- ◆ **Comprehensive Planning (Land Use Plans)**

SPG's consultant team assists our public and private sector clients to maximize profitability and minimize costs while improving the quality of the investment. Some of the services we provide are listed below.

REDEVELOPMENT PLANNING

Finding of Necessity
Redevelopment Master Plan
Fiscal Impact Studies
Forming and Supporting CRAs
Landscape Architecture
Public Involvement
Urban Streetscape Design
Wayfinding Signage
TIF financing analysis and strategies
Management of CRAs

MARKET AND ECONOMIC STUDIES

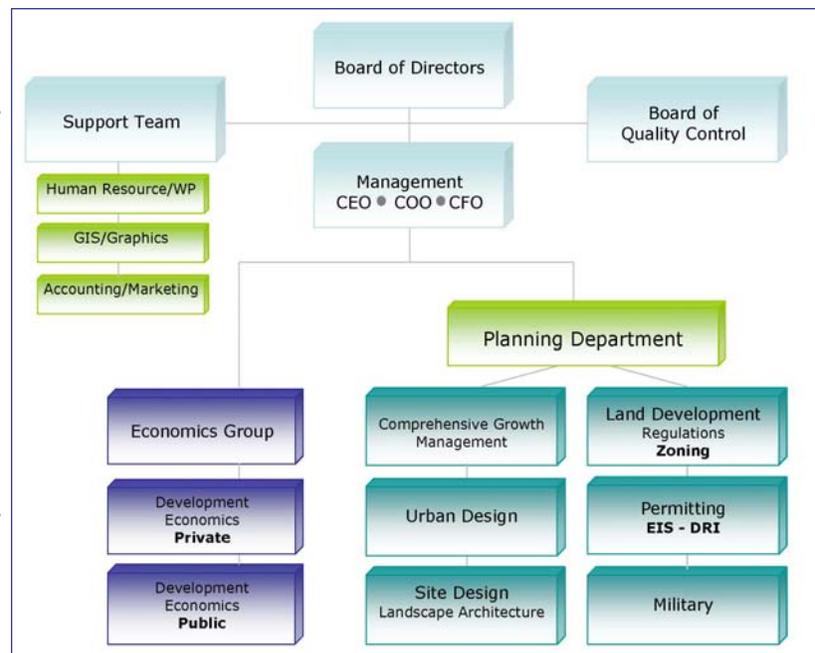
Development Economics
Market Assessments
Market Feasibility Study
Absorption and Pricing Study
Development Planning and Permitting
Highest and Best Use Study
Investment Analysis
Economic and Fiscal Impact
Integrated Economic Analysis
Benefit/Cost Studies
Grants/Financing

ECONOMIC DEVELOPMENT

Site Selection Services
Economic Targeting
Workforce Development
Incentive Planning
Strategic Plan Development
Economic Development Strategies
Community Development

PLANNING STUDIES

Long Range Comprehensive Plans
Affordable and Elderly Housing
Revitalization Plans
Tourism Planning
Land Development Regulations
Economic Development Strategies
Capital Improvement Programs





Corporate Summary

As shown in this response to your RFP, Strategic Planning Group, Inc. (SPG) is unique in its approach to redevelopment planning. Because the core of our firm is economic development and market/financial feasibility studies; we approach redevelopment planning from an economic and implementation orientation. Simply stated, it a redevelopment plan does not take into account the economic realities of the market place and have sufficient funding (public and private) will simply not be implemented. As national studies have shown most redevelopment plans fail; largely due to the fact that their central core was design not economics.

We are proud of the fact that because of our working relationship with the private sector; we have forged numerous public/private partnerships that formed the basis of new capital investments in redevelopment areas. An example is the City of Melbourne's Downtown Redevelopment Master Plan Update, prepared by Strategic Planning Group, Inc. Not only did the plan re-anchor the downtown and A1A corridor by "Returning the Harbor to the Harbor City" but even in spite of the current economic downturn, the CRA has achieved over \$100 million in capital investments since the Plan's full adoption in 2006. Another example is the SR 100 corridor CRA Redevelopment Plan (Palm Coast) which has seen over \$350 million in capital investments since its adoption in 2005.

The following is a brief summary as to why we feel we are best qualified to assist the CRA in this planning effort.

REDEVELOPMENT PLANNING

All our Redevelopment Plans are based on economic and market conditions which define the re-use concept and urban design features. The American Planning Association and USAID have acknowledged SPG for our public participation/consensus-building approach. We are members of the Florida Redevelopment Association, the National Main Street Program, and the Congress for New Urbanism.

Examples of our Team's **Florida Community Redevelopment experience** includes:

- ◆ Central Avenue Redevelopment Plan, City of St. Petersburg
- ◆ Diamond Square CRA, City of Cocoa
- ◆ **Bradenton Central CRA, City of Bradenton and also its update (new legislation)**
- ◆ Downtown Maitland Commercial Plan, City of Maitland
- ◆ **Downtown Melbourne CRA Redevelopment Plan Update (new legislation)**
- ◆ Downtown Winter Haven CRA (2), City of Winter Haven
- ◆ Florence Villa CRA, City of Winter Haven
- ◆ Greater Leesburg CRA, City of Leesburg
- ◆ Heart of Boynton, City of Boynton Beach
- ◆ **North Mainland CRA Redevelopment Plan and its update, Ormond Beach (new legislation)**
- ◆ Jacksonville CBD Initial Action Plan, City of Jacksonville
- ◆ North Bank Jacksonville CRA, City of Jacksonville
- ◆ Rockledge CRA, City of Rockledge
- ◆ Safety Harbor CRA, City of Safety Harbor
- ◆ St. Petersburg UIRA Plan, City of St. Petersburg
- ◆ South Bank Jacksonville CRA, City of Jacksonville
- ◆ Southwest Area Redevelopment Plan, City of Delray Beach
- ◆ **Springfield CRA Findings and Master Plan (new legislation)**
- ◆ Tarpon Springs Downtown Development Plan, City of Tarpon Springs
- ◆ **SR100 CRA, Palm Coast (used new legislation concepts)**
- ◆ US 1 Corridor CRA, City of Cocoa
- ◆ Vero Beach Redevelopment Plan, City of Vero Beach
- ◆ Winter Haven (Downtown and Florence Villa)



Corporate Summary

In addition; our staff and subcontractor has over 30 additional (20 Florida) Redevelopment experience. **No team has as an extensive experience in Florida than the SPG Team**

STATEMENT OF FINDINGS OF NECESSITY

SPG has prepared numerous Findings of Necessity per Florida Statute 163.355 according to new statute rulings. SPG has, per client request, fast tracked some Findings which have been completed in less than eight weeks (City of Ormond Beach and City of Springfield). Other Findings experience includes: Palm Coast (SR 100); City of Cocoa US 1 corridor and Diamond Square; City of Rockledge; Winter Haven Downtown and Florence Village, Jacksonville North and Southbank.

ECONOMIC ANALYSIS FOR IDENTIFYING REDEVELOPMENT OPPORTUNITY SITES

This particular area of expertise separates SPG from most other consulting groups in the country. Our founding area of expertise, and still a major portion of our work product, is economic analysis for both the public and private sectors. Economics and market feasibility are the driving forces for all our studies. We are national leaders in Development Economics (private sector) and Economic Development (public sector) and serve as site-location experts to industry. SPG's Mr. Robert Gray has served as a Board of Director of the Florida Economic Development Commission and a member of Jacksonville's Economic Development Commission under three mayors and is also a licensed real estate broker. We have prepared market feasibility studies for over 45 million square feet of retail space, 100 million square feet of commercial/industrial, 25 million square feet of mixed use developments, 65,000 residential units and a host of entertainment districts throughout the country.

PUBLIC IMPROVEMENT PROGRAMMING

All of our CRA Plans (over 20) include public improvement programming, including parking (structural and paved), drainage, roadway improvements, public safety, right-of-way acquisition, utilities construction or modifications, etc. Equally important to the City is the fact that SPG has prepared over ten capital improvement elements according to Chapter 163 FS. We have an established record of working closely with local public works departments. All our redevelopment plans contain detailed CIP estimates including timing and funding. Most importantly, SPG is fully versed in securing grant and funding opportunities including State, Federal and local grants.

TAX INCREMENT PROJECTIONS/FINANCING STRATEGIES

SPG has prepared over 20 major TIF projections, [e.g., Bradenton, Boynton Beach, Cocoa, Jacksonville (3), Jacksonville Beach (2), Lakeland, North Miami, Ormond Beach, Palm Coast, Vero Beach, and Winter Haven (3)]. In addition, SPG has also prepared Business Improvement District (BID) projections and numerous bond feasibility studies for a host of public-sector, capital projects. **Because of our Economic Development experience, we have successfully identified numerous grants and other incentive programs to implement our plans.**

URBAN DESIGN AND LANDSCAPE ARCHITECTURE

The SPG team has prepared over 30 urban design plans for a host of communities and uses (downtowns, entertainment districts, and neighborhood communities). Examples are contained in the Experience Section of the proposal. **We are leaders in Smart Growth principles, are members of the Congress for New Urbanism, and have created form based codes.**

IMPLEMENTING PUBLIC AND/OR PRIVATE REDEVELOPMENT PROJECTS

The TEAM has extensive experience in developing public/private partnerships to implement redevelopment efforts. Examples of successes are over \$2 billion worth of capital investment in the North and South bank of Jacksonville. When prepared correctly, redevelopment investment occurs even during the planning stages (prior to plan adoption), during the preparation of the Downtown Melbourne Redevelopment Plan, numerous developers expressed interest in the redevelopment process and SPG (with City permission) worked with several who began site plans prior to the Redevelopment Plan's adoption.



Corporate Summary

PUBLIC AND/OR PRIVATE REDEVELOPMENT FINANCE

SPG has been involved in all areas of public/private redevelopment financing, ranging from Revenue Bonds (FS 163.385), TIFs, BIDs, and special assessments, to obtaining a whole source of federal grants, including CDBG. SPG is unique, in that as a corporation, we have not only assisted communities in receiving entitlement grants (e.g., CDBG), but have actually successfully managed the entire CDBG grant program for communities (e.g., Pasco County). SPG has also produced the bond feasibility studies for most of the state's HFAs—\$100 million worth of Housing Finance Bonds for both affordable single-family and multi-family housing. Funding and grant programs include Special Improvement Districts (SIDs), Business Improvement Districts (BIDs), Certificates of Participation (COPs), Revolving Loan Funds (RLF), New Markets Tax Credits, Federal Brownfield Expensing Tax Incentive, Low Income Housing Tax Credits, SAFETEA-LU programs, Florida Inland Navigations District Cooperative Assistance Program, Florida Boater Improvement Program, Boating Infrastructure Grant Program, Florida Recreation Development Assistance Program, Greenways and Trails Program, and the Coastal Partnership Initiative Program to mention a few of the hundreds of grants and incentives available to implement redevelopment programs.

SPG recently assisted NCDOT and the City of Raleigh in their Tiger Grant applications for 2012 and 2013 both of which were awarded.

LOCAL KNOWLEDGE

We have extensive redevelopment and economic development experience in Volusia County having prepared the North Mainland (Ormond Beach) Redevelopment Plan where SPG prepared the Findings Report, the draft ordinance for its adoption, the draft ordinance for the creation of the CRA, the redevelopment plan and its recent update as well as two fiscal impact studies of the CRA. SPG prepared the County's Economic Development Strategic Plan as well as the City's SEDP and its recent update.

SPG prepared the City of Deltona's 5 year Strategic Economic Development Plan.

ABILITY TO MEET YOUR SCHEDULE -- Because of our expertise, resources and our experience in completing our projects on time we can work with you on an time expedited schedule.

SUCCESSFUL IMPLEMENTATION -- New Jobs and Capital Investment to Communities
SPG and our team has been responsible for over 60,000 jobs/\$10 billion capital investment.



Corporate Summary

Community Revitalization & Renewal

The SPG staff has provided assistance to over 60 cities, municipalities and communities located throughout the United States on projects ranging from downtown/historic district renewal, neighborhood commercial revitalization, and Central Business District redevelopment/retail restructuring. Services are specifically targeted and tailored to the special community

Services Include:

- ◆ Agency Programming
- ◆ Community Relations
- ◆ Consumer/Business Surveys
- ◆ CRA Management
- ◆ CRA Planning
- ◆ Developer Negotiations
- ◆ Development Programming
- ◆ Feasibility Analysis
- ◆ Financial Analysis
- ◆ Fiscal Impact Studies
- ◆ Market Analysis
- ◆ Marketing/Promotions
- ◆ Market Research
- ◆ Property Acquisition / Disposition Analysis
- ◆ Property Valuations
- ◆ Regulatory Reviews
- ◆ Special Events
- ◆ Tax Increment Programs



Project Experience:

Florida

Boynton Beach
 Bradenton (2)
 Cocoa (2)
 Daytona Beach Shores
 Delray Beach
 Deltona
 Jacksonville-Springfield
 Englewood
 Jacksonville-Downtown East
 Ft. Myers
 Fort Pierce
 Leesburg
 Melbourne
 North Miami (2)
 Orange County
 Ormond Beach (2)
 Palm Coast
 Panama Beach
 Pensacola
 Rockledge
 Safety Harbor
 Sarasota
 Springfield
 Spring Hill
 St. Petersburg (2)
 Titusville
 Tarpon Springs
 Vero Beach

Florida, cont.

Winter Haven (2)
 Volusia County

Alabama

Baldwin County
 Gadsden
 Mobile

California

Palmdale

Georgia

Augusta
 Hinesville
 South Rome
 Tifton
 Valdosta
 World Fair

New Jersey

Port Monmouth

New York

Rochester
 Albany
 Syracuse

North Carolina

Raleigh
 Washington
 Spring Lake

South Carolina

Midlands Regional Council
 St. Andrews

Texas

Corpus Christie
 Galveston

Bahamas

Bimini

Jamaica

Downtown Kingston

Australia

Alice Springs
 Darwin

Curacao

Spain

Costa del Sol

US Virgin Islands

St. Croix
 St. Johns
 St. Thomas

US Territory of Guam



Corporate Summary

Economic Development

SPG is a leader in Economic Development assisting both the public and private sector to develop relocation plans and incentive programs. SPG staff have served on numerous Economic Development Councils and Agencies to aid with the implementation of numerous Economic Development Plans. SPG is currently developing the Economic Development Strategic Plan for the City of Ormond Beach.

Recent examples also include the Economic Development Strategic Plan for Volusia County, creating a five year \$100 million program for the County. SPG understands economic development from both industry and community view points. SPG is a nationally recognized site location consultant to private industry as well as an internationally recognized leader in Economic Development. Relevant experience includes:

Florida

Apopka
Boynton Beach
Bradenton
Citrus County
Clay County
Cocoa
Delray Beach
Deltona
Duval County
Escambia County
First Coast Region
Hernando County
Jacksonville
Jacksonville Beach
Lee County
Leesburg
Leon County
Levy County
Maitland County
Manatee County
Marion County
Monroe County
Nassau County
North Miami
Orlando
Ormond Beach
Ormond Crossings
Palm Coast
Pasco County
Pensacola
Polk County

Florida (con't.)

Putnam County
Rockledge
Safety Harbor
St. Johns County
St. Petersburg
Sumter County
Tarpon Springs
Titusville
Vero Beach
Volusia County
Winter Haven
Withlacochee

Alabama

Autauga County
Calhoun County
Chilton County
Coosa River County
Elmore County
Etowah County
Mobile County
Montgomery County
St. Claire County
Shelby County
Talladega County

Texas

Corpus Christi
Dayton
Galveston
Ingleside

Georgia

Atlanta Olympic Committee
Camden County
City of Conyers/Rockdale County
Hinesville
Kingsland
Occonee
Tifton

Louisiana

Covington
Lake Charles

Mississippi

Biloxi
Pascagoula

North Carolina

Washington

California

Palmdale
LA Airport Authority

International

Alice Springs, Australia
Darwin, Australia
Trinidad & Tobago
Arab Republic of Egypt
St. Thomas, Virgin Islands
St. Croix, Virgin Islands
St. Johns, Virgin Islands
Curacao, The Netherlands
Bimini, Bahamas
Guam, U.S. Territory
Kingston, Jamaica



Corporate Summary

Florida Clients County & Local Government	Market and Analysis	Redevelopment/Revitalization	Economic Development	Urban Planning	Fiscal Analysis - CIP	Tax Increment Financing (TIF)	Housing Study	Affordable Housing	Commercial Feasibility	Retail Feasibility	Recreation Study	Tourism	Demographics	Strategic Planning	Site Selection/Evaluation	Facility Planning	Growth Management	EIS/DRI	Workforce Analysis	Concensus Building	Grants	
Apopka	X		X					X														
Boca Raton	X	X							X					X								
Boynton Beach	X	X	X		X	X	X	X				X	X			X					X	
Bradenton	X	X																				
Brevard County	X	X		X			X			X	X	X		X								
Citrus County		X																				
Clay County		X	X	X		X				X		X				X		X	X			
Cocoa	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X					X	
Coconut Creek						X																
Daytona Beach Shores	X	X	X			X	X	X		X		X				X				X		
Deland	X	X	X		X			X	X					X								
Delray Beach	X	X	X			X	X	X	X			X	X		X				X	X	X	
Deltona		X																				
Edgewater						X	X								X				X			
Fort Lauderdale					X	X		X		X	X		X						X			
Fort Pierce	X					X																
Fort Myers	X	X						X	X		X	X							X	X		
Hernando County	X	X			X	X								X					X			
Hialeah		X																			X	
Hillsborough County		X											X	X		X						
Jacksonville Beach	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Jacksonville	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Kissimmee	X	X												X								
Key West	X		X	X		X	X					X	X						X			
Leon County	X	X	X	X	X	X	X				X			X		X	X		X	X		
Levy County		X																				
Maitland	X	X	X					X	X				X		X							
Marion County		X																				
Monroe County	X	X		X		X	X												X			
Melbourne	X	X	X	X	X	X	X	X	X	X		X		X						X		
Navarre Beach	X		X			X	X	X			X				X							
North Miami	X	X	X	X	X			X	X				X		X				X	X		
North Port	X	X	X	X				X	X		X		X	X	X				X			
Orange County	X	X	X	X			X	X	X	X			X	X	X	X			X	X		
Orlando	X	X	X	X		X	X	X	X			X	X	X	X							
Ormond Beach	X	X	X	X	X	X	X	X	X			X	X	X	X		X		X	X		
Palatka	X	X	X									X	X								X	
Palm Beach County						X	X															
Palm Coast	X	X	X	X	X	X	X	X	X			X	X		X	X				X		
Panama City	X	X	X	X		X	X	X			X	X			X	X					X	
Pasco County	X	X	X	X		X	X						X	X								
Pembroke Pines		X									X									X		
Pensacola	X	X	X			X	X								X		X					
Pensacola Beach		X				X	X		X	X		X			X							
Pinellas County	X	X	X			X	X						X									
Polk County		X	X	X				X							X					X		
Plant City		X				X	X															
Rockledge	X	X						X	X											X		
Safety Harbor	X	X	X			X	X	X						X						X		
Sarasota	X	X	X		X	X		X	X		X			X								
Springfield		X													X							
St. Augustine	X	X	X					X	X					X		X			X			
St. Cloud		X													X							
St. Johns County		X				X	X															
St. Petersburg	X	X	X	X		X	X	X	X	X		X	X	X		X		X	X	X		X
Sunrise						X	X															
Sumter County		X													X							
Tallahassee	X	X	X				X	X	X					X	X					X		
Tarpon Springs	X	X	X	X			X	X	X		X				X					X		
Temple Terrace		X	X				X	X							X							
Titusville	X	X	X				X								X					X		
Vero Beach	X	X	X		X	X		X	X						X		X	X	X	X		X
Volusia County	X	X	X	X	X						X	X	X	X		X						
Walton County		X									X	X	X									
Winter Haven	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X



Section Tab



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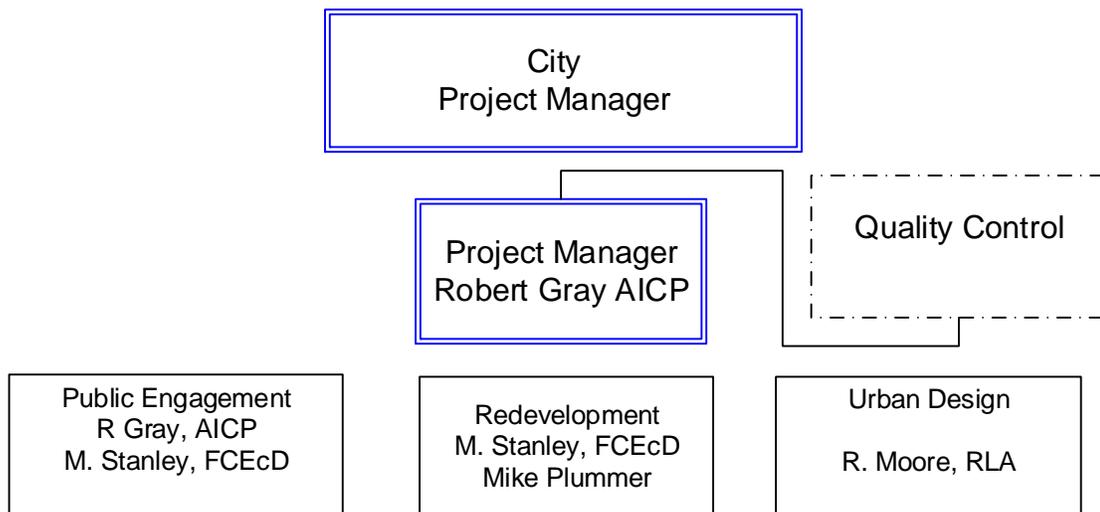
Qualifications

Key Personnel



Summary of Qualifications

Project Organizational Chart



Additional SPG Supporting Staff

Web Designers ⊙ Urban Planners ⊙ Economists ⊙ Market Analysts
 ⊙ Real Estate Brokers ⊙ Real Estate Analysts ⊙ Urban Designers
 ⊙ Landscape Architects ⊙ Architects ⊙ Civil Engineers ⊙
 Transportation Engineers ⊙ Transportation Planners ⊙ GIS and
 CADD ⊙ Land Use Planners



Summary of Qualifications - Key Personnel

Robert J. Gray, AICP

Project Director



As Chairman and President of Strategic Planning Group, Inc. (SPG), Robert Gray leads the resource team with over 30 years of consulting experience in: Community and Neighborhood Redevelopment, Economic Development/Site Location, Development Economics/Feasibility, Growth Management/Comprehensive Land-Use Planning and Strategic Planning. His broad range of experience ensures SPG's clients of detailed accuracy, proven programs, and consistent professionalism.

SPECIFIC EXPERIENCE

Redevelopment Planning

Created effective CRA redevelopment plans/strategies for over 40 local, regional, and national governments including Australia, Egypt, the Caribbean, and locations throughout the United States.

Florida experience include:

- ◆ Boynton Beach CRA
- ◆ Bradenton Central CRA (2 Plans)
- ◆ Cocoa (3 CRAs)/Findings and Master Plan
- ◆ Delray Beach CRA (2 Plans)
- ◆ Jacksonville (3 Downtown Plans/Findings)
- ◆ Central Leesburg CRA
- ◆ Melbourne Downtown CRA
- ◆ Orlando (SR 436/50 Redevelopment Plan)
- ◆ **Ormond Beach (2 Plans) including Findings**
- ◆ Palm Coast SR100 CRA
- ◆ Panama City Beach Redevelopment
- ◆ Rockledge CRA
- ◆ Safety Harbor CRA including Findings
- ◆ Springfield CRA/Findings and Master Plan
- ◆ Spring Hill Redevelopment Plan
- ◆ St. Petersburg (3 Plans)
- ◆ Titusville
- ◆ Tarpon Springs Redevelopment
- ◆ Vero Beach Redevelopment
- ◆ Winter Haven (2 Plans) including Findings

Redevelopment Planning (non Florida)

Principal on the Spring Lake, NC redevelopment Plan; the South Rome Georgia Redevelopment Plan; the St. Andrews Redevelopment Plan (Richland County, SC);

the Hinesville, Georgia Redevelopment Plan; the Tifton, GA Downtown Redevelopment Plan; and the Downtown Washington NC redevelopment Program; and the USAID funded redevelopment Plan for Kingston Jamaica.

Economic Development/Site Location

- ◆ Prepared over 30 Economic Development Plans for local and regional governments worldwide; 20 within the State of Florida
- ◆ Relocation studies resulting in the creation of over 60,000 jobs.
- ◆ Prepared workforce development programs and cost/wage surveys for Florida Communities
- ◆ Prepared Visions Program and acknowledge for Public Participation Programs in developing and implementing Economic Development Strategies.

CAREER DETAILS:

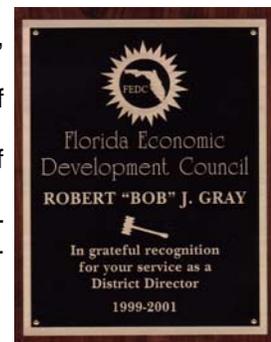
Strategic Planning Group, Inc. Chairman and CEO, 1985 to Present. President and CEO, 1985 to 1992. Directed internationally recognized economic development and growth management firm. Responsible for directing major projects and corporate marketing.

Overseas Group, Inc. Senior Vice President; Propinvest S.A., Director and Senior Vice President, 1983 to 1984. Responsible for long-range planning, and feasibility studies, corporate strategy, market strategy, and sales packaging. Corporate representative for Australian and Spanish projects. Liaison with government officials.

Plantec Corporation/RS&H. Vice President and Member of the Board of Directors, 1972 to 1983. Responsible for special studies, corporate marketing; Supervisor of RS&H/Plantec's Washington, DC and California offices.

EDUCATION:

Doctoral Courses, University of Florida
M.A., University of Florida, 1972
B.A., University of Florida, 1970
Corporate Management Courses, Harvard University





Summary of Qualifications - Key Personnel

Mary Jane Stanley, FCEcD

Redevelopment/Economic Develop-



Summary of Experience

Ms. Stanley has over 25 years of direct experience in preparing and managing economic development programs and departments. Prior to joining SPG, she managed the Pasco Economic Development Council for 10 years. She is active in all areas of economic development including target industries studies and developing effective recruitment, retention, and business expansion strategies for county and local governments. She was elected as Fellow of the International Economic Development Council in December 2014, its highest certificate.

certificate.

Specific Experience

Strategic Planning Group, Inc.

July 2009 to present

Senior Associate—Redevelopment Planning/ Economic Development

Response for expanding SPG's Redevelopment and Economic Development Practice.

PASCO ECONOMIC DEVELOPMENT COUNCIL

Managed a public/private partnership responsible for countywide business and industry recruitment, retention and expansion initiatives.

- ◆ Recruited T. Rowe Price with 1,600 jobs, \$191 million capital investment, and 450,000 SF of new corporate office space-property closed on July 1, 2009
- ◆ Over a ten year period, assisted over 275 new and expanding companies with the creation and/or retention of 5,400+ jobs; capital investment of over \$533 million; and creation of over 3 million SF of new space

CITY OF TALLAHASSEE

Downtown Development Administrator

Responsible for coordinating private and public development of downtown, including redevelopment efforts, existing business assistance, and marketing in the State Capitol.

CITY OF COCOA

Director of Planning and Community Development

Responsibilities included all aspects of planning, zoning, downtown redevelopment, code enforcement and Community Development Grant programs. On occasion, served as acting City Manager. (Staff of 8, Budget 1992/93: \$1.7 Million)

CITY OF HOLLYWOOD

Director of Economic Development Conducted business recruitment efforts. Created promotional materials and developed marketing advertising campaign. Established an existing business retention program to provide technical assistance to businesses.

COMMUNITY REDEVELOPMENT AGENCY

Hollywood, Florida

Assistant Downtown Redevelopment Director

Coordinated all redevelopment projects in the Downtown tax increment district. Responsible for coordination of traffic and streetscape design and construction totaling \$4.5 million. Revised the Downtown Commercial Renovation Program and zoning to mandate storefront renovations.

CITY OF HOLLYWOOD

Hollywood, Florida

Community Development Project Planner

Responsible for project and policy analysis for capital improvements in low/moderate income neighborhoods. Developed alternative proposals for allocated funds, independently coordinated planning related studies.

SOUTH FLORIDA REGIONAL PLANNING COUNCIL

Miami, Florida

Planning Specialist

Conducted applied research and analysis in land use planning, environmental planning, public facility utilization and all elements related to the State Land Development Plan.

Education

Professional Certified Economic Developer (September 1992), Fellow (2014)
Graduate – Economic Development Institute, University of Oklahoma (1992)



Summary of Qualifications - Key Personnel

Russell Moore, RLA

Urban Design



Russell Moore is a practicing planner and landscape architect with over 30 years experience in the public and private sectors. The spectrum of his project experience is wide and diverse. Planning projects have included the following: Comprehensive Plans, Redevelopment Plans, Transit-Oriented Development Corridor Plans, Form-based Codes, and Urban mixed-use In-fill Master Plans. Design projects have included the following: Urban Streetscapes, Town Squares, Heritage Museums, and Land Development Amenity Areas.

Redevelopment experience includes:

- ◆ Ormond Beach Redevelopment Strategy
- ◆ Palmetto Redevelopment Plan
- ◆ Moore Haven Redevelopment Plan
- ◆ Thomasville Redevelopment Plan
- ◆ Sarasota Urban Master Plan
- ◆ Stuart Redevelopment Plan
- ◆ Ormond Beach Redevelopment Strategy
- ◆ Cocoa Vision Plan
- ◆ Gainesville Redevelopment Strategy
- ◆ Boynton Beach Urban Code
- ◆ Lynn Haven Urban Code
- ◆ Port St. Joe Regional Plan
- ◆ East Naples Redevelopment Plan
- ◆ Dade City Redevelopment Plan
- ◆ Eatonville Streetscape
- ◆ Brooksville Streetscape
- ◆ Rockledge Town Center Plan
- ◆ Tarpon Springs Urban Design Plan
- ◆ Margate Urban Design Guidelines
- ◆ Ormond Beach Corridor Plan
- ◆ Sumter Road Streetscape
- ◆ Sarasota Streetscape
- ◆ Greenacres Streetscape
- ◆ Cape Coral Streetscape
- ◆ Live Oak Streetscape
- ◆ Lake Wales Streetscape
- ◆ Ft. Walton Beach City-wide Plan
- ◆ Merritt Park Place Streetscape

Form Based Code experience includes:

- ◆ Daytona Beach Urban Code
- ◆ Boynton Beach Urban Code
- ◆ Lynn Haven Urban Code
- ◆ Cape Coral Urban Code
- ◆ Lauderdale Lakes town Center Code
- ◆ Daytona Beach Urban Code
- ◆ Callaway Urban Code Guidelines
- ◆ Ormond Urban Guidelines

Streetscape and Urban Design:

- ◆ Ormond Beach Corridor Plan
- ◆ Tamarac Streetscape

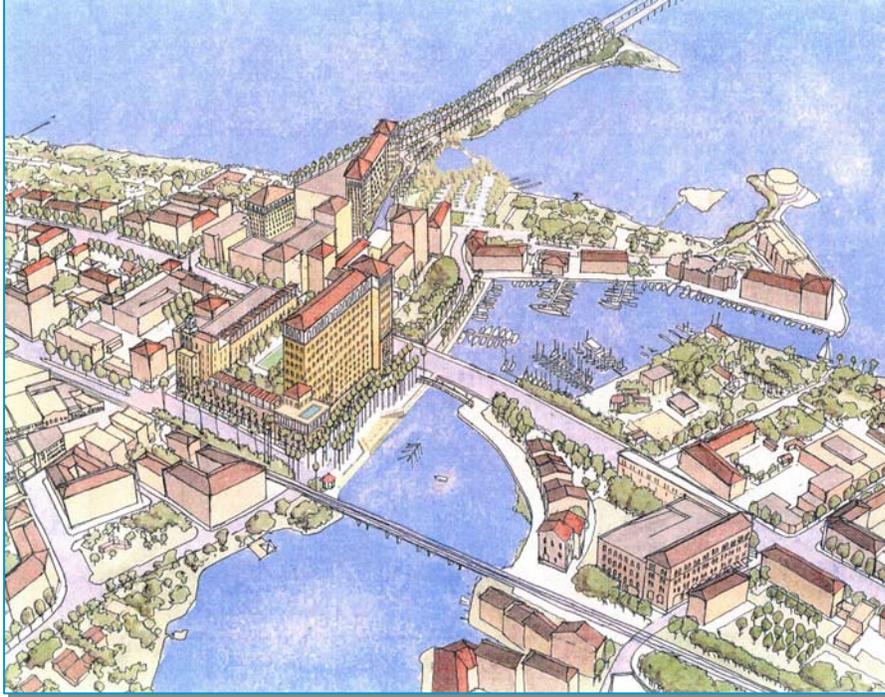
Education:

Bachelor of Environmental Design, School of Architecture, University of Colorado, Boulder, Colorado, 1974

Master of Landscape Architecture and Regional Planning, University of Pennsylvania, Philadelphia, Pennsylvania, 1979



Section Tab



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3

Past Performance

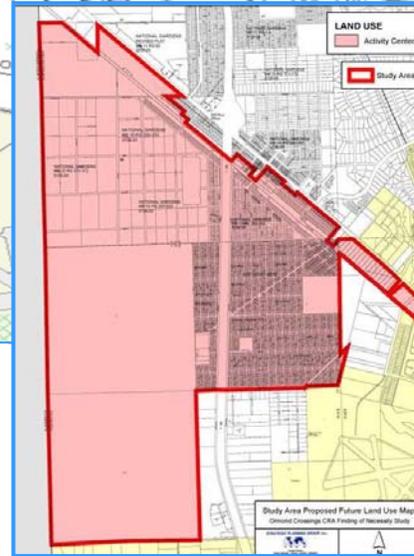


Project Experience

Ormond Beach CRA Findings, Master Plan and Fiscal Impact Study



	Increment 95.00%	Annual Debt Service	City of Ormond Beach TIF Collections 0.00261	Bond Service From City	% of City TIF	Deficit From City TIF	County TIF Collections 0.0056	TIF Bond Service Needed From County	%County TIF
Year 1	\$0	\$1,500,000	\$0	\$0	na	-\$1,500,000	na	na	na
Year 2	\$42,492,334	\$1,500,000	\$0	\$0	na	-\$1,500,000	na	na	na
Year 3	\$88,671,168	\$1,500,000	\$111,015	\$111,015	100+%	-\$1,388,985	\$237,957	\$237,957	100+%
Year 4	\$171,330,715	\$1,500,000	\$252,561	\$252,561	100+%	-\$1,247,439	\$541,359	\$541,359	100+%
Year 5	\$263,543,398	\$1,500,000	\$447,615	\$447,615	100+%	-\$1,052,385	\$959,452	\$959,452	100+%
Year 6	\$355,045,708	\$1,500,000	\$688,528	\$688,528	100+%	-\$811,472	\$1,475,943	\$811,472	54.98%
Year 7	\$459,936,408	\$1,500,000	\$922,360	\$922,360	100+%	-\$877,640	\$1,977,056	\$877,640	29.22%
Year 8	\$565,925,492	\$1,500,000	\$1,201,618	\$1,201,618	100+%	-\$298,382	\$2,575,638	\$298,382	11.58%
Year 9	\$783,487,425	\$1,500,000	\$1,713,858	\$1,713,858	87.53%	\$213,858	\$3,873,183	\$0	0.00%
Year 10	\$918,696,480	\$1,500,000	\$2,048,924	\$2,048,924	73.28%	\$548,924	\$4,387,030	\$0	0.00%
Year 11	\$1,075,345,644	\$1,500,000	\$2,378,008	\$2,378,008	63.05%	\$878,008	\$5,099,340	\$0	0.00%
Year 12	\$1,200,487,676	\$1,500,000	\$2,809,427	\$2,809,427	53.39%	\$1,309,427	\$6,021,937	\$0	0.00%
Year 13	\$1,293,628,818	\$1,500,000	\$3,136,398	\$3,136,398	47.83%	\$1,636,398	\$6,722,787	\$0	0.00%
Year 14	\$1,371,725,084	\$1,500,000	\$3,353,583	\$3,353,583	44.73%	\$1,853,583	\$7,188,321	\$0	0.00%
Year 15	\$1,463,701,580	\$1,500,000	\$3,583,743	\$3,583,743	41.88%	\$2,083,743	\$7,681,683	\$0	0.00%
Year 16	\$1,555,045,935	\$1,500,000	\$3,824,037	\$3,824,037	38.23%	\$2,324,037	\$8,198,729	\$0	0.00%
Year 17	\$1,651,886,888	\$1,500,000	\$4,062,882	\$4,062,882	36.82%	\$2,562,882	\$8,708,257	\$0	0.00%
Year 18	\$1,747,043,297	\$1,500,000	\$4,315,697	\$4,315,697	34.78%	\$2,815,697	\$9,250,967	\$0	0.00%
Year 19	\$1,835,810,282	\$1,500,000	\$4,584,280	\$4,584,280	32.86%	\$3,084,280	\$9,783,442	\$0	0.00%
Year 20	\$1,935,734,022	\$1,500,000	\$4,804,039	\$4,804,039	31.22%	\$3,304,039	\$10,287,338	\$0	0.00%
Year 21	\$2,013,181,875	\$1,500,000	\$5,057,280	\$5,057,280	29.86%	\$3,557,280	\$10,840,111	\$0	0.00%
Year 22	\$2,093,727,848	\$1,500,000	\$5,259,599	\$5,259,599	28.52%	\$3,759,599	\$11,273,819	\$0	0.00%
Year 23	\$2,177,486,552	\$1,500,000	\$5,470,031	\$5,470,031	27.42%	\$3,970,031	\$11,724,676	\$0	0.00%
Year 24	\$2,264,613,967	\$1,500,000	\$5,688,881	\$5,688,881	26.37%	\$4,188,881	\$12,193,975	\$0	0.00%
Year 25	\$2,355,217,119	\$1,500,000	\$5,918,485	\$5,918,485	25.35%	\$4,418,485	\$12,681,838	\$0	0.00%
Year 26	\$2,449,444,395	\$1,500,000	\$6,153,193	\$6,153,193	24.38%	\$4,653,193	\$13,189,216	\$0	0.00%
Year 27	\$2,547,440,783	\$1,500,000	\$6,399,369	\$6,399,369	23.44%	\$4,899,369	\$13,716,889	\$0	0.00%
Year 28	\$2,649,356,988	\$1,500,000	\$6,655,393	\$6,655,393	22.54%	\$5,155,393	\$14,265,888	\$0	0.00%
Year 29	\$2,755,349,857	\$1,500,000	\$6,921,857	\$6,921,857	21.67%	\$5,421,857	\$14,838,399	\$0	0.00%
Year 30	\$2,865,582,444	\$1,500,000	\$7,198,572	\$7,198,572	20.84%	\$5,698,572	\$15,429,959	\$0	0.00%
Total	\$43,031,858,841	\$45,000,000	\$104,937,611	\$104,937,611		\$8,569,937,611	\$224,931,148		



NORTH MAINLAND CRA
Ormond Beach, Florida

MUNICIPAL FISCAL IMPACT STUDY

November, 2005

Strategic Planning Group, Inc.
2453 South Third Street
Jacksonville, Florida 32250
1-800-213-PLAN

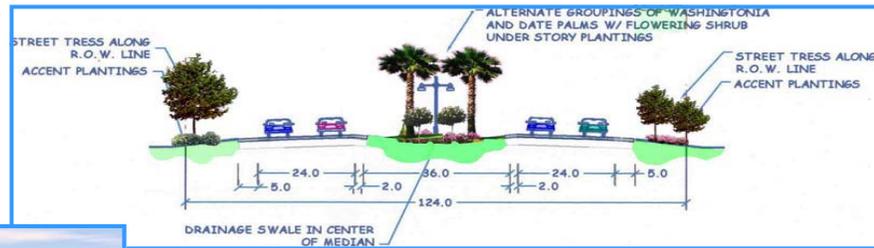
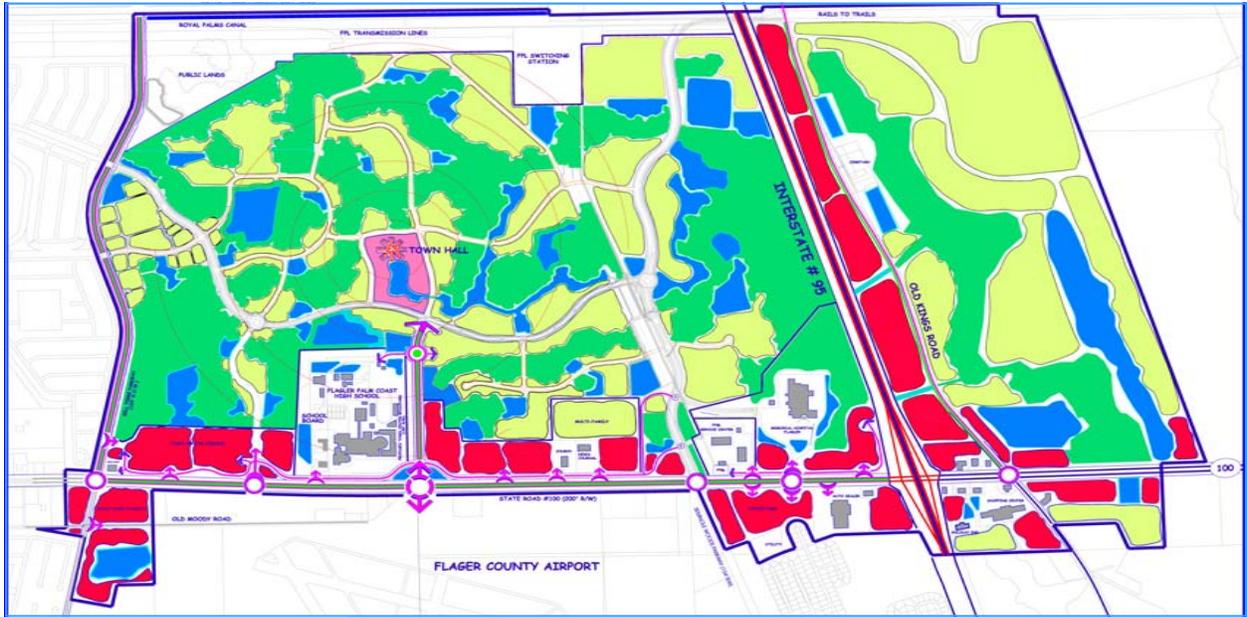
- Project Area:** 7,000+ Acres
 - Retail:** 900,000 Sq. Ft.
 - Office:** 1,000,000 Sq. Ft.
 - Industrial:** 3,100,000 Sq. Ft.
 - Residential:** 3,700 units
-
- Client:** City of Ormond Beach, Florida
 - Team:** Strategic Planning Group, Inc.
 - Services:** Findings of Necessity Report
Establish CRA
Market Study
Urban Design Plan
Implementation Plan
Funding Strategies
Community Redevelopment Plan

SPG was retained in late 2009 to Update the Redevelopment Master Plan, and the Fiscal Impact Analysis; which was completed in late January 2010 and adopted by the CRA in February 2010.



Project Experience

State Road 100 CRA Corridor/Palm Coast City Centre CRA Findings and Master Plan



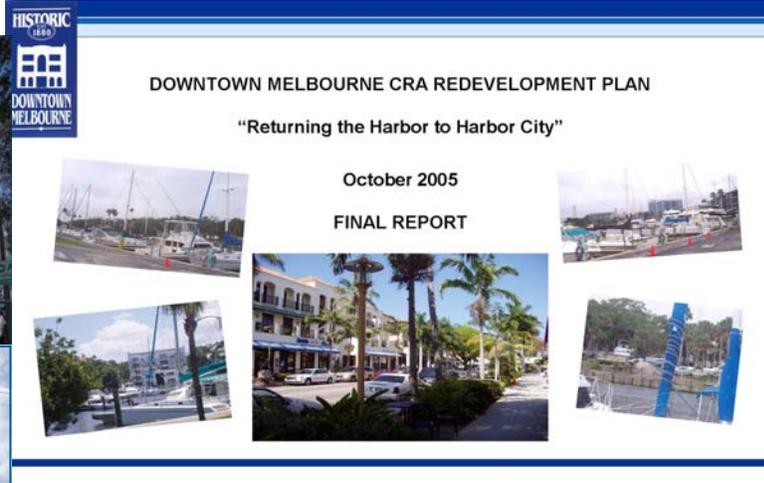
- Client:** City of Palm Coast, Florida
- Team:** Strategic Planning Group, Inc.
- Size:** 1,000 Acres
- Budget:** \$140,000
- Services:**
 - Establish CRA
 - Findings of Necessity Report
 - Economic Repositioning Strategy
 - Urban Design Plan
 - Implementation Plan
 - Funding Strategies
 - Developer Analysis

The CRA has seen over \$350 million in private sector investments within the CRA during the post 2007 Economic Recession.



Project Experience

Downtown Melbourne CRA Redevelopment Plan



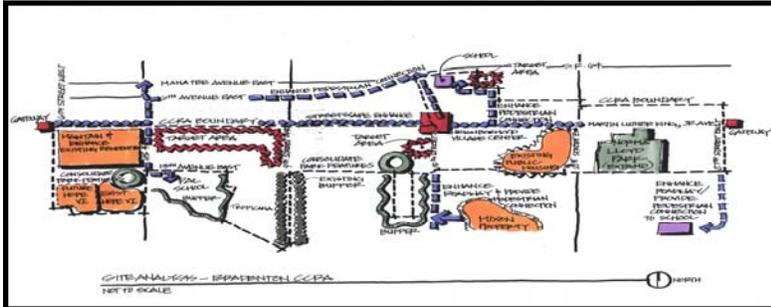
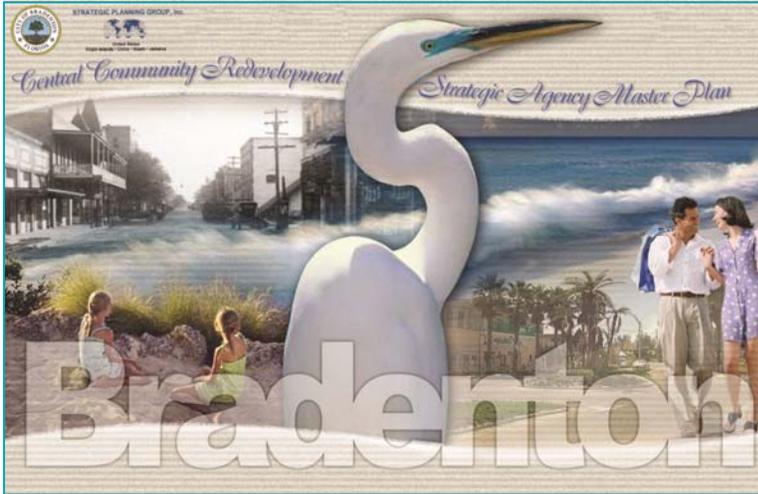
- Client City of Melbourne, Florida
- Team Strategic Planning Group, Inc.
- Services
 - Findings
 - Redevelopment Master Plan
 - Economic Repositioning Strategy
 - Urban Design Plan
 - Transportation Implementation Plan
 - Funding Strategies

The CRA has seen increase in building activity even in the current recession with the building and opening of mixed use office and condominium buildings.



Project Experience

Bradenton Central Master Plan and Update



Client City of Bradenton, Florida
 Team Strategic Planning Group, Inc (Lead Consultants)

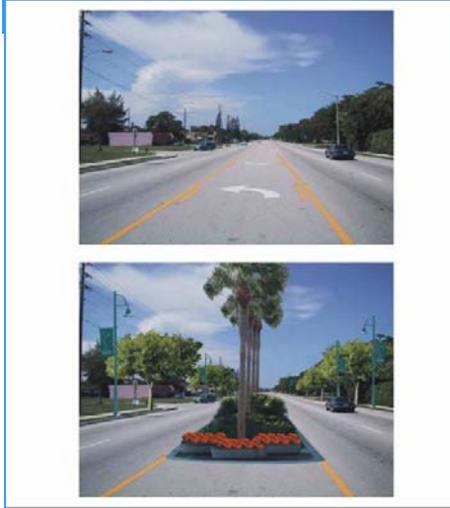
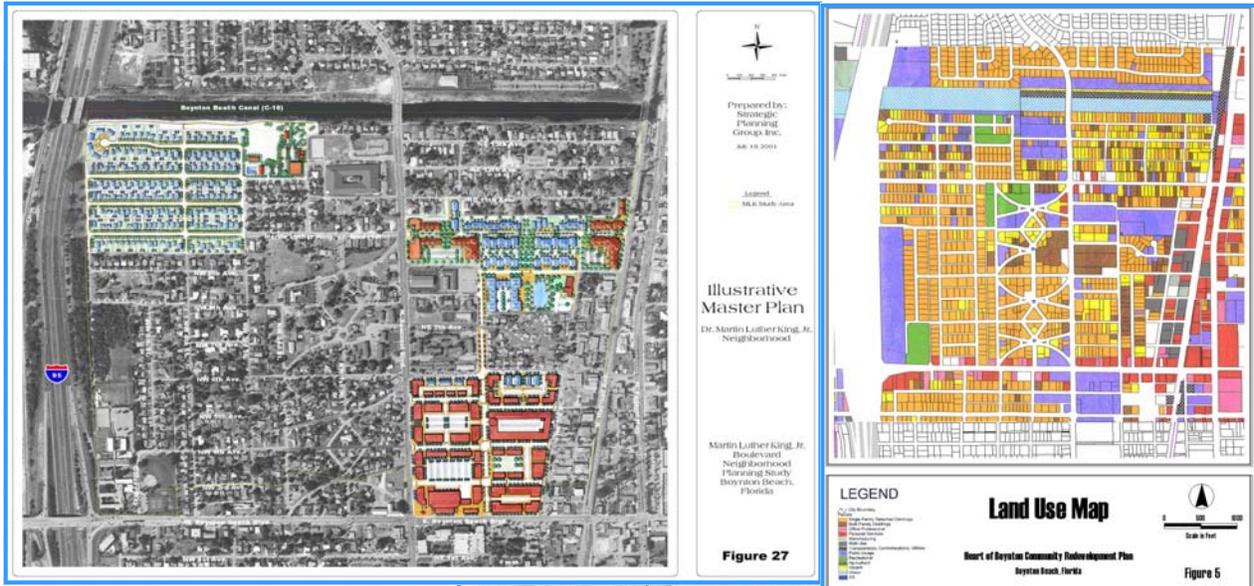
Services Extensive Public Engagement Strategy, Economic Repositioning Strategy
 Affordable Housing Plan
 Transportation Plan
 Urban and Architectural Design Plan
 Funding Strategies
 Redevelopment Implementation Plan

SPG was retained in late 2009 to prepare an Update to the SPG prepared CCRA Redevelopment Plan. We expanded the uses of TIF to include creation of business incubators, and programs aimed at increasing the labor skills of the residents.



Project Experience

Heart of Boynton Redevelopment Plan



Seacrest Boulevard Visualization
Heart of Boynton Community Redevelopment Plan
Boynton Beach, Florida
Figure 18

Wilson Center Concept Plan
Heart of Boynton Community Redevelopment Plan
Boynton Beach, Florida
Figure 12

Proposed Land Assembly
Heart of Boynton Community Redevelopment Plan
Boynton Beach, Florida
Figure 15

Client

City of Boynton Beach, Florida

Team

Strategic Planning Group, Inc.

Services

- Stakeholder Engagement
- Market and Economic Repositioning
- Civil Engineering/Transportation
- Affordable Housing
- Capital Improvement Planning
- TIF calculations
- Urban Design
- Implementation Strategies

Schedule: 6 months on schedule and on budget



Project Experience

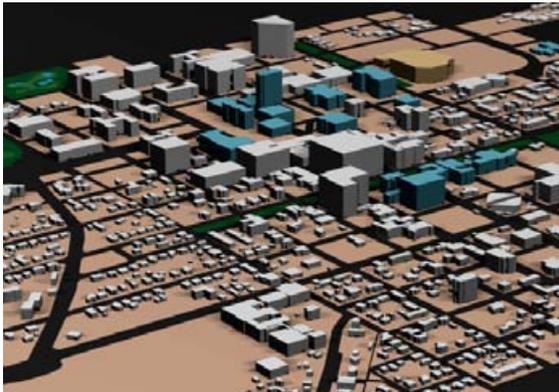
Redevelopment Planning

DOWNTOWN MASTER PLAN

Tallahassee, Florida

Project Schedule: Jan. 2004–Jul. 2005

SPG staff was responsible for the preparation of a Community Redevelopment Plan for Downtown Tallahassee. The challenge in developing this Plan was to ensure continuity between numerous planning documents and derive strategies to invigorate activity in the downtown district. The Plan employs several solutions including the creation of district destinations such as an arts/cultural & entertainment district, a warehouse district employing adaptive reuse concepts, a hospitality district, and several neighborhood districts. The Plan further recommends strategies to stimulate private investment in an array of derived activities such as retail, office, entertainment, and high-density multi-family in the downtown core. The Plan provides for physical connections between the destinations and the surrounding neighborhoods through a series of trails, linear parks, and public improvements. The Master Plan was cultivated in an extremely difficult political environment and yet served as a unifying catalyst which received universal community support upon completion. The TEAM was retained following completion of the Plan to prepare a Downtown Pedestrian Connectivity Plan which identified key destinations throughout the capital and provided linkages between destinations through streetscape design, directional signage standards, and traffic circulation improvements.





Project Experience

Redevelopment Planning

DAYTONA BEACH SHORES A1A REDEVELOPMENT MASTER PLAN

Daytona Beach Shores, Florida

Mr. Moore served as Project Manager on this planning effort to conduct a study of the South Atlantic Avenue corridor and determine the need to create a Community Redevelopment Agency. The Finding of Necessity document indicated that a blight condition existed along the South Atlantic Avenue Corridor relating to several factors including: the existence of outdated lot configurations, an excess of curb cuts contributing to circulation and safety hazards, a considerable number of dilapidated or deteriorating structures.

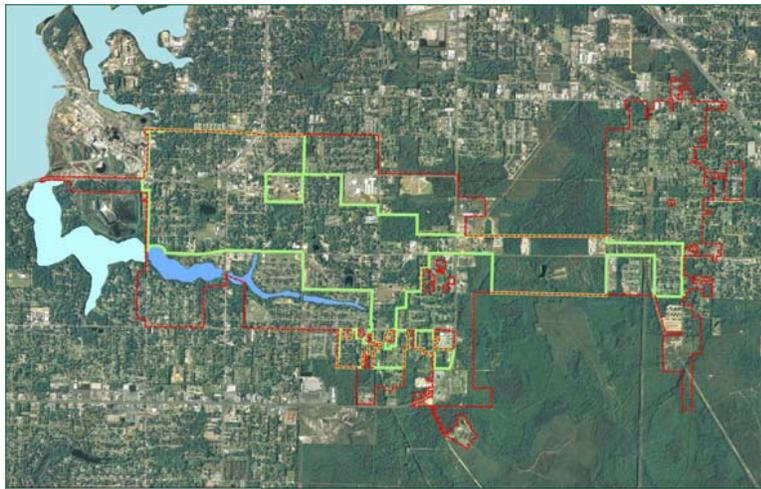
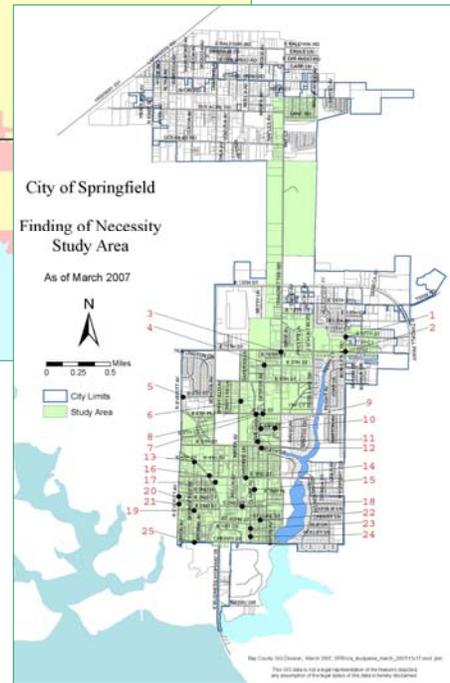
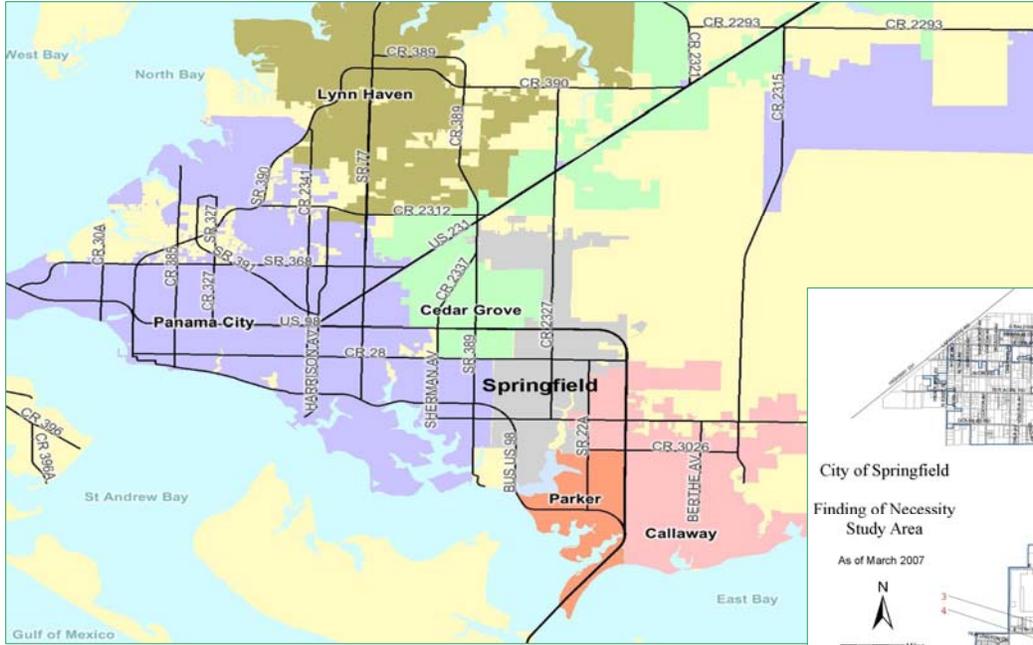


The Redevelopment Master Plan was subsequently developed as follow-up documentation to the Finding of Necessity and identifies in detail the vision for the South Atlantic Avenue (A1A) corridor, a concept plan, capital improvement projects with costs, and implementation strategies for capital improvements. The overall intent of the Redevelopment Master Plan was to ensure that adequate provision of public amenities is achieved while improving the economic and aesthetic conditions of the corridor.



Project Experience

City of Springfield, Findings of Necessity & Master Plan



Client
City of Springfield, FL

Team
Strategic Planning Group, Inc.
Hatch Mott MacDonald

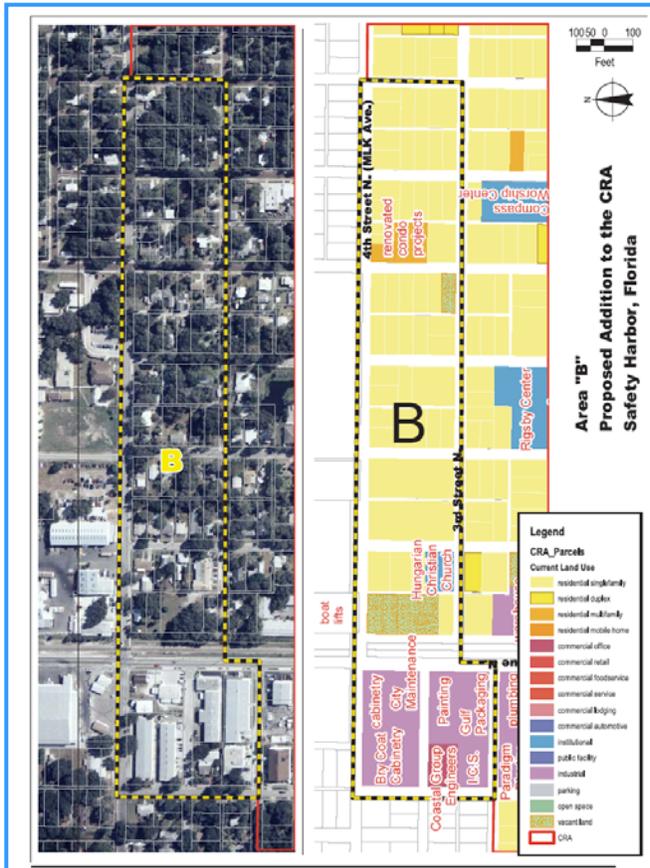
Reported Incidence of Crime				
Year	Redevelopment Area	Rest of City	Total	% within Redevelopment Area
2001	953	373	1326	71.8%
2002	879	322	1198	73.3%
2003	978	440	1418	68.9%
2004	905	330	1235	73.3%
2005	878	337	1255	69.9%

Services
Findings of Necessity
Establish CRA
Economic Repositioning
Redevelopment Master Plan
Strategy
Urban Design Plan
Implementation Plan
Funding Strategies



Project Experience

City of Safety Harbor Downtown Findings, Redevelopment Plan



Client

City of Safety Harbor, Florida

Team

Strategic Planning Group, Inc.
RMPK, Inc.

Services

Establish CRA
Findings of Necessity Report
Economic Repositioning Strategy
Urban Design Plan
Implementation Plan
Funding Strategies



TAB

4

Cost

RFP#15005
PLANNING SERVICES FOR SOUTHWEST VOLUSIA CRA
ADDENDUM #1
January, 20, 2015

This addendum is being issued to modify the proposal form to add Task 1.3 as an alternative in the case updates that are needed. Please use this form and include it with your proposal.

TASK I – REVIEW OF FINDINGS AND DECLARATIONS OF NECESSITY

The City’s Findings and Declarations of Necessity Report (the “Report”) was approved by the City Commission in 2012. Consultant to review the Report to determine the extent to which any updates are needed.

- 1.1. Consultant to review the Report to identify needed updates.
- 1.2. Consultant to provide the City with recommendations regarding the need to update portions of the Report.

Outcome of Task 1.1 and 1.2 : Review report, identify needed updates and provide the City with recommendation regarding the need to update portions of the report

Task 1.1 and 1.2 Cost: \$ 3,900

Task 1.3: Estimated Cost for Updating Report if needed \$ 4,100

Task 2: Preparation of Documentation to Comply with Volusia County Resolution 2010-20

The County requires that the City identify and define how the CRA will maximize available resources to further the County’s overall goals and strategies. In this Task, the Consultant will prepare an analysis demonstrating that the City’s request complies with this requirement.

- 2.1. Consultant will review the Volusia County Comprehensive Plan and other relevant policy documents to identify the County’s overall goals and strategies.
- 2.2. Consultant will prepare a draft analysis of how the CRA furthers the County’s overall goals and strategies.
- 2.3. City will review the draft, obtain input from the County as appropriate, and provide comments to Consultant.
- 2.4. Consultant will provide a final analysis.

Outcome of Task 2: Final report documenting how the CRA furthers the County’s overall goals and strategies.

Task 2 Cost: \$ 5,300



Cost Proposal

Task 3: Presentation to the Volusia County Council

This task involves preparing the presentation to the County Council on the Proposed Southwest CRA Findings and Declarations of Necessity and the request for the delegation of authority. The Consultant will prepare the agenda material for this presentation based on the documentation prepared in Task 1 and Task 2.

- 3.1 Consultant will prepare a draft written narrative to accompany the presentation of the Report and the request for delegation to the County Council. This narrative will specifically address the requirements of County Resolution 2010-20.
- 3.2 Consultant will prepare a draft oral presentation to the Volusia County Council. This will include graphics as necessary to supplement the presentation.
- 3.3. Consultant will identify the portions of the presentation to be presented by City staff.
- 3.4. City will review and provide the Consultant with comments on the narrative and oral Presentation.
- 3.5. Consultant will finalize the narrative and oral presentation.

Outcome of Task 3: Presentation for the County Council on the Findings and Declaration of Necessity and request for delegation of authority.

Task 3 Cost: \$ 4,650

Task 4: Continued Monitoring, Meetings and Presentations

The Consultant will be required to perform on-going monitoring efforts, per Volusia County requirements, on an hourly basis

It is expected that this scope will involve the following meetings/presentations:

- One site visit
- Up to four meetings with City
- One presentation to the County Council

Task 4 Costs:

Cost per meeting/presentation: \$ 820

Hourly Rate for ongoing monitoring: \$ 125

Total Cost for All Tasks:

Task 1.1 and 1.2: \$ 3,900

Task 2: \$ 5,350

Task 3: \$ 4,650

Task 4: \$ 6,100 (assume 6 meetings/presentations – to be billed per actual meetings/presentations attended) Do not include hourly rates for ongoing monitoring

Travel: \$ included



Cost Proposal

Presentation Boards: \$ SPG no longer uses Presentation Boards

TOTAL: \$ 15,900

Alternate, if needed: Task 1.3 Estimated Cost for Updating Report if needed

\$ 4,100

ESTIMATED CALENDAR DAYS TO PERFORM WORK: 12-16 weeks **DAYS**

Schedule assumes a minimum of 4 weeks of City reviews. Please refer to the enclosed GANTT CHART



Cost Proposal

**City of Deltona Planning Services for Southwest Volusia CRA
FEE PROPOSAL**

PROJECT WORK PLAN & COST ESTIMATE
Prepared by Strategic Planning Group, Inc.

PROJECT TASKS <i>Hourly rate-></i>	ESTIMATED MAN-HOURS				SPG Total Project
	Principal PD	Senior Associate	Senior ED	Clerical	
	\$150	\$100	\$95	\$40	
Project Kick-Off/Data Collection	6				\$900
<u>TASK 1</u> Review of Findings and Declarations of Necessity	8	18			\$3,000
<u>1.1</u> Review Report	4	6			
<u>1.2</u> Recommendations to Report	4	12			
<u>TASK 2</u> Preparation of Documentation to Comply with Volusia County Resolution 2010-20	13	34			\$5,350
<u>2.1</u> Review County Comp Plan etc., identify County Goals and Strategies	4	24			
<u>2.2</u> Draft of how CRA furthers County goals and strategies	4	6			
<u>2.3</u> City to Review and provide comments	1				
<u>2.4</u> Final Analysis	4	4			
<u>TASK 3</u> Presentation to the Volusia County Council	15	24			\$4,650
<u>3.1</u> Draft written narrative of presentation of Report to VCC	4	8			
<u>3.2</u> Prepare draft oral presentation to VCC	4	8			
<u>3.3</u> Identify parts of presentation to be presented by City Staff	2				
<u>3.4</u> City to review drafts and provide comment	1				
<u>3.5</u> Finalize narrative and oral presentation	4	8			
<u>TASK 4</u> Continued Monitoring, Mtgs, Presentations	30	16			\$6,100
<u>4.1</u> One Site Visit	8	8			
<u>4.2</u> Up to 4 mtgs with City	16				
<u>4.3</u> One presentation of VCC	6	8			
Travel					\$0
Presentation Boards					\$0
Update Findings Report if needed	6	32			\$4,100
TOTAL ESTIMATED MAN-HOURS	72	92	0	0	164
TOTAL ESTIMATED CONSULTING FEE	\$10,800	\$9,200	\$0	\$0	\$20,000
ESTIMATED EXPENSES 5.00%					included
TOTAL ESTIMATED COST					\$20,000

SOURCE:STRATEGIC PLANNING GROUP, INC.

1/23/2015



TAB

5

Approach



Approach

GENERAL OVERVIEW/APPROACH

THE OVERALL APPROACH

The overall approach to providing planning services to the City is to **first** fully define the goals, objectives, schedule, and costs for performing needed tasks.

With this stated...*at the heart of all our studies is the belief that, in order to succeed, planning must be based on sound economic and market principles and have solid stakeholder involvement throughout the entire planning and implementation process.*

The process as product..."

A wise person once reasoned, "A problem well stated is a problem half solved." We believe it is critical to base future planning decisions on a solid foundation of informed and rational community support. In fact, SPG and its staff have been facilitating award winning public involvement initiatives for many years that have helped formulate long-term public policy. At the basis of our success has been our emphasis on three factors: process consistency, consultant credibility, and a personal interest in the community and the individuals we serve.

Strategic Planning Process to Local Government Planning

At the heart of all our studies, public and private sector, is the use of strategic planning to forge an understanding of real estate and financial markets as it impacts long range planning. The basis of the strategic planning process is identifying an area's strengths, weakness, threats and opportunities (or SWOT).

The City desires the assistance in updating its Findings Report and to develop a sound strategy to respond to County Resolution 2010-20. As the State leader in redevelopment planning, including form based redevelopment plans; we bring to the City the experience of preparing over 30 redevelopment plans within the Florida, which has resulted in over \$5 billion worth of capital investment. Most importantly we worked with the City of Ormond Beach on the creation of Ormond Cross CRA, the first CRA to negotiate its creation with the County.



Scope of Work

Scope

The following chart illustrates the overall process or scope we propose.

Kick off meeting. SPG will meet with City staff to review scope, define data availability and contact points. The TEAM, with City representative will drive the entire proposed study area (s). At the conclusion of this meeting, data sources, contacts, deliverables and schedules will be finalized.

Task 1 Review the existing Findings of Necessity

Task 1.1. SPG will review the existing Findings of Necessity (FON) and review other FONs that were conducted under Resolution 2010-20.

Task 1.2. SPG will provide the City with recommendations to update the FON with respect to Resolution 2010-20.

The FON review will be based on FS 163.340 and Volusia County Resolution 2010-20.

Definition of Blight

Pursuant to Section 163.340(8), F.S., "Blighted area" means an area in which there are a substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property, and in which two or more of the following factors are present:¹

- a. Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;
- b. Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;
- c. Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- d. Unsanitary or unsafe conditions;
- e. Deterioration of site or other improvements;
- f. Inadequate and outdated building density patterns;
- g. Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;
- h. Tax or special assessment delinquency exceeding the fair value of the land;
- i. Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;
- j. Incidence of crime in the area higher than in the remainder of the county or municipality;
- k. Fire and emergency medical service calls to the area proportionately higher than in the



Scope of Work

- remainder of the county or municipality;
- l. A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality;
 - m. Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or
 - n. Governmentally owned property with adverse environmental conditions caused by a public or private entity

¹ If the City has an agreement with the County to proceed with the CRA effort then only one criteria needs to be met, as was the case in Ormond Beach's Ormond Crossings FoN.

Additional Deterrents to Sound Future Growth and Development

The purpose of this study will be to identified conditions in the Study Area that are consistent with the definition of blight contained in the Community Redevelopment Act. Several other factors also combine to limit the community's ability to grow and prosper. The formulation of a redevelopment plan, using the tools made available in the statutes, is the most appropriate means of overcoming these obstacles to economic development.

High Cost of Redevelopment

It is often necessary to assemble more than one parcel of land, which is more costly, aggravating and time consuming. Considering these economic influences, it is difficult to justify investing in such areas without government strategies to overcome the obstacles associated with redevelopment.

Economic Disuse

Economic disuse can be defined in many ways based on perspective. From the private sector, economic disuse is defined through the vacancy of land and buildings and through the highest and best land use determined by market conditions. Property values and the tax base can be benchmarks for determining economic disuse from the public perspective. Criteria from both sectors of the local economy will be used to determine that conditions of economic disuse are prevalent in the study area.

Vacant land is an obvious sign of economic disuse. Traditionally vacant properties in are a challenge to be developed at their highest and best use because of the area's inability to succeed in competitive market conditions given the obstacles to redevelopment that might be present.

SPG will prepare an analysis of potential economic impact to the City based on implementation of the proposed study area (s).

Meeting with Staff to review findings



Scope of Work

Task 2: Prepare Rationale Documentation to show relevance of updated FON to Volusia Resolution 2010-20

Task 2.1 SPG will review the County's Comprehensive Plan and other documents including Fiscal Analysis and other data that has been used by other CRAs to respond to County Resolution 2010-20.

Task 2.2 SPG will prepare a draft analysis to shown how the FON and proposed CRA furthers the County's Goals and Strategies

Task 2.3 City to review the draft and provide SPG with comments. Per the enclosed Gantt Chart we assume a maximum of 2 weeks for this review.

Task 2.4 SPG will prepare a final analysis/justification of how the CRA would comply with Resolution 2010-20.

Task 3 Prepare City presentation to Volusia County Council (VCC)

Task 3.1 SPG will prepare a draft written narrative, to be reviewed by the City, to accompany the presentation of the Report to the VCC.

Task 3.2 SPG will prepare a draft oral presentation of task 3.1 for review by the City.

Task 3.3 SPG will identify those portions of the presentation which are best presented by the City.

Task 3.4 City to review the documentation in the above three sub tasks. Per the enclosed Gantt Chart we assume a maximum of 2 weeks for this review.

Task 3.5 SPG will take City comments and finalize the presentations.

Task 4 Continued Monitoring, Meetings, and Presentations

SPG has provided costs estimates for:

1. One site visit
2. Up to 4 meetings with City
3. One Presentation to VCC



TAB 6

References



References Strategic Planning Group, Inc.

References

Historic Downtown Melbourne CRA

Ms. Cindy Dittmer, AICP
 Planning and Economic Development Director
 900 E. Strawbridge Ave.
 Melbourne, FL 32901
 (321)-953-6209
 cdittmer@melbourneflorida.org

Description of Services:

The study was a complete Redevelopment Master Plan Update for the Downtown / Historic City of Melbourne. SPG was the prime contractor -

Dates of Service: 2005-2006

Cost: \$95,000

City of Ormond Beach, Florida

North Mainland CRA
 Mr. Joe Mannarino
 Economic Development Director
 22 South Beach Street
 Ormond Beach, FL 32175
 (386)-676-3342
 mannarino@ormondbeach.org

Description of Services: SPG was retained to assist city staff prepare a Findings of Necessity report and a CRA Redevelopment Plan for a 6,000-acre newly annexed portion of the city (FEC property). The Findings Report and the Redevelopment Plan was approved unanimously by the City Council and the newly formed North Mainland CRA. SPG continues to assist the City in the implementation of all phases of the redevelopment program, including fiscal impact analyses and overall economic development strategic planning. SPG was also retained in 2010 to prepare an update to the CRA Master Plan.

Dates of Service: September 2005 - (ongoing)

Cost: \$250,000+

City of Sarasota, Florida

Mr. David Smith
 General Manager
 1565 First Street
 Sarasota, FL 34236
 (941) 954-4195 (Office)
 (941) 954-4179 (Fax)
 david.smith@sarasotagov.com

Description of Services: SPG working with Heidt Associates prepared the Master Redevelopment Plan for St. Armands Circle in Sarasota. SPG was also retained by the City to prepare feasibility studies for the New Town CRA.

Dates of Service: 2009-2010

Cost: \$150,000+

City of Pembroke Pines

MICHAEL D. STAMM JR.
 Director, Planning and Economic Development Division
 City of Pembroke Pines
 10100 Pines Blvd
 Pembroke Pines, FL 33026
 954.435.6513 (Office)
 954.435.6546 (Fax)
mstamm@ppines.com

Description of Services:

Prepared the City's Strategic Economic Development Plan 2015-2020. The SEDP included strategies for development of the City's vacant Town Center Property which upon complete of the Plan has now been successfully purchased and construction begun.

Dates of Service: 2014



Hillsborough/Tampa Planning Commission

Hillsborough County
 Allison G. Yeh, AICP, LEED GA
 Principal Planner / Sustainability Coordinator
 Hillsborough County City-County Planning
 Commission
 813.272.5940 yeha@plancom.org

Description of Services:

SPG was retained along with Wade Trim to perform three studies. The first study was to review the County and its municipalities Comprehensive Plans to determine improvements as it might effect the economic development potential of the County and Cities. The second contract was to provide an analysis of options the County could take to improve its economic development potential including development of an Economic Development Element.

Dates of Service: 2011; on going

Cost: \$55,000 (three projects)

City of North Miami

Tanya Wilson-Sejour, AICP
 City Planner,
 Community Planning & Development Dept
 City of North Miami, 12400 NE 8th Avenue
 North Miami, FL 33161
 305~895~9826 Direct line. Fax: 305~895~4074
tsejour@northmiamifl.gov

Description of Services: SPG prepared a real estate market assessment for the City's major transportation corridors. SPG as part of a separate contract also prepare a housing needs assessment for the City.

Dates of Service: 2012-ongoing

References

Historic Downtown Melbourne CRA

Ms. Cindy Dittmer, AICP
 Planning and Economic Development Director
 900 E. Strawbridge Ave.
 Melbourne, FL 32901
 (321)-953-6209
cdittmer@melbourneflorida.org

Description of Services:

The study was a complete Redevelopment Master Plan Update for the Downtown / Historic City of Melbourne. SPG was the prime contractor. SPG was also retained by the City to prepare a civic auditorium/center feasibility study to update or replace the existing City facility.

Dates of Service: 2006-2007

Cost: \$75,000 (two projects)

City of Deltona

Sally Sherman (Ms Sherman served as the City of Deltona's Project Manager
 Deputy County Administrator
 Flagler County
 1769 E. Moody Blvd
 Bldg 2, Suite 302
 Bunnell, FL 32110-0787
ssherman@flaglercounty.org
 386.313.4001

Description of Services:

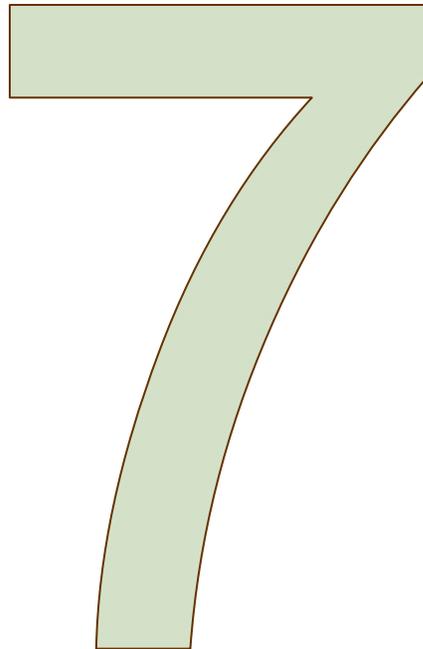
SPG was retained by the City of Deltona and its Economic Development Board to prepare its first 5 year Strategic Economic Development Plan.

Dates of Service: 2007

Cost: \$25,000



TAB



City Forms



Required Forms

RFP#15005
PLANNING SERVICES FOR SOUTHWEST VOLUSIA CRA
ADDENDUM #2
January, 21, 2015

This addendum is being issued to delete the below regarding references which has a strike through. Please only provide this information under the References Section, Tab 6.

Tab 3. Past Performance (20 points)

Describe firm's qualifications and expertise related to the subject project. Discuss experience with managing similar projects. ~~Provide a list of no more than five clients (including name of contact, address, phone number and description of work performed) for whom similar projects have been performed by the key personnel identified in the paragraph above. Use Reference Form and copy if necessary.~~

ALL OTHER SPECIFICATIONS AND CONDITIONS REMAIN UNCHANGED.

RECEIPT OF THIS ADDENDUM AND ADDENDUM #1 IS HEREBY ACKNOWLEDGED

Strategic Planning Group, Inc.
 NAME OF BUSINESS

BY: _____
 SIGNATURE/DATE

Robert J Gray, AICP, President
 NAME & TITLE, TYPED OR PRINTED

830-13 N A1A, Suite 402,
 MAILING ADDRESS

Ponte Vedra Beach, FL 32082
 CITY, STATE, ZIP CODE

(904) 834-2073 (c) 904 631-8623
 AREA CODE AND TELEPHONE NUMBER

RETURN SIGNED ADDENDUM WITH YOUR BID
 ACKNOWLEDGING RECEIPT OF IT



Required Forms

RFP 15005 Planning Services for Southwest Volusia CRA

ADDRESS TO:
THE CITY OF DELTONA
KATE KRAUSS, PURCHASING MANAGER
2345 PROVIDENCE BLVD.
DELTONA, FLORIDA 32725

I acknowledge receipt of Addenda No.(s) 1 and 2 -

I have included:

- Vendor Information Sheet _____
- References (Include in Tab 7)
- Non-Collusion Affidavit
- Drug Free Workplace Form
- Conflict of Interest

(Check mark items above, as a reminder that they are included.)

Mailing Address: 830-13 N A1A, Suite 402, Ponte Vedra Beach, FL 32082

Telephone: 800 213-PLAN (7526) 904.631-8623

Fax: 904 834-2073

Date: _____

Signed:  _____

Printed Name: Robert J Gray, AICP

Title: President



Required Forms

CITY OF DELTONA VENDOR INFORMATION SHEET

The information below is required to complete your proposal packet. Type or print only.

Company Name: Strategic Planning Group, Inc.

Address 1: 830-13 N A1A, Suite 402

Address 2: _____

City: Ponte Vedra Beach

State: FL

Zip Code: 32082

Phone Number: 800 213-PLAN (7526)

Fax Number: 904 834-2073

Project Contact: Robert J Gray

e-mail address: rgray@spginc.org

Remittance (Payment) Mailing Information

Address 1: 830-13 N A1A, Suite 402

Address 2: _____

City: Ponte Vedra Beach State: FL

Zip Code: 32082

Phone Number: 904 631-8623

Fax Number: 904 834-2073

Project Contact: Robert J Gray

e-mail address: rgray@ spginc.org

Federal Tax ID No.: 59-2353641

Tax ID Type: Federal Tax ID Social Security Number



Required Forms

NON-COLLUSION AFFIDAVIT

I, Robert J Gray, depose and say that:

1. I am President of the firm of Strategic Planning Group, Inc., the firm submitting the response described in this Request for Proposals for: RFP-14017-Auditing Service and that I executed the said response with full authority to do so: Planning Services for SW Volusia CRA.
2. the prices in this bid have been arrived at independently without collusion, consultation, communication or agreement for the purpose of restricting competition, as to any matter relating to such prices with any other bidder or with any competitor;
3. unless otherwise required by law, the prices which have been quoted in this bid have not been knowingly disclosed by the bidder and will not knowingly be disclosed by the bidder prior to bid opening, directly or indirectly, to any other bidder or to any competitor; and
4. no attempt has been made or will be made by the bidder to induce any other person, partnership or corporation to submit, or not to submit, a bid for the purpose of restricting competition;
5. the statements contained in this affidavit are true and correct, and made with full knowledge that the City of Deltona relies upon the truth of the statements contained in this affidavit in awarding contracts for said project.

Signature of Bidder: [Handwritten Signature] Date: 1/23/2015
 STATE OF: Florida CITY OF: Ponte Vedra Beach

PERSONALLY APPEARED BEFORE ME, the undersigned authority, who, after first being sworn by me, (name of individual signing) affixed his/her signature in the space provided above on this 1/23 day of 2015

NOTARY PUBLIC [Handwritten Signature]
 My Commission Expires: 11/02/18





Required Forms

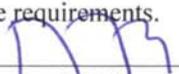
DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that:

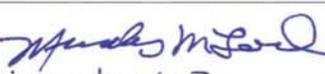
Strategic Planning Group, Inc.
(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 (Florida Statutes) or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, or any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.



Proposer's Signature

Date 1/23/15
NOTARY PUBLIC 
My Commission Expires: 11/02/18





Required Forms

LOBBYING AND CONFLICT OF INTEREST CLAUSE ETHICS CLAUSE

“ “

(Company)

“Strategic Planning Group, Inc. warrants that he/it has not employed, retained or otherwise had act on his/its behalf any former City officer or employee or any City officer or employee. For breach or violation of this provision the City may, in its discretion, terminate this contract without liability and may also, in its discretion, deduct from the contract or purchase price, or otherwise recover, the full amount of any fee, commission, percentage, gift, or consideration paid to the former City officer or employee”.

Signature *MPG*

Date: 11/23/15

STATE OF: Florida CITY OF: Ponte Vedra Beach

Subscribed and sworn to (or affirmed) before me on (date) by (name of affiant). He/She is personally known to me or has produced as identification. (type of identification) FL Drivers License

NOTARY PUBLIC *Mercedes McLeod*

My commission expires: 11/02/18



Submission of Proposals



Required Forms

**RFP 15005 Planning Services for Southwest Volusia CRA
REFERENCES – include in Tab 6**

#1	Agency	Ormond Beach Economic Development	
	Address	22 South Beach Street	
	City, State, ZIP	Ormond Beach, FL 32175	
	Contact Person	Joe Mannarino, Director	
	Telephone	386 676-3266	Email: mannarino@ormondbeach.org
	Date(s) of Service	2002- to present	
	Type of Service	Findings, Creation of Ormond Crossing CRA, Master Plan, Fiscal Study Strategic Economic Development Strategies	
	Comments:	Ormond Crossing CRA first to negotiate with County for approval	
#2	Agency	Pembroke Pines Planning and Economic Development	
	Address	10100 Pines Blvd	
	City, State, ZIP	Pembroke Pines, FL 33026	
	Contact Person	Michael D. Stamm, Jr, Director	
	Telephone	954 435-6513	
	Date(s) of Service	calendar year 2014	
	Type of Service	Developed City's Strategic Economic Development Strategy	
	Comments:		
#3	Agency	City of Melbourne Planning and Economic Development	
	Address	900 E Strawbridge Ave	
	City, State, ZIP	Melbourne, FL 32901	
	Contact Person	Cindy Dittmer, Director	
	Telephone	321 953-6209	
	Date(s) of Service	Calendar Year 2005 and 2006	
	Type of Service	Downtown CRA Master Plan and Civic Auditorium Feasibility studies	
	Comments:		



Required Forms

REFERENCES-CONTINUED

#4	Agency	City of Kissimmee Development Services
	Address	101 N Church Street
	City, State, ZIP	Kissimmee, FL 34741-5054
	Contact Person	Bob Wright, AICP
	Telephone	407 518-2373
	Date(s) of Service	2013-2014
	Type of Service	Economic Development Services
	Comments:	
#5	Agency	Flagler County County Administer
	Address	1769 E Moody Blvd, Bldg 2, Suite 302
	City, State, ZIP	Bunnell, FL 32110-0787
	Contact Person	Sally Sherman, Deputy County Administrator
	Telephone	386 313-4001
	Date(s) of Service	2005
	Type of Service	Deltona's 5 year Economic Development Strategy
	Comments:	Ms. Sherman served as Deltona's Project Manager on this Study

CERTIFIED

RESOLUTION NO. 2012-30

A RESOLUTION OF THE CITY OF DELTONA, FLORIDA, RELATING TO COMMUNITY REDEVELOPMENT IN THE CITY OF DELTONA; ESTABLISHING A MAP OF THE AREA PROPOSED FOR REDEVELOPMENT; FINDING THE EXISTENCE OF BLIGHTED CONDITIONS IN THE COMMUNITY REDEVELOPMENT AREA IN ACCORDANCE WITH THE CRITERIA OF CHAPTER 163, PART III, FLORIDA STATUTES; MAKING THE FINDINGS OF NECESSITY; ESTABLISHING THE NECESSITY FOR REHABILITATION AND REDEVELOPMENT; SEVERABILITY AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of Deltona, Florida, finds the existence of blight, as defined by the “Community Redevelopment Act” of Part III, Chapter 163 in the area of the City depicted on the attached map and referred to as the City of Deltona Community Redevelopment Area; and

WHEREAS, the City of Deltona has performed an extensive study to confirm the fact the findings of blight and a need for redevelopment pursuant to Chapter 163, Part III; and

WHEREAS, conditions are present which are detrimental to the sound growth of the City of Deltona Community Redevelopment Area, and present conditions are detrimental to the public health, safety, morals and welfare; and

WHEREAS, the City of Deltona Community Redevelopment Area is associated with vacant and underutilized structures and facilities that are leading to economic distress and/or endanger life or property; and

WHEREAS, there is a lack of infrastructure including roadways, traffic management facilities, sidewalks, drainage, water, sewer, and mass transit in the City of Deltona Community Redevelopment Area; and

City of Deltona
Resolution No. 2012-30
Page 2 of 4

WHEREAS, according to Volusia County Property Appraiser Records, the assessed values of real property within the City of Deltona Community Redevelopment Area have clearly indicated a significant decline in real estate values; and

WHEREAS, there exists inadequate plat conditions in relation to the adequacy, accessibility and usefulness of the City of Deltona Community Redevelopment Area; and

WHEREAS, there exist unsanitary or unsafe conditions in the City of Deltona Community Redevelopment Area; and

WHEREAS, there exist deteriorated property and infrastructure within the City of Deltona Community Redevelopment Area; and

WHEREAS, there exist inadequate and outdated building density patterns within the City of Deltona Community Redevelopment Area; and

WHEREAS, there exist significantly high commercial and residential vacancy rates within the City of Deltona Community Redevelopment Area; and

WHEREAS, there exist a incidence of crime within the City of Deltona Community Redevelopment Area that is higher than other areas of the City; and

WHEREAS, there exist a incidence of fire and related emergency service activity within the City of Deltona Community Redevelopment Area that is higher than other areas of the City; and

WHEREAS, there exist a significant number of building code violations within the City of Deltona Community Redevelopment Area; and

WHEREAS, action must be taken to prevent further degradation and blight to protect and enhance public investments within the City of Deltona Community Redevelopment Area; and

CERTIFIED

City of Deltona
Resolution No. 2012-30
Page 3 of 4

WHEREAS, the City of Deltona desires to proceed under Part III, Chapter 163, Florida Statutes to establish the necessary means by which redevelopment can be accomplished in the City of Deltona Community Redevelopment Area; and

WHEREAS, the City Commission finds that the City of Deltona Community Redevelopment Area complies with the criteria of Section 163.340(8) Florida Statutes and constitutes a “blighted area” pursuant to “Community Redevelopment Act”; and

WHEREAS, the City desires to partner with the County of Volusia in establishing the City of Deltona Community Redevelopment Area and the City intends to comply with Volusia County Resolution 2010-20, the County of Volusia policy for the delegation or amendment of existing delegation of the exercise of the powers of the Community Redevelopment Act.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF DELTONA, FLORIDA, as follows:

Section 1. LEGISLATIVE FINDINGS. The recitals set forth above are hereby ratified, adopted and incorporated herein as legislative findings of the City Commission.

Section 2. FINDINGS OF NECESSITY. The City Commission, based upon evidence presented to it and in the public record, does hereby expressly find that blighted areas as defined in Section 163.340(8), Florida Statutes, exists with the City of Deltona Community Redevelopment Area.

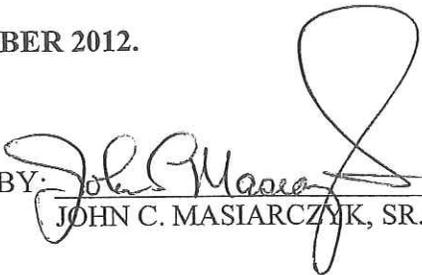
Section 3. ESTABLISHING THE NECESSITY FOR REDEVELOPMENT. The City Commission does hereby find that redevelopment of the City of Deltona Community Redevelopment Area is necessary and in the interest of the public health, safety, morals and welfare of the residents of the City of Deltona.

City of Deltona
Resolution No. 2012-30
Page 4 of 4

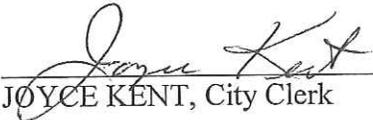
Section 4. SEVERABILITY. If any section, part of a sentence, paragraph, phrase or word of this Resolution is for any reason held to be unconstitutional, inoperative or void, such holding shall not affect the remaining portions hereof and it shall be construed to have been the legislative intent to pass this Resolution without such unconstitutional, invalid or inoperative part.

Section 5. EFFECTIVE DATE. This Resolution shall take effect immediately upon its adoption by the City Commission.

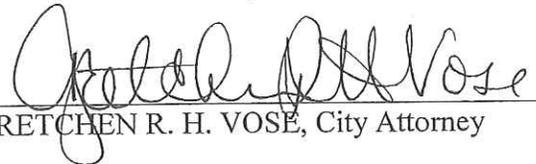
PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF DELTONA, FLORIDA THIS 1st DAY OF OCTOBER 2012.

BY: 
JOHN C. MASIARCZYK, SR., Mayor

ATTEST:


JOYCE KENT, City Clerk

Approved as to form and legality for use
and reliance of the City of Deltona, Florida

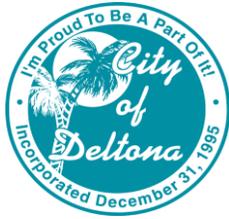

GRETCHEN R. H. VOSE, City Attorney

NAME	YES	NO
CARMOLINGO	✓	
DENIZAC	✓	
HERZBERG	✓	
LOWRY	✓	
MASIARCZYK	✓	
TREUSCH	✓	
ZISCHKAU		✓

STATE OF FLORIDA
COUNTY OF VOLUSIA
This is to certify that the
foregoing is a true and correct copy of
Resolution No 2012-30
witness my hand and official Seal this
8th day of October 2012

Joyce Kent, CMC
City Clerk, City of Deltona, Florida

CERTIFIED



CITY OF DELTONA
COMMUNITY REDEVELOPMENT AREA
Findings & Declarations of Necessity
(Per Chapter 163, Florida Statutes)



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OVERVIEW & PURPOSE

Introduction

The proposed City of Deltona Southwest Community Redevelopment Area, herein referred to as the CRA, involves land associated with five (5) strategic roadway segments of the following thoroughfares: Saxon Blvd., East Normandy Blvd., DeBary Ave., Enterprise Rd. and Deltona Blvd. These thoroughfares extend both in east/west and north/south directions and include two interstate interchanges. The north/south corridors represent an important parallel facility to Interstate 4. However, the proposed CRA, while being developed with mostly residential and commercial uses, has never been utilized to a maximum potential commensurate with other major Interstate 4 interchanges and parallel Interstate 4 roadway facilities located in Central Florida. Notwithstanding high traffic volumes (both existing and projected), suitable interstate access, and a well-developed market radius, the economic condition of the CRA has, at best, languished and has been marked by disinvestment. There are several factors that have led to the current conditions that include the small lot, curvilinear legacy of the original Deltona Lakes PUD, shifting traffic patterns, obsolete buildings, and limited public infrastructure.

However, the CRA has great potential to serve a large existing population. To realize that potential, there needs to be enhanced public investment in the area, including transportation improvements and the expansion of central utilities. The purpose of the proposed CRA is to provide a reliable, long term, funding mechanism for the needed public investments.

A goal of the CRA is to also promote private investment in the area, which will create more commercial opportunity in a community that is woefully underserved by retail, service, and office uses. In addition, there is anticipation that investment and development within the CRA will create jobs. With regard to Deltona, there is a housing/jobs imbalance of such proportion that the majority of the working age citizens must commute outside of the City for employment. Therefore, internal job creation has been a long standing City objective; an objective that will be furthered by the CRA. The commuter culture, along with the fact that there are limited goods and services available in the City, creates a condition where roadways outside of the City, both within Volusia County and the greater Central Florida region, are impacted considerably by travelling Deltona residents. One viable solution to reduce vehicle miles travelled is to manage land uses within the City to ensure the location of a full range of goods, services and jobs available in close proximity to housing. Therefore, compact urban development and the reuse/redevelopment of land represents yet another worthwhile goal of the CRA.

Basically, the ability to enhance public investment afforded by the CRA will benefit the City by promoting job opportunities, create better commercial levels of service, help reverse a long-standing trend of leaving the City for employment and services, and expand the City tax base. These positive attributes will not only be reaped by the City, but also by the County and the greater Central Florida area through the reduction of vehicle miles travelled. Methods of which to achieve the above referenced objectives include upgraded water and sewer

infrastructure; transportation improvements to manage traffic flow and access to adjacent land uses; and aesthetic enhancements. Blight elimination and reinvestment in the CRA will be the dividends yielded from such efforts.

However, time is of the essence. The economic headwinds of the past recession have begun to abate. Recent information from the Volusia County Property Appraiser suggests that the real estate values in the City have leveled out portending real estate value appreciation in the near future. While future taxable values may not rise meteorically in the near future, even a modest level of appreciation represents appropriate mechanism to fund the CRA so that public investment activity can be enhanced to promote private economic activity within the CRA.

General Objectives and Purposes of the Redevelopment Act

Chapter 163, Part III, Florida Statutes, known as the Community Redevelopment Act of 1969, establishes the legal parameters for a local government to establish a CRA. The following excerpts from Chapter 163, Part III, Florida Statutes provide guidance with regard to the purpose and intent of a CRA as it relates to the proposed CRA.

Section 163.335(1), F.S. *“...[blighted areas] constitute a serious and growing menace, injurious to the public health, safety, morals, and welfare of the residents of the state; that the existence of such areas contributes substantially and increasingly to the spread of disease and crime, constitutes an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues, substantially impairs or arrests sound growth, retards the provision of housing accommodations, aggravates traffic problems, and substantially hampers the elimination of traffic hazards and the improvement of traffic facilities; and that the prevention and elimination of slums and blight is a matter of state policy and state concern in order that the state and its counties and municipalities shall not continue to be endangered by areas which are focal centers of disease, promote juvenile delinquency, and consume an excessive proportion of its revenues because of the extra services required for police, fire, accident, hospitalization, and other forms of public protection, services, and facilities.”*

Section 163.335(2), F.S. *“...certain slum or blighted areas, or portions thereof, may require acquisition, clearance, and disposition subject to use restrictions, as provided in this part, since the prevailing condition of decay may make impracticable the reclamation of the area by conservation or rehabilitation; that other areas or portions thereof may, through the means provided in this part, be susceptible of conservation or rehabilitation in such a manner that the conditions and evils enumerated may be eliminated, remedied, or prevented; and that salvageable slum and blighted areas can be conserved and rehabilitated through appropriate public action as herein authorized and the cooperation and voluntary action of the owners and tenants of property in such areas.”*

Section 163.335(3), F.S. *“...powers conferred by this part are for public uses and purposes for which public money may be expended and police power exercised, and the necessity in the*

public interest for the provisions herein enacted is declared as a matter of legislative determination.”

Section 163.335(5), F.S. *”...the preservation or enhancement of the tax base from which a taxing authority realizes tax revenues is essential to its existence and financial health; that the preservation and enhancement of such tax base is implicit in the purposes for which a taxing authority is established; that tax increment financing is an effective method of achieving such preservation and enhancement in areas in which such tax base is declining; that community redevelopment in such areas, when complete, will enhance such tax base and provide increased tax revenues to all affected taxing authorities, increasing their ability to accomplish their other respective purposes; and that the preservation and enhancement of the tax base in such areas through tax increment financing and the levying of taxes by such taxing authorities therefor and the appropriation of funds to a redevelopment trust fund bears a substantial relation to the purposes of such taxing authorities and is for their respective purposes and concerns.”*

Section 163.335(6), F.S. *”...there exists in counties and municipalities of the state a severe shortage of housing affordable to residents of low or moderate income, including the elderly; that the existence of such condition affects the health, safety, and welfare of the residents of such counties and municipalities and retards their growth and economic and social development; and that the elimination or improvement of such condition is a proper matter of state policy and state concern and is for a valid and desirable public purpose.”*

Section 163.335(7), F.S. *“...the prevention or elimination of a slum area or blighted area as defined in this part and the preservation or enhancement of the tax base are not public uses or purposes for which private property may be taken by eminent domain and do not satisfy the public purpose requirement of s. 6(a), Art. X of the State Constitution.”*

A reoccurring theme of the excerpts above is “blight.” The term blight conjures up images of inner city decay and rampant social strife. However, “blight,” as the term appears in Chapter 163, F.S., is broadly defined containing 14 indicators, and not only captures typical hard core urban decay but less intense conditions that prevent an area from becoming economically viable. Examples of “blight”, as defined in Chapter 163, Part III, F.S., represents significant urban dysfunction, including platting, that does not support modern development, has a lack of infrastructure, there are high commercial vacancy rates, etc. For more information on the blight conditions associated with the CRA see the *Blight Findings* section.

Notwithstanding the negative connotations of the term “blight,” in order to establish a CRA, a local government needs to officially recognize an area as blighted. In order to determine blight, an area must exhibit only two (2) of the 14 indicators, as defined in Chapter 163, Part III, F.S. The blight condition needs to be recognized by the City Commission in the form of an adopted resolution. If the resolution is adopted by the Commission, the City would then need to establish a Community Redevelopment Agency.

The Community Redevelopment Agency can consist of no less than five (5) and no more than nine (9) “commissioners.” Members of the City Commission can also serve as the Community Redevelopment Agency that represents the City with regard to the operating CRA. The next step to establish a CRA is the preparation of a Community Redevelopment Plan (Plan). The establishment of the Plan is directed by the Community Redevelopment Agency. The Plan is intended to address consistency with the City Comprehensive Plan, redevelopment activities (including potential projects), infrastructure improvements, expected outcomes, land acquisition (if applicable), budgeting; etc. Ultimately, the Plan must be reviewed by the Planning and Zoning Board as the Local Planning Agency (LPA).

In addition, the City, acting as the Community Redevelopment Agency, must submit the Plan to all applicable taxing authorities that levy ad valorem taxes within the proposed CRA, including the County of Volusia. The County, as a charter entity, has the right to object to the CRA. However, if it does object, then the City and the County shall have a joint meeting to discuss the nature of the objection(s) with the intent of resolving objections. If there are outstanding objections unresolved, there is an option to use a dispute resolution process, pursuant to Chapter 164, F.S.

After recommendation by the LPA, the City Commission shall hold a public hearing to approve the Community Redevelopment Plan and it needs to be funded. The funding mechanism is known as a Redevelopment Trust Fund (Fund). The Fund is utilized to finance redevelopment activities within the CRA that are consistent with the Community Redevelopment Plan. The Fund is created by an ordinance, adopted by the Community Redevelopment Agency, and is financed through ad valorem tax increments. There is a base year established and the amount or increment will be derived from increases in property tax revenues to support the Fund. Fund monies can be used for infrastructure improvements, property acquisition, administration, as well as a pledge to secure bonds.

Declarations and Process

The establishment of a Community Redevelopment Area is specifically identified within Chapter 163, F.S. That process is reliant upon a community establishing a reason or rational nexus as to why it wants to undertake a formally governed process that alters the tax assessment of a community to concentrate improvements within a specific geographic boundary. This ensures the following principles:

1. That there is a formal process to follow.
2. That there has to be a community need for the process to occur.
3. That the process is controlled and open to the public at all times.
4. That the desired outcomes and goals are achieved.
5. That there is real physical improvement that occurs.

To that end, the State of Florida has established specific laws to distinguish areas in need of assistance. One overarching mechanism of a CRA and these governing laws is to determine the presence of deteriorating physical conditions that warrant the need for community

attention. This requires the negative preponderance of blight. Most communities struggle with this concept because they know that physically an area is deteriorating over time and that is visually evident. However, by officially stating the presence of blight memorializes its existence and may have tangible repercussions.

It is a negative cycle that causes the community to further disinvest in itself and this has a direct relationship for an increase in social woes. As an area continues to decline in appearance and functionality, crime rates increase, absentee ownership increases, and a reduction of both private and public community reinvestment occurs. Basically, there is little incentive to invest in capital improvements, knowing that such investments will depreciate at a faster rate as compared to less or non-declining areas.

The public and private disinvestment paradigm can be addressed and reversed through a focused commitment facilitated by a Community Redevelopment Area. The CRA tool is a method to cease the negative trend of disinvestment needed to promote efficient functionality and to increase community pride. However, the commitment of a CRA represents a level of risk by a community. That risk is that there will be a community-wide effort supported by the political will of the City Commission, local businesses within the proposed CRA boundary, and other community stakeholders. Finally, Volusia County will need to recognize and support the fact that the investment of taxable value into the CRA represents a positive method of proactively addressing economic and social issues.

Declarations

The City of Deltona, through the writing of this Findings of Declarations & Necessity (i.e. Findings of Necessity) per Chapter 163, Florida Statutes, officially declares its intention to establish a Community Redevelopment Area for the betterment and increased viability of land uses within its boundaries for both the residents of the City and Volusia County. The purpose and intent of the CRA is to be able to provide a public benefit mechanism that is the civic, social, and moral responsibility of every government to provide and care for its residents. As part of the CRA effort, the City will comply with the Community Redevelopment Act of 1969, and will also follow Volusia County Resolution No. 2012-20.

By creating a CRA, the City and County would have the specific intent to make a portion of its community more physically functional and safer for its residents. Results of improved functionality for the community at large is that the public costs will be lessened by a reduction of crime, which translates to a cost savings for law enforcement and related criminal justice system, a cleaner living environment by having the majority of land uses on a centrally serving sanitary sewer and functional water system, a more vibrant business community that provides jobs, and a stable and appreciating tax base.

As such, the focus of the CRA will be on correcting functional obsolescence through infrastructure (capital improvements) and economic development, with the intent to take the oldest part of the City and publicly reinvest in redevelopment. In effect, this CRA would help reverse the trend of suburban sprawl by encouraging reinvestment in an already developed

area of the City and County, while simultaneously discouraging the expansion of development onto vacant tracts at the extremity of the City. This planning concept is supported throughout the City's *Comprehensive Plan* and is promoted within the State Growth Management Laws that govern planning throughout Florida.

Process

The City of Deltona is establishing a process through the writing of this Findings of Necessity that includes the following lock-step program:

1. Research and initial data collection to determine if a CRA is warranted. – Done.
2. Interviews with local governments to determine their successes and shortcomings. – Done.
3. Meet with Volusia County to determine the potential feasibility of new CRAs within the County. – Done.
4. Debrief the City Commission to determine the potential level of support and to seek permission to continue toward the creation of a Findings of Declarations and Necessity. – Done.
5. Research and data collection for the assemblage of the Findings of Declarations and Necessity. – Done.
6. Writing the Findings of Declarations and Necessity. – In progress.
7. Presentation of the Initial Draft of the Findings of Declarations and Necessity to the City Commission. – To be completed.
8. Public notice of intent to the public and the eligible ad valorem taxing authorities that the City intends to create a CRA. – To be completed.
9. Public Scoping to Present the Findings of Declarations and Necessity and to make the necessary corrective measures. – To be completed.
10. Presentation of the Initial Draft of the Findings of Declarations and Necessity to the Volusia County Council. – To be completed.
11. Approval of the Findings of Declarations and Necessity and procurement for a CRA consultant to prepare the Redevelopment Plan – To be completed.
12. Selection of a consultant and engagement of the Redevelopment Plan. – To be completed.
13. Research and data collection for the Redevelopment Plan. – To be completed.
14. Completion of the Redevelopment Plan, City Commission adoption of the plan, and Volusia County Council adoption of the plan. – To be completed.
15. Establishment of a Community Redevelopment Board. – To be completed.

With the above steps, the City will undertake its first CRA with the intent of creating a vibrant and functional corridor. The public will be engaged throughout the entire process in the strict adherence of open government and government performed following Sunshine laws. The CRA Board and City Commission meetings will be conducted using Roberts Rules of Order and there will be opportunity for public participation at each meeting.

The establishment of the Base Year will also set the tempo for the creation of the Community Redevelopment Board, in that it will be the Board's responsibility to ensure that the proposed CRA shows a positive fund balance and that the bond obligations are being met. This includes close attention to maintaining, at a minimum, debt service coverage and the public reporting of those expenditures.

The focus of the proposed CRA on infrastructure and economic development narrows the scope to a manageable and functional level. The primary emphasis in the early stages of the CRA will be on establishment of an incremental ad valorem tax base dedicated to the CRA. With the accrual of that increment, a Capital Improvement Plan-modeled CRA budget will be implemented to begin construction projects to retrofit and expand existing utilities for central water and sanitary sewer lines. Concurrently, roadway projects will be started to minimize utility conflicts, realign E. Normandy Blvd., expand Deltona Blvd., improve intersections, etc.

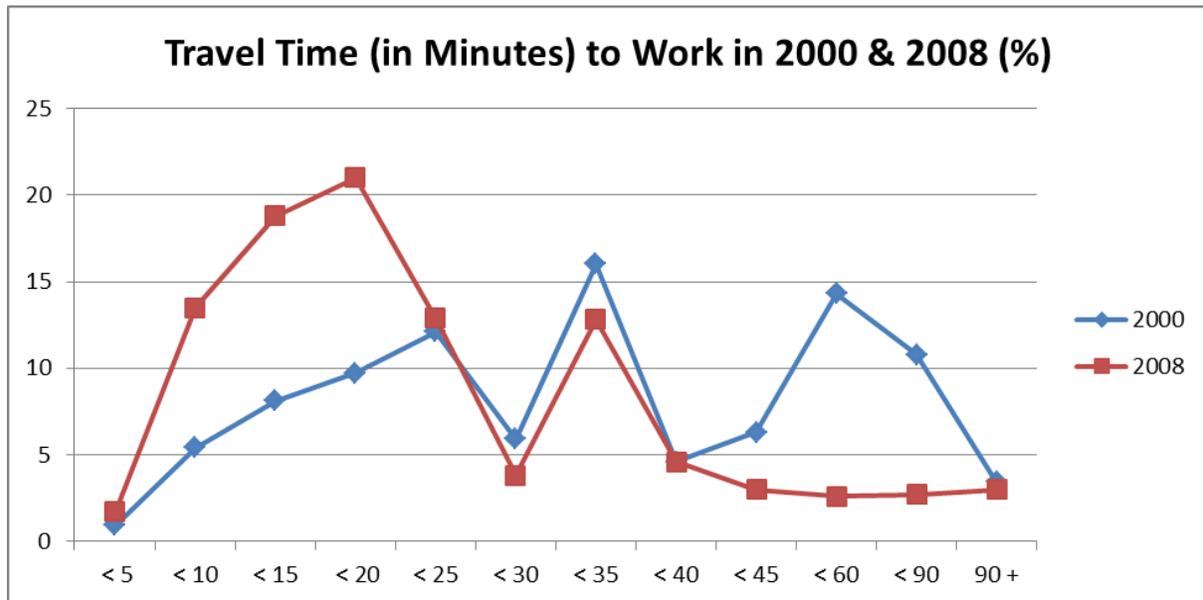
Following and concurrently with the capital investment to upgrade the infrastructure within the CRA boundary, a business development model will be implemented to retain existing businesses within the corridor, as well as attract new employment generators. The ultimate focus is on job creation with the intent that the area will become a major employment center with southwestern Volusia County that benefits the entire region.

The need for this employment center has been established and it is evident that many Deltona residents, both in and out of the proposed CRA boundary, leave the City for employment elsewhere. The social and economic impact that this has on a community is negative. Businesses struggle to remain open during a typical week, fewer services are provided to a limited market, and the community fabric becomes disjointed. This pattern is typical for suburban bedroom communities located near major employment centers and urban nodes. However, the urban spatial model is being redefined due to many factors, some include the following:

1. Interest in providing a higher quality of life for the residents of Deltona and Volusia County;
2. Higher fuel prices impacting the ability to affordably commute--transportation costs exceeding income potential;
3. Continued lack of mass transit from suburban areas to offset increased transportation costs;
4. Lack of employment opportunities as corporations/businesses downsize, thus forcing former employees to start their own businesses (many home occupancy based);
5. A reversion to more compact urban nodes where people took shorter daily trips and land uses were more compact located within a tight radius--the pre WWII model reminiscent of current patterns in Europe;
6. The advent of wireless communication, which has allowed businesses to be located within suburbia, such as Deltona, without having to occupy "brick and mortar" space within a large urban area;

7. The desire of the community to return to a family-based mode, where one parent earns a full-time income and the other provides child care during the day. This is evidenced by more home schooling of children; and
8. The need for a committed employment center north of the St. Johns River situated within southwestern Volusia County that is not located in Daytona Beach or the east coast of the County.

The above listed factors all drive the need for the City to complete a CRA in a timely manner for the continued viability and function of the southwest portion of the City. As many major metropolitan cities in America contract because fewer public capital funds are available to facilitate sprawling development patterns, it becomes more incumbent upon outlier cities, such as Deltona, to become more sustainable and provide a balanced land use structure for its residents. This is the equilibrium of the urban spatial model. Basically, rising fuel prices, increased unemployment, and a contracting global economic market make cities think in terms of providing a concentrated urban node that serves itself and the region. The graph below shows the change in travel time for Deltona commuters to work from 2000 to 2008.



Source: www.city-data.com/city/Deltona-Florida.html

The establishment of the CRA will reverse the trend of employees, businesses, and jobs from leaving the area and relocating within Central Florida or points elsewhere. Thus, with the declarations and process established, the City shall provide a detailed physical inventory of the corridor to understand whether the preponderance of blight exists.

PHYSICAL ENVIRONMENT INVENTORY

Historical Perspective and Integrity of the Study Area

Before development in a natural context, the area that comprises the current City of Deltona could be described as an area of Florida scrub land interspersed with a system of shallow lakes. In the early 1960's, contemporaneously with other massive development proposals located in Florida and other Sunbelt areas, the Deltona area was identified as a potential site suitable to support a large retirement community. The fact that a new major transportation corridor, I-4, which opened circa 1962, provided convenient access and further enhanced the appeal of the Deltona area to support a large residential development. The developers, known as the Mackle Brothers, started work in Deltona in the early 1960's and filed the first plats of what would be known as the Deltona Lakes Subdivision in 1962. Deltona was envisioned as a retirement community featuring a Florida lifestyle replete with affordable residential lots and dwelling units. The lots, as platted, were accessed by a system of curvilinear streets linking to longer arterials that provided access to other phases as development progressed. However, the arterials were mostly two-lane streets that were often times sinuous in design. The winding streets were intended to slow traffic and enhance the suburban character of the community, but as the community grew, the street design compromised mobility and facilitated a dysfunctional roadway hierarchical network.

Most of the lots within the Deltona Lakes plats were approximately 10,000 square feet in size and Volusia County had a major role in governing the unincorporated area. There were areas of some plats that were reserved for commercial and institutional uses. These areas were located in nodes associated with transportation arterials that could accommodate them. However, the platted non-residential nodes were also comprised of smaller lots that facilitated low intensity, neighborhood-oriented commercial uses. This low intensity, neighborhood commercial allocation represented an expectation that the retirement residents would be served by smaller-scale local commercial uses and would further promote the residential character of the community.

The vision of the Deltona community evolved over the years. In the late 1960's/early 1970's, Volusia County adopted the Deltona Lakes Community Development Plan (DLCDDP) that was implemented by a Planned Unit Development (PUD) zoning tool. In 1974, Volusia County recognized the urban nature of the Deltona community and established a Municipal Service District (MSD). The MSD was intended to help provide an urban level of service to the Deltona area. The County governed the Deltona community and approved the majority of land uses within the proposed CRA area from the early 1960's through the City's incorporation in 1995.

The idea of incorporating the community of Deltona dates back to the late 1960's during the formative years of the master development. The goals of incorporation were to provide a greater level of service for residents and to establish a distinct urban identity, as the concept began in the County and as land uses were being approved in the County for an urban community. The first referendum for incorporation occurred in 1987, due to the growing

support for the community to become its own city. While the referendum ultimately failed, the idea of incorporation continued to gain support from area residents. A second incorporation referendum was introduced in 1990 and failed, as well. However, both referendums were defeated by a small margin, with approximately 54% opposed overall. Notwithstanding the two attempts, a third incorporation referendum occurred on September 5, 1995 and was successful. Thus, on December 31, 1995, Deltona officially became an incorporated city, building off of the urban land use patterns established within Volusia County.

During the 1960's and 1970's, Deltona grew as an unincorporated entity and the retirement orientation of the community dominated the demographic makeup of the City. In 1970, the U.S. Census recorded roughly 4,000 residents with a median age of 62 years. In the late 1970's, the demographic character of Deltona changed. An original mission of the Mackle Brothers, affordability, not only appealed to retirement buyers, but also attracted younger working families and the off-spring of retirees looking to relocate to be closer to their aging parents. The fact that Deltona also featured interstate access and was within commuting distance to the greater Orlando area enhanced the appeal of Deltona to working families. The result of the infusion of both retirement buyers and working families was meteoric growth, starting in the 1980s.

In 1990, the Deltona area had a population of over 50,000 with an average age of 35 years. The sharp upward trending growth continued into the 2000's, fueled in part by the Florida real estate boom, and resulted in a growth rate between the year 2000 and 2010 of 22.5%. The population of Deltona is now 85,281, which not only makes it the largest city in Volusia County, but the second largest city in the Central Florida region (second only to the City of Orlando).

The majority of the City is served by a central water system and on-site septic tanks. Approximately 6,000 homes and businesses are served by central sanitary sewer. Originally, a private company, Florida Water, provided the majority of the City with central water and was responsible for the limited central sewer system. However, in 2003, the City bought the water and sewer system from Florida Water and now operates the water and sewer system that serves the majority of the City. A portion of the City, located in the northwestern section of Deltona outside of the proposed CRA, is provided water and sewer service by Volusia County. The County's Deltona North Water and Sewer Service Area include about 1,800 units within the City.

The proposed CRA is comprised of approximately 256 acres and is located in the southwestern section of the City. The proposed CRA extends south from the Saxon Blvd. corridor, following properties abutting Normandy Blvd., to the intersection of Deltona Blvd. and Normandy Blvd. The proposed CRA extends down the Deltona Blvd. right-of-way and expands to include lands associated with a shopping center referred to as the Deltona Plaza. The considered CRA then extends south along the Deltona Blvd. corridor and broadens to include commercial development, and residential (both single family and multi-family uses)

that are in the vicinity of Deltona Blvd. The CRA area terminates at DeBary Ave., and includes areas associated with the DeBary Ave. /I-4 interchange.

The majority of the considered CRA is developed. There are approximately 37.7 acres that can be either described as wetlands, open water, or areas with severe slopes. The wetlands are mostly herbaceous or scrub/shrub and represent land that is developmentally constrained because of hydric soils, severe slopes, 100-year floodplain characteristics, regulatory challenges or a combination of all of the aforementioned factors. One open water feature is a manmade lake that was excavated for fill from a former wetland area during a time when wetland protection regulation was not well developed. In addition, the open water feature also serves as a stormwater management system. The other open water area is submerged land associated with Trout Lake situated near the I-4/Saxon Blvd. interchange. Natural upland areas of the proposed CRA accounts for about nine (9) acres and the majority of these areas are vegetated with a mixture of xeric vegetation indigenous to Central Florida established on sandy, well drained soils.

The undeveloped land being located in a developed area is fragmented from other natural landscapes. Therefore, the natural areas of the proposed CRA do not represent significant wildlife habitat. However, there is a possibility that upland portions could support gopher tortoises. If tortoises do exist within the proposed CRA, the population would be scattered and not be of significant constraint on the development of the vacant land. If tortoises are discovered as part of a City required survey, tortoises will be managed appropriately through the State permitting process. The Florida scrub jay is a listed species that can be a common occurrence within the City. Based on the urban developed nature of the proposed CRA and the lack of suitable habitat, the natural portions of the CRA likely do not support scrub jays.

The considered CRA is anchored on the north and the south by two I-4 interchanges with Saxon Bv. to the north and DeBary Ave. to the south. The two interchange areas of the CRA are connected by the Deltona Blvd. and Normandy Blvd. corridors. Originally, before the Saxon/I-4 interchange was built, the Deltona Blvd. corridor represented a main access to the City. Portions of Deltona Blvd. were developed with commercial uses, but in most cases the commercial development was limited because of land subdivision patterns and one-store deep strip commercial development pattern. The commercial development along Deltona Blvd. was very viable until the Saxon/I-4 interchange was constructed and the traffic patterns shifted their orientation towards I-4.

Currently, the business district along the Deltona Blvd. corridor is struggling. Vacant and underutilized commercial space is common along Deltona Blvd. A vacant Winn-Dixie that is located in a 1970's vintage shopping center (Deltona Plaza) is an example of the disinvestment and underutilization of commercial space along the Deltona Blvd. corridor. The shopping center is an obsolete commercial development that featured a central anchor tenant space and smaller leasable spaces radiating from the anchor tenant space, front facing parking, and a lack of or insufficient landscaping, architectural treatments, and site lighting. Commercial development along Deltona Blvd. located elsewhere in the proposed CRA, while

not being at a scale of the subject Winn-Dixie shopping center, is also characterized by front facing parking, little or no landscaping or other aesthetic deficiencies.

Other CRA frontage along the Deltona Blvd. corridor is comprised of single family dwellings situated on individual lots. Most of the homes were built as part of the initial development of Deltona and are more than 30 years old. The houses abut a busy four-lane road and each house has an individual driveway access to Deltona Blvd. The result is numerous turning maneuvers and hazardous traffic conditions. While converting the homes to commercial uses may seem like a logical land use transition, the conversion of individual homes to facilitate modern commercial development formats is questionably feasible. In reality, to comply with current building and the Land Development Code, a minimum of two lots would be needed to develop even a very modest commercial use and homes would need to be razed. Utilizing residential structures for commercial use is difficult in light of building code requirements. Ideally, to account for parking, stormwater management, landscaping, etc., a developer would need to aggregate at least four (4) contiguous lots. However, there needs to be a willingness by the private sector to engage in property aggregation. Such aggregation activities are complicated by fragmented ownership patterns and the desires/expectations of individual property owners.

The problem of residential flanking major roads within the CRA is not confined to the Deltona Blvd. area. The majority of the Saxon and Normandy corridors are abutted by single family dwellings established on individual lots. However, there has been a precedence established along the Saxon Blvd. corridor for the combination of individually owned lots to facilitate commercial development. An example is a stand-alone drug store located at the northwest corner of the intersection of Saxon Blvd. and Normandy Blvd. To encourage further commercial investment along the Saxon Blvd. corridor, an area of residential lots and dwelling units located approximately between Normandy Blvd. and Finland Dr. was administratively rezoned to commercial classifications that granted retail, service, and office type of entitlements. The expectation was that commercial development would extend from an established strip commercial center and shopping center development located between Finland Dr. and the Saxon/I-4 interchange.

Recently, there has been interest expressed by an owner regarding the development of residentially zoned land located on the southeast side of the Saxon Blvd. /Normandy Blvd. intersection. While the eastern section of the Saxon Blvd. /Normandy Blvd. intersection area had not been contemplated for commercial use, it does represent a logical extension of commercial entitlement.

Notwithstanding the high traffic volumes associated with a four lane Saxon Blvd., commercial zoning entitlements and the proximity of the proposed CRA to the I-4/Saxon Blvd., commercial development along the Saxon Blvd. corridor within the CRA, outside of the drugstore, has not come to any significant fruition. The aforementioned propitious factors have been negated by a key missing element of central sewer. The lack of a well-developed central sewer system to serve the portion of the CRA near the Saxon Blvd. /Normandy Blvd.

intersection has led to unwillingness, on any great scale, of the private sector to undertake the aggregation of lots and the conversion of residential uses into commercial developments. Basically, no central sewer service translates to a situation where more land needs to be provided to accommodate a commercial development served by a septic tank and related drain field. The challenges with land aggregation have been discussed elsewhere in this report. In addition, some high generators of wastewater flow may not be able to secure a permit to operate with a septic system, thus limiting commercial options for the area.

The portion of the proposed CRA extending along Normandy Blvd., a major north/south City thoroughfare, is intended to facilitate contiguity between the Saxon and Deltona nodes of the considered CRA. There is recognition that enhanced mobility will be needed to realize the full potential of the CRA. Therefore, the Normandy portion, which is now flanked by numerous single family dwellings with individual driveway cuts that access directly onto Normandy Blvd., would be proposed for improvement to accommodate extra lane capacity, realignment of sharp curves and utility installation.

Disinvestment, under-utilization, and a residential platting legacy do not lend a great deal of integrity regarding the future economic viability of the proposed CRA. However, there are certain existing and future factors that indicate that the proposed CRA is a worthwhile investment. Those factors are as follows:

1. A large and well established market radius;
2. The importance of the Normandy Blvd. and Deltona Blvd. corridors located within the considered CRA as a parallel facility to the congested Interstate 4;
3. The benefits of limiting vehicle miles travelled;
4. The expansion of the City central utilities; and
5. Efficient use of existing urban areas.

Transportation, Road, and Traffic Conditions within the Study Area

The proposed CRA is served by five (5) major City thoroughfares: Deltona Blvd., Normandy Blvd., Saxon Blvd., DeBary Ave., and Enterprise Rd. According to the City Comprehensive Plan, a level of service (LOS) threshold of “E” has been established for the subject thoroughfares. However, the City may allow backlogged roads to be degraded up to 20% from the adopted level of service.

Level of service for roadway facilities is expressed utilizing a gradation scale (see the attached *Exhibit A, Existing Roadways Levels of Service*). The scale rates roadway LOS with letter grades ranging from “A” to “F.” A LOS of “A” represents very minimal traffic with no delays and no impediments to maintaining the speed limit. A good example of an LOS “A” road would be a country road where there is minimal traffic. Subsequent LOS thresholds represent more traffic, eventual delays and reduced mobility. LOS “F” (otherwise known as failing) indicates that at certain times a road, segment may be congested causing delays. LOS “E” is thought to represent the maximum amount of traffic that a road can carry yet still provide an acceptable level of mobility. The application of LOS thresholds is somewhat

subjective predicated on roadway design, the regional roadway network, adjacent land uses, development context, a local preference for mobility, etc. For example, an LOS of “F” is very different in Manhattan compared to a LOS of “F” in Deltona and indicates that a failing road segment may be able to accommodate more traffic before the segment is gridlocked. Therefore, simply because a roadway segment is operating at a LOS “F” does not mean that the roadway segment cannot support more traffic; the LOS “F” designation should not be the sole determining factor regarding the approval of development along a failing segment.

Deltona Blvd. is a City thoroughfare from Enterprise Rd. to DeBary Ave. and is a two-lane facility. Deltona Blvd. is a four-lane road between Enterprise Rd. and Normandy Blvd. The latest traffic counts and LOS analysis available are from 2008. The 2008 traffic counts were performed by the City of Deltona and are considered to be best available data. However, the 2008 Deltona traffic counts tend to be high. Comparing 2008 City traffic counts to 2011 Volusia County traffic counts, where both entities performed counts on the same road segment, revealed that traffic levels are lower in 2011. A reason for the traffic volume differences is that the 2008 counts represent a traffic condition before the economic recession started to intensify. Basically, traffic volumes have trended downward throughout the City (and County) since the recession. The operating condition of Deltona Blvd., depending on segment, ranges between levels of service “C” to “F.” The segments and corresponding levels of service are as follows:

1. Deltona Blvd. – Normandy Blvd. to Gaynor Ct. – LOS D
2. Deltona Blvd. – Gaynor Ct. to Abbeyville St. – LOS D
3. Deltona Blvd. – Abbeyville St. to Balsam St. – LOS C
4. Deltona Blvd. – Balsam St. to Enterprise Rd. – LOS D
5. Deltona Blvd. – Enterprise Rd. to Hummingbird St. – LOS F
6. Deltona Blvd. – Hummingbird St. to DeBary Ave. – LOS F

The LOS “F” rating associated with the two segments of Deltona Blvd. corresponds to the two-lane portion of the road. The levels of service “F” segments are operating at 117% (Enterprise to Hummingbird) and 108% (Hummingbird to DeBary) beyond the LOS “E” capacity.

As has been stated, the lack of capacity on the above mentioned two segments of Deltona Blvd. is predicated on 2008 traffic counts. In the interim, the County constructed a new segment of DeBary Ave. (located out of the proposed CRA) that bypassed substandard two-lane local facilities to provide direct access to Providence Blvd. The installation of the new segment of DeBary Ave. in 2010 has lessened traffic on the two failing segments of Deltona Blvd. However, traffic reduction is based on observations and has not been quantified by up-to-date traffic counts. Also, while traffic on the subject two sections of Deltona Blvd. may have been mitigated by transportation improvements in the area, traffic congestion on those sections will probably become incipient in the future during the lifecycle of the proposed CRA.

The improvement of the failing segments of Deltona Blvd. has been investigated by the City. In order to add lane capacity to four (4) lanes, the cost would be about \$11 million. There is anticipation that the improvement of the two-lane portion of Deltona Blvd. could be financed through the CRA. The benefits of such an improvement would include: better mobility; enhancement of the capacity of Deltona Blvd. to serve as a parallel facility to I-4; a change of public perception that the subject segment of Deltona Blvd. is congested and to be avoided; and the promotion of access management through median controls.

Normandy Blvd. is also a City thoroughfare. Normandy Blvd., within the proposed CRA, is a two-lane facility. The Normandy segment within the CRA was designed and constructed with an “S” curve located just south of the Normandy/Saxon intersection. Like Deltona Blvd., 2008 City traffic counts will be utilized to analyze the LOS condition of Normandy Blvd. Normandy Blvd., within the considered CRA, is operating at either a LOS “C” or “D.” There are three segments of Normandy Blvd. analyzed as part of the 2008 counts within the proposed CRA:

1. Normandy Blvd. – Power line to Saxon Blvd. – LOS C
2. Normandy Blvd. – Saxon Blvd. to Merrimac St. – LOS D
3. Normandy Blvd. – Merrimac St. to Deltona Blvd. – LOS D

Currently, there is traffic capacity available on Normandy Blvd. within the CRA. However, as development intensifies along the Saxon and Deltona corridors, more traffic will utilize the subject Normandy segments. In addition, as with Deltona Blvd., Normandy Blvd. currently serves as a parallel facility to I-4; and the importance of the parallel facility benefits will become more apparent as I-4 becomes more congested.

Therefore, the improvement of Normandy Blvd., including a four-lane expansion from Saxon Blvd. to Deltona Blvd. and changing the geometry of the road would be a worthwhile community investment that could be funded through the CRA. The cost of the Normandy Blvd. roadway improvements is about \$6 million. While there is limited land use opportunity within the considered CRA along the Normandy corridor, Normandy Blvd. is critical to connecting the Deltona Blvd. and Saxon Blvd. areas; thus, promoting greater connectivity and market synergy.

The Saxon Blvd. segments located west of Normandy Blvd. within the proposed CRA are significantly congested. Saxon Blvd. is a main artery into the City and does support various commercial uses. Saxon Blvd. is a four-lane County road, but there are limited median controls. The County has up-to-date traffic counts on the road. Therefore, for the purpose of this analysis, County 2011 traffic counts will be used. The LOS associated with the segments of Saxon within the proposed CRA is as follows:

1. Saxon Blvd. – I-4 to Finland Dr. – LOS F
2. Saxon Blvd. – Finland Dr. to Normandy Blvd. – LOS F
3. Saxon Blvd. – Normandy Blvd. to Tivoli Dr. – LOS B

The two segments of Saxon that are operating at a LOS “F” are operating at 130% (I-4 to Finland Dr.) and 114% (Finland Dr. to Normandy Blvd.) of capacity.

As has been stated, Saxon Blvd. is already a four-lane facility. Therefore, expanding the road, at least in the foreseeable future, may not be viable. However, there are certain improvements such as median controls, access management, and intersection modifications that would make traffic flow safer and more consistent. The fact that the segment of Saxon Blvd., located east of the Saxon/Normandy intersection, is operating at a high level of service (“B”) indicates that traffic is dispersing relatively rapidly through a network of intersecting streets including Finland Dr. and Normandy Blvd. Therefore, median control and intersection improvements could yield significant dividends with regard to the management of traffic along the congested sections of Saxon Blvd. Another method of which to help manage traffic along Saxon west of the Saxon/Normandy intersection would be to three-lane Apache Circle. Apache Circle extends from Saxon Blvd. to the north and then swings east paralleling Saxon Blvd. until intersecting with Normandy Blvd. An improved Apache Circle would serve not only as a parallel facility to Saxon Blvd., but would also provide alternative, off Saxon Blvd. access for non-residential development envisioned for the area. The cost of improving Apache Cir. is estimated at \$825,000.

DeBary Ave. is located along the southern terminus of the considered CRA. DeBary Ave. is a County road and is a four-lane facility. DeBary Ave. provides east/west access to the proposed CRA from I-4 and the City of DeBary located west of I-4. According to 2011 County traffic counts, the subject LOS thresholds are applicable:

1. DeBary Ave. – I-4 to Deltona Blvd. – LOS E
2. DeBary Ave. – Deltona Blvd. to Enterprise St. – LOS B

Currently there is ample capacity on DeBary Ave. to support the proposed CRA. However, as activity occurs near the I-4/DeBary Ave. interchange, DeBary Ave. may need to be improved to effectively manage traffic and protect interchange functions.

Enterprise Rd. is another County road located within the proposed CRA. Enterprise Rd. extends from the Orange City area and extends over I-4 before intersecting with Deltona Blvd. Enterprise Rd. continues to the southeast and terminates within the unincorporated community of Enterprise. Enterprise Rd. consists of four lanes and narrows to two lanes after the intersection of Enterprise Rd. and Deltona Blvd. There are two segments associated with Enterprise Rd. that traverse the considered CRA. The following LOS information for those segments is from the County 2011 traffic counts:

1. Enterprise Rd. – Highbanks Rd. to DeBary Ave. – LOS B
2. Enterprise Rd. – DeBary Ave. to Main St. – LOS B

Enterprise Rd. has ample traffic capacity to support the proposed CRA and provides direct access to the Orange City area.

Intersection improvements will also be needed to fully maximize roadway capacity; most notably the Deltona Blvd. /Normandy Blvd. intersection and the Saxon Blvd. /Normandy Blvd. intersection. In addition, but not as exigent as the aforementioned intersections, the intersection of Enterprise Rd. and Deltona Blvd. will need some improvements.

Deltona Blvd. terminates into Normandy Blvd. at a signalized tri-section. There have been several ideas, including major roadway realignments, a roundabout, and an urban interchange, discussed to better manage traffic flow. Some of those ideas and related designs are illustrated as part of the next three graphics. However, probably the most cost feasible method to improve the Deltona Blvd. /Normandy Blvd. intersection would be to improve right turn and deceleration lanes, on to and off of Normandy, with more storage to ensure that through-traffic is not impeded. While the right turn lane improvement construction cost will be less than a roundabout or urban interchange, the costs have not yet been quantified.



Roudabout Intersection.



Three-way Intersection Realignment.



Four-way Intersection Realignment.

The Saxon Blvd. /Normandy Blvd. intersection is a major signalized facility featuring various turning movements. To ensure safe and efficient traffic flow, right turn lanes should be installed and storage for all turning activities should be increased. As with the suggested improvements at the Deltona Blvd. /Normandy Blvd. intersection, improvement costs to the Saxon Blvd. /Normandy Blvd. intersection have not been estimated. Similar right turn lane treatments for the Enterprise Rd. /Deltona Blvd. intersection would improve traffic flow. Finally, signalization synchronization within the CRA, via fiber optic inner-connect or other connection method would be appropriate to managing traffic flow.

Mass transit/bus service within the proposed CRA is provided by the VOTRAN. Currently, there are three (3) routes that connect the considered CRA with other points of interest in Deltona and other areas of West Volusia County. Transit within the Saxon corridor is provided by Route 23. Route 23 connects portions of Deltona, DeBary and Orange City utilizing Saxon Blvd. as a hub for service. VOTRAN Routes 21 and 22 serve many points of interest within the City of Deltona. Routes 21 and 22 also extend into Orange City along Enterprise Rd. The headway for Route 23 is about one hour. The headways for Routes 21 and 22 are about two hours. Specific to the proposed CRA, the only areas that have direct VOTRAN service are Saxon Blvd. and the segment of Deltona Blvd. between Enterprise Rd. and Normandy Blvd. Therefore, transit service will need to be expanded to, at minimum, serve the entire Deltona Blvd. area, and establish a direct connection with the Saxon and Deltona corridors via Normandy Blvd. In addition, the City will need to work with VOTRAN to establish a transit-oriented connection with the commuter rail station planned for DeBary. Also, as ridership increases as a result of redevelopment activity, the headway times will need to be reduced to provide more convenient access to transit.

There are three (3) park and ride facilities within the immediate vicinity of the proposed CRA area. One facility is located at the northwest quadrant of Interstate 4 and Saxon Blvd. and is used as a regionally serving facility. The proposed CRA along Saxon Blvd. would be served by this multi-modal station. A second facility is located at the southeast quadrant of the Interstate 4 and DeBary Avenue interchange within the City of DeBary. This facility would serve the proposed CRA along the southern extremity and is within close proximity to the proposed Ft. Florida *SunRail* station to be located within the City of DeBary to the west. Finally, the Florida Department of Transportation opened a Rethink Commute Lot within the Deltona Plaza parking lot that is within the proposed center of the CRA. This lot would service the middle section of the proposed CRA and could be expanded from the limited spaces provided today to accommodate increased ridership due to demand.

The CRA is envisioned to become a very strategic asset with regard to providing access for City residents to the Central Florida commuter rail system. Commuter rail has been discussed in the Central Florida area for many years and has now been approved, funded, and will become a reality. The commuter rail system known as *SunRail*, will utilize the existing CSX rail line that extends through the greater Orlando area. The nearest *SunRail* station to the City of Deltona will be in neighboring DeBary. The DeBary station is projected to open in 2014. As has been discussed, a good portion of the working citizens of Deltona commute to the

greater Orlando area. *SunRail* could provide a viable commuting alternative for citizens that now use I-4, but access to the *SunRail* station needs to be convenient. The most direct roadway, DeBary Dr. /Dirksen Dr. leading to the station, is not currently suitable to carry significant volumes of traffic that could be generated by the station. Therefore, there needs to be a well-developed shuttle/transit service (i.e. a circulator) from Deltona to the *SunRail* station. To efficiently provide transit from Deltona to the station, a park and ride facility will probably be needed. A suitable location for such a facility would be somewhere within the proposed CRA and such a facility could be funded as part of the CRA.

Traffic congestion within the City will become greater as the City grows and becomes more mature featuring a more balanced land use structure. As a method to manage traffic, a reliance on the addition of lane miles is not sustainable. The City does not have the room or resources to feasibly expand major thoroughfares beyond four lanes. Other methods of traffic management include intersection improvements, signalization timing, further development of transit options, and access controls/management for developments. City land development techniques, such as access management, cross-access requirements, and the appropriate allocation of land use entitlements, will continue to be used to protect roadway capacity/function.

Stormwater, Wastewater, Potable Water, & Other Capital Public Expenditures

The CRA was platted and mostly developed before there were contemporary stormwater management requirements. Stormwater was planned by the developers to be managed by a series of swales, culverts, and ditches that usually drained into local lakes, wetlands, or severely sloped and depressional areas. However, some of the newer projects and public improvements did include some type of stormwater management system; both on-site and/or off-site.

From a private development standpoint, modern requirements to afford stormwater management can consume a large amount of valuable land that could be devoted to building square footage, parking, etc., or results in the need to construct expensive vault retention systems. Therefore, the development of smaller parcels of land can be unfeasible in light of stormwater management requirements, and the feasibility can be called further into question if such constrained parcels are situated in areas that do not exhibit healthy economic characteristics.

To address the issue of deficient stormwater infrastructure there have been cost estimates derived for stormwater management that would be needed to facilitate roadway improvements. These stormwater systems could be incorporated into a larger master stormwater plan that would help promote development in the proposed CRA and correct existing stormwater management problems throughout the drainage basins. A master stormwater plan should be formulated as part of a CRA to determine the need and scope of a master stormwater system.

The City is not well served by central sewer. However, there are portions of the proposed CRA that are served by central sewer. These areas include the southern tier of the CRA extending from DeBary Ave. to Enterprise Road (see the attached *Exhibit B, Existing Water and Sewer Infrastructure*). Progressing to the north along the Deltona Blvd. corridor land around Deltona Plaza; including residential areas across Deltona Blvd. from the shopping plaza have sewer service. The area around the Deltona Blvd. and Normandy Blvd. intersection has sewer service and the area surrounding Normandy Blvd. extending to the north to the Normandy Blvd. /Antilles Terrace intersection includes sanitary sewer lines.

There is a Publix shopping center located in the proposed CRA situated at the southeastern corner of the I-4 and Saxon interchange that is served by central sewer. Sewer service was provided to that shopping center by a force main that was installed along various local road rights-of-way located south of the shopping center. The Publix shopping center is the only use along the Saxon right-of-way within the CRA that is served by central sewer. The lack of central sewer for a corridor of such significant economic import to the City is profound and has impacted the growth potential of the Saxon corridor including the Saxon Blvd. /Normandy Blvd. intersection.

To realize full economic potential of the proposed CRA, central utilities, including sewer, are needed. Without sewer the only alternatives are individual septic tanks or an on-site package plant. Both are expensive to construct and maintain, involve the consumption of valuable land, and may not conform to future CRA requirements. Without the key element of central sewer, private developers will be severely discouraged from undertaking the resource consuming process of negotiating and buying property to amass enough land to support a viable commercial use. Sewer improvements are expensive. For example, to fully serve the Deltona Blvd. portion of the CRA, the cost to install sewer infrastructure, including reuse lines is about \$1.4 million. To serve the Saxon area with sewer, including reuse water, the costs are also estimated to be about \$1.4 million. The proposed CRA is viewed as a tool critical to funding the extension of sewer services.

The entire proposed CRA area is served by central water provided by City of Deltona utilities. However, notwithstanding ample central water coverage, certain lines will need to be up-sized to provide adequate water pressure, flow, and flow duration. These requirements are needed to support firefighting activities. The estimated cost for waterline upgrades is about \$1 million. Again, the CRA would be an appropriate method to fund central water improvement investments. The location of existing City water and sewer infrastructure, including general specifications is illustrated on the following map.

Existing Land Use

For the purpose of land use analysis, this section will include a discussion about existing and future land uses. The methodology behind land use trends, both existing and future will be described in detail.

The proposed CRA is approximately 256 acres (see the attached *Exhibit C, Existing Land Use Map of Proposed CRA Area*). However, over ± 28.3 acres of the CRA can be described as public rights-of-way; other public infrastructure including lift stations, stormwater management, power line easement etc. and ± 34 acres are comprised of wetlands and open water. The remaining land uses include commercial, residential and institutional uses. To help determine the existing land uses within the considered CRA, the City relied on property class (PC) codes utilized by the County Property Appraiser. PC codes are used as a tool to determine land use types for the purpose of tax assessment. While the PC codes represent a good baseline, there is some interpretive license employed, predicated on field conditions, local knowledge and other information, to formulate existing land use data. For example, an area located along Saxon Blvd. and Apache Circle is classed by the Property Appraiser as commercial land. Based on field information and local knowledge, the Saxon Blvd. /Apache Circle area is mostly used for residential. Therefore, there was a determination made that the Saxon Blvd. /Apache Circle area should mostly be considered residential. The PC code data, along with authentication efforts, resulted in six (6) land use types being formulated to describe the existing land use structure within the proposed CRA. The existing land uses, acreage and the number of parcels are listed below:

1. Existing Commercial, 76 parcels, ± 61.3 acres
2. Vacant Commercial, 38 parcels, ± 29.7 acres
3. Single Family Residential, 265 parcels, ± 68.2 acres
4. Vacant Single Family Residential, 14 parcels, ± 3.9 acres
5. Multi-Family Units, 125 Units, ± 24.7 acres
6. Vacant Multi-Family, 5 parcels, ± 2.5 acres
7. Institutional Uses, 2 uses, ± 3.2 acres

Existing commercial uses account for over 60 acres and include retail, office and service. The existing commercial uses include two anchor tenant designed shopping centers. One shopping center is located on Saxon Blvd. and includes a Publix supermarket as an anchor tenant. There are several outparcels that abut Saxon Blvd. Other uses associated with the shopping center include fast food, an internet café, etc. There is one vacant use in the Saxon shopping center. The vacant use is a former video rental establishment.

The other shopping center, known as Deltona Plaza, is located along the Deltona Blvd. corridor. Deltona Plaza is a large concrete block building that was constructed in the 1970's. Deltona Plaza is rife with vacancies including the large anchor tenant space once occupied by a Winn-Dixie grocery store. Uses within the Deltona Plaza include a bar, restaurants, some minor retail specialty shops and limited office. Strip commercial development formats are common within the considered CRA. There is a strip center located along the north side of Saxon Blvd. near the I-4/Saxon interchange. A stand-alone drugstore is located at the northwestern quadrant of the intersection of Normandy Blvd. and Saxon Blvd.

There are also numerous strip centers located along the Deltona Blvd. corridor mostly concentrated south of the Enterprise Rd. /Deltona Blvd. intersection. The strip centers are

typically one story buildings with front facing parking. Most of the uses contained within the strip centers are service oriented or specialty retail. Based on a review of the strip centers, most seem to be well occupied. The low vacancy rates within the strip centers indicate that there is some viability with regard to commercial buildings featuring small gross leasable area space. There are some office buildings within the proposed CRA.



Vacant Winn-Dixie at Deltona Plaza



Vacant bank/office building, Deltona Blvd.

The office buildings are either stand-alone, single buildings, former residential model units, or are comprised of small office complexes. Some office buildings are occupied by real estate service uses, medical uses and other entities and office vacancies are common. This situation seems to be most acute in buildings that were designed specifically to support offices with higher rental rates than former homes with lower rental rates. The noticeable existence of vacant office space suggests that the proposed CRA may be more viable for more retail and service oriented uses.

A large hotel is located along the Deltona Blvd. corridor near the DeBary Ave. /I-4 interchange. The hotel has been a longstanding use in the area and dates back to 1965. The hotel has 135 rooms and mostly serves the travelling public. However, like many long-established existing uses along the Deltona Blvd. corridor over the decades, the hotel was foreclosed upon last year and is in bank receivership. It also represents an older hotel prototype that is outdated for today's traveling market; exterior access rooms that are considered less safe for travelers and typically command less rates per night. Thus, there are fewer hotel flags interested in taking over hotelier operations at this location, despite its proximity to an I-4 interchange.

Vacant commercial accounts for roughly less than 30 acres of land and includes 38 individual parcels. The vacant commercial is located along the Deltona Blvd. corridor and a portion of the vacant commercial is comprised of relatively larger lots. For example, there is a commercial subdivision, Stratford Commons, featuring several lots located north of, and behind, Deltona Plaza. The lots range in size from about 0.5 acres to over nine (9) acres. The Stratford Commons subdivision is accessed by a cul-de-sac and has very limited frontage on Deltona Blvd. In fact the largest lot, nine (9) acres, is located behind the Deltona Plaza and has limited access and even less visibility. In addition, the nine (9) acre parcel is linear in nature and consequently would require internal access and other improvements needed to develop the site. Therefore, the largest Stratford Commons lot would not be suitable for retail and some service commercial uses that rely on visibility, but may support an office complex or a group care facility or similar institutional type of use.

Other vacant commercial areas are located further south down the Deltona Blvd. corridor. The vacant commercial lots tend to be small, and in some cases, do not conform to zoning dimensional requirements. In addition, the small size of the parcels cast doubt on the ability of an individual parcel being feasibly developed, and indicates that there will need to be property aggregation to facilitate development of these smaller lots. There are few larger vacant commercial lots located along Deltona Blvd. These lots are a little less than an acre, and are ideal sites for infill commercial development. Finally, in the southern portion of the considered CRA, there are some vacant commercial lots that are located along Welcome Center Dr. Welcome Center Dr. extends from DeBary Ave. to Deltona Blvd. There are four (4) vacant lots that abut Welcome Center Dr. These lots range in size from one to two acres. The lots are located in a prime, high traffic area near a major interstate interchange. However,

visibility from the interstate is limited and the physical character of the lots is somewhat problematic. The lots, while probably not exhibiting jurisdictional wetland characteristics, are low and would require site work, including fill, to elevate the lots above the adjacent road grade and be suitable to accommodate development.

Approximately 68 acres of the proposed CRA is comprised of single family, detached dwelling units. The dwelling units are situated on lots that are about 10,000 square feet in size that were platted as part of the Deltona Lakes Subdivision. When the boundary for the CRA was derived, there was an attempt to minimize the inclusion of single family units. However, in a community that is dominated by single family dwellings, it is not practical to exclude all single family areas. Certain areas that are now used primarily for single family dwellings are well suited for being included in a CRA because there is an expectation that the area will transition to more intensive uses (i.e. commercial) or the homes are located next to strategic road rights-of-way. There are 265 single family dwellings in the proposed CRA. Of those dwellings, 173 are homesteaded properties, which imply that there is a high percentage of absentee ownership in the proposed CRA.



Vacant single family residential dwelling

Vacant single family residential is a small component of the considered CRA and accounts for approximately four (4) acres. The vacant residential consists of 14 individual lots located near Saxon Blvd. The limited number of vacant single family lots is a result of this particular area of the City having a relatively long development history.

There is a section of the considered CRA that is developed with multi-family units. The almost 25-acre multi-family area is characterized by low-rise multi-family units that include

duplexes, triplexes, quad-plexes, and some small apartment complexes that feature a range of 6 to 20 units. The multi-family area is located on the east side of Deltona Blvd. and is accessed by a network of local streets. The majority of the area caters to a rental cliental, but some of the multi-family complexes located along the Belltower and Caribbean corridors are owner-occupied condominiums. The subject multi-family area is one of two areas within the City that is developed with multi-family uses. The majority of the multi-family area is developed. However, there are five (5) parcels that total about 2.5 acres that are vacant multi-family properties.



Multi-family residential property

There are three institutional uses within the considered CRA. Two of the institutional uses are child day care facilities and both uses are situated along Deltona Blvd. The remaining institutional use is a fraternal organization located off of Normandy Blvd. situated just north of the Normandy Blvd. /Saxon Blvd. intersection.

Future Land Use

The allocation of future land use entitlements within the City of Deltona is a function of the City Future Land Use Map and the City Comprehensive Plan. The City future land use designations are associated with density and, if applicable, intensity ranges. However, the density/intensity entitlements are implemented through City zoning requirements. As part of a discussion on future land uses, zoning will also be discussed. The future land use designations and respective acreages are as follows:

1. Commercial, ±168 acres
2. High Density Residential, ±17 acres

3. Low Density Residential, ±66 acres
4. Recreation, ±5 acres

The majority of the proposed CRA area is designated as Commercial on the Future Land Use Map (see the attached *Exhibit D, Future Land Use Map of Proposed CRA Area*). The Commercial category allows a wide range of retail and service uses including big box stores, office complexes and smaller strip centers and stand-alone businesses. In addition, the Commercial designation may allow more heavy commercial uses such as major repair facilities and storage uses if compatible with surrounding uses. A maximum floor area ratio (FAR) allowed in the Commercial designation is 0.55. There are several types of zoning classifications that are consistent with the Commercial category. Five commercial type zonings are applied within the CRA. The zoning classification acreage and descriptions are described as follows:

C-1 (Retail Commercial) The C-1 is less intense than the C-2 zoning and is geared more toward uses that support residential areas including grocery stores, laundromats, hardware stores, medical offices, etc. The C-1 has been applied to ±61 acres of the CRA and includes uses such as the Deltona Plaza and various strip commercial uses located around the Deltona Blvd. /Enterprise Rd. intersection.

C-2 (General Commercial) The C-2 zoning accounts for ±24 acres of land and most of the C-2 zoned area is concentrated around the Saxon corridor and within a node located along the southern segment of Deltona Blvd near the Debarry/I-4 interchange. The C-2 allows various commercial uses, and is intended to be applied to suitable areas along high traffic areas including interstate interchange areas. The C-2 has a maximum FAR allowance of 0.50.

PB (Professional Business) The PB zoning is intended to be a transitional zoning from more intensive commercial areas (i.e. C-1 and C-2) and residential areas. The preferred use within the PB zoning is office. Limited service uses, like banks and barber/beauty shops, may also be allowed. The maximum FAR allowed in the PB is 0.35, but for banks and medical offices the FAR is limited to 0.10 and 0.12 respectively. The PB within the CRA is designated on a section of Deltona Blvd. located south of the Deltona Blvd. /Enterprise Rd. intersection and accounts for ±11 acres of land.

BPUD (Business Planned Unit Development) The BPUD is a unique zoning classification that is applied through a rezoning, and a BPUD does include a unique developer agreement. The subject BPUD located within the CRA is known as the Welcome Center BPUD. Approved in 2003, the BPUD resulted in the creation of five (5) commercial lots located on a road named Welcome Center Dr. The lots can be used for a convenience store with gas pumps, a financial institution, a fast food restaurant, sit down restaurants, and other retail sales and services. The BPUD zoned area accounts for ±43 acres of land along the east and west side of Deltona Blvd. The overall BPUD area that is bisected by Deltona Blvd. includes an existing Waffle House Restaurant, a McDonalds Restaurant, a Citgo convenience store, and vacant land.

OR (Office Residential) The OR zoning is intended to be classified on single family residential areas where nearby land uses and other factors like high traffic volume roads have decreased the viability of areas to remain residential. The OR classification allows single family residential as well as general offices and may allow, as a conditional use, medical offices or banks. The FAR in the OR is 0.35 but for banks and medical offices the FAR is 0.12. The OR is applied to a residential area associated with Saxon Blvd. and W. Apache Cir. and accounts for ±13 acres.

A portion (±17 acres) of the CRA is designated as **High Density Residential (HDR)**. The HDR is a multi-family oriented residential land use designation that has a density range of 12.1 to 20 units per acre. The HDR corresponds to the area of the proposed CRA that is developed with multi-family units. The HDR area is zoned RM-1 and is described as follows:

RM-1 (Multiple Family Residential Dwelling District) The RM-1 allows a wide range of multi-family development types that range from zero lot line to low-rise apartments or condominiums. The maximum density is 12 units per acre and the minimum density is six (6) units per acre.

Low Density Residential (LDR) accounts for ±66 acres of the considered CRA. The LDR is a residential land use designation that allows 0 to 6 units per acre. The LDR in the context of the CRA is designated on single family residential areas that feature individual lots and detached dwellings--the most common land use type in the City.

R-1 (Single Family) The R-1 allows one single family dwelling on a lot no smaller than 7,400 square feet, and the dwelling has to be no smaller than 1,200 square feet. The minimum house size of 1,200 square feet was included as part of the City zoning requirements in the early 2000's for the R-1 zoning. However, many of the R-1 zoned houses within the proposed CRA were constructed in the 1960's and 1970's, and are smaller than the relatively nascent 1,200 square foot minimum floor area requirement. The result is that many of the detached dwellings are now non-conforming structures.

Recreational (R) Future Land Use category, as the title implies, is typically designated on recreational lands such as public parks and sports facilities. In the case of the Recreational designated area, it appears that, as per the original Deltona Lakes Plat, the area was earmarked for recreational use and that is the reason the City today has the property designated as Recreational on the Future Land Use Map. Notwithstanding the original plat, a portion of the R designated area is used for a fraternal organization and the remainder is a stormwater retention area. The R designated land is zoned P. The P zoning is discussed below:

P (Public Use) the P zoning allows governmental uses and some uses that would also be associated with the public sector. Governmental uses include utility services, fire stations, parks, etc. The minimum lot size is five (5) acres.

Overall Site and Plat Conditions

The proposed CRA is mostly platted as part of the Deltona Lakes Subdivision and includes some of the first units that were platted and developed. Unit 1 of the Deltona Lakes Subdivision was recorded in 1962. The plat included the portion of the CRA located near the intersection of Deltona Blvd. and Normandy Blvd. Both Deltona and Normandy Boulevards were platted at 80-foot widths. The Unit 1 plat contained residential lots.

Unit 3 of the Deltona Lakes Subdivision was recorded in 1962. The Unit 3 plat consists of a large geographic area of over 600 acres. Unit 3 includes the northern portion of the proposed CRA associated with Saxon and Normandy Boulevards. Saxon Blvd. was platted at a 70-foot width which was not enough to accommodate the four lane expansion, and Normandy Blvd. is platted with 80 feet of width. Unit 3 consisted almost exclusively of residential lots. Most of the lots were in the 8,000 to 10,000 square foot range.

Unit 6 was also recorded in 1962. Unit 6 included land within the CRA located along Deltona Blvd. between Normandy Blvd. and Abbeyville St. Unit 6 is somewhat unique in the fact that a large area of land, with frontage on Deltona Blvd., was not subdivided into residential lots. The large un-subdivided area would eventually be developed with the Deltona Plaza shopping center in the 1970's. This center would serve the community for many years with a grocery store and other goods and services. Deltona Blvd. was platted at 80 feet of width. As with other Deltona Units, there is a range of residential lots created even with frontage on Deltona Blvd. across from a major shopping center use.

Unit 10 abuts Unit 6 to the south. Unit 10 extends down the Deltona Blvd. corridor to the Deltona Blvd. /Enterprise Rd. intersection. Deltona Blvd. was platted with an 80-foot width. Much of the land located south of Balsam St. was not subdivided, but would eventually be replatted in 1963.

Unit 22, recorded in 1963, includes a portion of Unit 10 as a re-plat, and does extend to just south of the Deltona Blvd. /Enterprise Rd. intersection. Unit 22 was platted with larger parcels that abut Deltona Blvd. Deltona Blvd. was platted as an 80 foot wide right-of-way. Apparently there was intent for land near the Deltona Blvd. /Enterprise Rd. intersection to be used for non-residential uses. However, there were smaller lots platted along the Deltona Blvd. corridor as part of, and a re-plat of Unit 22.

The remaining area of the Deltona Blvd. corridor from the southern extent of Unit 22 to the power line easement was recorded in 1964 as a re-plat of Unit 29 and Unit 37. More small lots were created fronting on both Deltona Blvd., and several side streets extending east of Deltona Blvd. However, further south near DeBary Ave., along the Deltona Blvd. corridor, the parcels were platted with larger areas with the intent of supporting commercial uses. The entire Deltona Blvd. corridor is platted at an 80 foot width.

The newest plat is the Deltona Welcome Center Subdivision that was recorded in 1995. The plat consists of five (5) lots that total over 17 acres of land. The subdivision is located along

DeBary Ave., abutting Deltona Blvd. on the west near the I-4/DeBary Ave. interchange. Deltona Welcome Center is a modern subdivision that was created to accommodate interchange type commercial development. The five (5) lots are accessed by a 60-foot wide road named Welcome Center Drive.

Visual Character

The general physiognomy of the proposed CRA can be described as post World War II contemporary, low profile suburbia. The architecture of the proposed CRA is very conservative. Building materials and construction techniques are typical of modern, suburban Florida vernacular. A good portion of the structures, both residential and commercial, are constructed out of concrete block. Balloon wood frame construction is also evident within the proposed CRA. Most of the single family dwellings are about 1,000 square feet. Larger commercial structures tend to be single story facilities. However, there are a few multi-story buildings that feature no more than two stories.

Impervious surfaces, including large expanses of parking lots and roads, are common within the CRA. The parking facilities mostly face major roads and are not well treated with landscaped islands or other mechanisms to soften the acrimonious nature of expanses of impervious areas.

As can be expected from a suburban environment, there is a lot of open space. The majority of the open space is manicured landscape areas in the form of yards and other landscape areas. The majority of the proposed CRA does feature mature over-story trees that include pines, oaks and other hardwoods. The trees occur within the yards of single family dwellings and in some cases trees are established along major roads. Natural areas are either wetlands or xeric uplands. The wetlands are either open water, herbaceous or scrub/shrub emergent types of hydric systems. Upland areas are vegetated with xeric vegetation. In some cases individual vacant lots have been cleared and those lots tend to be ruderal in nature.

A general lack of maintenance gives the CRA a fatigued look. Fading and stained exterior paint is common in the built environment of the CRA. The run down nature is also evident in the lack of structural maintenance associated with retaining walls, and some non-load bearing elements of various buildings. Abandoned and underutilized structures tend to be in the worst shape but some buildings that are used actively are also showing signs of deferred maintenance. Conversely, there are some homes and business buildings that are well maintained and the appearance of these structures is very appealing.

Demographic Profile

The CRA is located in Census Tract 091018. Census Tract (CT) 091018 extends no further west than Interstate 4 and includes the southwest part of the City of Deltona. CT 0910198 does include a small area of unincorporated Volusia County. This unincorporated area is sparsely populated and would contain no population or existing land uses that would skew the findings of this analysis as it relates to the proposed CRA and the City. As has been stated, the area of the subject CT does include the CRA along with other areas of the City. However,

the other City areas included within the CT are mostly residential and are very similar in age and in character, to the residential areas of the proposed CRA. Therefore, for the purposes of this analysis the data, unless specifically stated, is derived from 2010 U.S. Census demographic material for CT 091018. Forty-seven (47%) percent of the houses in CT 091018 were built between 1970 and 1989. The average year a house was built in 1984. The average construction year for multi-family structures is 1977.

In 2000, the median household income for the entire City was \$39,736. In 2009, the estimated median household income for the City of Deltona was \$48,623, which was an increase of 22.3%. While the median household income citywide is \$48,623, within CT 09108 of which the proposed CRA is located, the median household income was only \$33,596. That's over \$6,000 less than the City wide median income in 2000.

The population of Deltona in 2010 was 85,182, which was an increase of 22.5% from 2000. Within the proposed CRA boundaries there are 279 single family residential dwellings and there are 127 multi-family units. According to 2010 Census data the persons per household for owner occupied single family dwellings in the City is 2.72. The same source has the person per house hold rate for rental units at 3.24. The high rate of person per household for rental properties is not unusual. Good paying jobs are scarce and even poorly paid service jobs can be difficult to obtain. The result is that there are many families that are forced to combine households under one roof. According to Volusia County Property Appraisers records, there are 133 that are non-homesteaded properties. This means that there is a very high probability that these rental units. Utilizing the Census persons per household rates for both owner-occupied and rental the population in single family dwellings yields 786 people. The majority of the 127 multi-family units in the proposed CRA are leased. The multi-family population would be 790 and the total population of the proposed CRA is 1,576 persons.

White residents make up 76% of the total population in the CT of which the proposed CRA is located. The median age of residents is 39.8 years. The homeownership rate from 2006 to 2010 in the City of Deltona was 85.6%, while the State of Florida had a homeownership rate of 69.7%. Within the proposed CRA nearly 50% of the single family properties are homesteaded, which means that the remaining residents are renters. Of those renters, 49% are considered poor residents. The median gross rent for the City of Deltona in 2009 was \$1,102. The median gross rent in the Census Tract where the proposed CRA is located is \$938. According to the U.S. Census Bureau, the percentage of people 25 and older in Deltona with a high school degree is 82.5%; 13.4% having earned a bachelor's degree; and 3.8% have a graduate or professional degree.

BLIGHT STUDY

Standards for Blight, Criteria, and Findings

Based on the above, the City followed Florida Statutes to determine the preponderance of blight, to make formal declarations as part of this Findings of Necessity report, and to define a process. Beginning with the review of the statutes themselves, Chapter 163, please see below:

I. Chapter 163.335, Florida Statutes (Findings and Declarations of Necessity)

(1) It is hereby found and declared that there exist in counties and municipalities of the state slum and blighted areas which constitute a serious and growing menace, injurious to the public health, safety, morals, and welfare of the residents of the state; that the existence of such areas contributes substantially and increasingly to the spread of disease and crime, constitutes an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues, substantially impairs or arrests sound growth, retards the provision of housing accommodations, aggravates traffic problems, and substantially hampers the elimination of traffic hazards and the improvement of traffic facilities; and that the prevention and elimination of slums and blight is a matter of state policy and state concern in order that the state and its counties and municipalities shall not continue to be endangered by areas which are focal centers of disease, promote juvenile delinquency, and consume an excessive proportion of its revenues because of the extra services required for police, fire, accident, hospitalization, and other forms of public protection, services, and facilities.

The proposed Community Redevelopment Area focuses on one of the oldest parts of the City. The City of Deltona celebrating its 50th year as a community this year; therefore, this is a very appropriate time to recognize the need for the establishment of a CRA. With the average life of a non-residential structure at less than 40 years, the majority of the City's original structures within the CRA are falling into disrepair. The terms slum and blight are highly negative words that invokes an image of an extreme urban inner city environment with high crime, graffiti painted buildings, waste in the streets, and abandoned buildings with broken windows. Chapter 163.335(7) and (8), FS, provides the following definitions for these terms.

- (7) "Slum area" means an area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements, whether residential or nonresidential, which are impaired by reason of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:*
- (a) Inadequate provision for ventilation, light, air, sanitation, or open spaces;*
 - (b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code; or*
 - (c) The existence of conditions that endanger life or property by fire or other causes.*
- (8) "Blighted area" means an area in which there are a substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property, and in which two or more of the following factors are present:*
- (a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;*

- (b) *Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;*
- (c) *Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;*
- (d) *Unsanitary or unsafe conditions;*
- (e) *Deterioration of site or other improvements;*
- (f) *Inadequate and outdated building density patterns;*
- (g) *Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;*
- (h) *Tax or special assessment delinquency exceeding the fair value of the land;*
- (i) *Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;*
- (j) *Incidence of crime in the area higher than in the remainder of the county or municipality;*
- (k) *Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality;*
- (l) *A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality;*
- (m) *Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or*
- (n) *Governmentally owned property with adverse environmental conditions caused by a public or private entity.*

However, the term “blighted area” also means any area in which at least one of the factors identified in paragraphs (a) through (n) are present and all taxing authorities subject to s. 163.387(2)(a) agree, either by interlocal agreement or agreements with the agency or by resolution, that the area is blighted. Such agreement or resolution shall only determine that the area is blighted. For purposes of qualifying for the tax credits authorized in chapter 220, “blighted area” means an area as defined in this subsection.

As indicated by the above definitions, slum or blighted areas do not necessarily represent the stereotypical image of an intense, dilapidated urban inner city environment. Rather, the definitions represent what can be typical throughout the mainstream suburban land use pattern of outdated buildings, platting problems, code violations, etc. Particularly in Florida, where suburban scale development is predominate as evidenced by the overall net density of the State being no greater than 2.5 dwelling units per acre, and intensities for non-residential land uses rarely exceeding a 0.50 Floor Area Ratio (FAR). On the whole, the State is very sprawl-oriented and in many cases lacks the public infrastructure to support greater densities and intensities.

For example, the State transportation network is basically a series of local roads linked to State roads and Federal highways linked to facilitate automotive transportation between a few large urban nodes, such as Tampa, Orlando, Miami, West Palm Beach, Jacksonville, etc., and a hierarchy of smaller cities and towns, such as Gainesville, Tallahassee, Ft. Myers, Daytona

Beach, etc. In other words, the State does not have an alternative, multi-modal, transportation network to support large populations and dense urban land use patterns.

Deltona is no different than many communities in Florida that were built for a specific purpose to provide residential housing to a relocating population from the northern United States. With the advent of air conditioning and an abundance of cheap water supply, Deltona grew along with the tremendous increase in Florida's population. As a result, an urban land use pattern was not required, and homes were allowed to be built in a suburban pattern. This suited many home buyers, because they were able to purchase a small single family detached unit on a large lot to realize the "American Dream."

In the early 1960's the Mackle Brothers capitalized on a demand for a suburban residential community and established the first phase of Deltona. The land use and lotting patterns, platting, and infrastructure were all created under the jurisdiction of the County, which allowed Deltona to ultimately become a suburban community featuring mostly smaller scale commercial uses that were neighborhood oriented and residentially supportive.

At first, the development pattern was functional and did provide a level of service to the community. However, as the City grew, that portion of the community located within the southwest original section of the City, including the proposed CRA, began to show signs of obsolescence. This dysfunction is exemplified by a lack of a full range of public services and facilities that have been neglected.

Based on the above criteria to determine if a slum area or blighted area exists within the proposed CRA area, the following analysis is provided:

Meeting the Statutory Definition of a Slum Area

(a) Inadequate provision for ventilation, light, air, sanitation, or open spaces.

The City of Deltona provides a high quality of life for its residents concerning ventilation, light, air, and adequate open spaces. However, sanitation is a potential issue. The majority of homes and some commercial facilities within the proposed CRA area were permitted by Volusia County and, in some cases, by the City after incorporation, to be served by septic systems. The lack of central sewer coverage and the reliance on septic systems causes a serious health risk to the population.

The majority of the septic tanks are over 30 years old, have not been maintained, and do not have grinder pumps. The typical lot within the proposed CRA area is 80-ft. by 125-ft. for single family residential use. The location of the septic tanks is in close proximity to each other, due to the lotting pattern, cumulatively provides a potential health hazard especially in periods of heavy rains and flooding. There is also the potential to affect water quality in surficial water bodies, as well as the aquifer, which ultimately can affect the potable water supply for the City.

Q: Is the definition of Slum Area met?

A: Yes

- (b) ***High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code.***

The City maintains the largest municipal population within Volusia County at 85,281, per the U.S. Census. As a result, the City has a corresponding lotting pattern that allows for this overall net density of roughly three (3) units per acre. The City is very underserved by commercial development. The City is developed with less than three (3) acres of commercial land per 1,000 population. For comparison, the Central Florida region is served by six (6) acres of commercial land per 1,000. The high population and lack of services creates a condition where the population has to drive to access such services and employment. This, along with a sprawling low density development pattern, results in an exponentially declining deterioration rate for infrastructure and public facilities. In other words, roads fall into disrepair at a greater rate due to the higher volume of daily use on it. The same is also true for the general disrepair of the existing water and sewer lines within the public rights-of-way. These systems were installed beginning in 1962, while the City was within unincorporated Volusia County, as part of the master development of the Mackle Brothers operation.

The water lines were sized to primarily serve the large number of residential units being developed and were extended to every land use, both residential and non-residential. The sanitary sewer lines were placed in three previously identified housing areas, primarily along Deltona Blvd., south of Enterprise Rd., and radiating out from the intersection of Deltona Blvd. and Normandy Blvd. These lines are primarily residentially serving with nominal non-residential land uses connected.

The limitation of public infrastructure has resulted in an under-achieving land use pattern that has several negative consequences:

1. The large number of houses constructed on a per square mile basis results in overcrowding when the population exceeds the amount of livable space within dwelling units. The result is a demand for housing, and when that is not available, typically results in sprawl at the periphery of the City where vacant land is available.
2. The population has a disproportionate residential density to its surrounding land use patterns, which is evident by the lack of services within the City.
3. The high volumes of homes within Deltona are served by an aging water system that has limited potential for upgrades.
4. The private market is not investing in the CRA area.

5. The minimum separation distance of existing septic tanks would not meet contemporary on-site wastewater disposal standards, and there is a desperate need to take these systems off-line and replace them with central sewer service.
6. There is a lack of central sewer service, especially line sized for non-residential uses. Thus the physical horizontal control area is not available to provide for new non-residential uses on commercial septic systems.
7. The lack of central facilities results in increased costs to both the City for maintenance of an older system with fewer units to distribute the cost proportion, as well as to the end user, in the payment of services over a smaller percentage of users on a depreciating system.
8. Non-residential development in the form of commercial and office are typically developed in prototypes. The unavailability of central facilities results in the need for oversized lots to place a smaller use upon to accommodate for septic systems. Such sites are often passed by within the due diligence process for acquisition, because of a lack of infrastructure that will accommodate the maximum development potential on-site. As a result, needed non-residential is not built and the dominance of residential with no supporting commercial occurs. This creates a disproportionate amount of density and overcrowding in a small geographic area.

Q: Is the definition of Slum Area met?

A: Yes

(c) *The existence of conditions that endanger life or property by fire or other causes.*

The majority of the existing development within the proposed CRA boundary predates 1978, and the existing septic tank predominance has the propensity to pose a health risk to the population that could endanger life. Many of the non-residential units include lead-based paint, mold conditions, and, in some cases, friable asbestos, due to their age. The former Winn-Dixie building located within the CRA corridor has an extreme infestation of mold to the extent that remediation may exceed the costs of demolition.

During the hurricanes of 2004, and Tropical Storm Faye in 2008, the southwest portion of the City was inundated with heavy rainfall and flooding conditions. As a result, the water table rose and many septic tanks failed, with human waste infesting the standing water bodies. This caused a very real health risk to the City's population, and many of those residents have homes within this area of the City. Specifically, those homes near the intersection of Cloverleaf Dr. and Deltona Blvd. in the direction of Lake Gleason had the greatest impact.

Further, the City of Deltona provides water and sewer services for parts of the City of DeBary that are located west of the DeBary Ave. /I-4 interchange. However, a portion of incorporated DeBary is located east of Interstate 4 along DeBary Ave., but those homes within DeBary located south of DeBary Ave. do not have central water or

sewer service. The homes utilize wells and septic tanks in close proximity to each other. This is a health risk. In addition, a mothballed Progress Energy power plant station is directly to the east of these homes. The idle power plant is situated within unincorporated Volusia County and has the potential to become a Brownfield, as a former longstanding industrial use. There is a potential for contaminated soil and, with the local potentiometric flow trending towards the residential wells, could indicate that there could be well water pollution and deleterious health issues. Creation of a CRA will provide a financial mechanism to extend and upgrade water and sewer lines to the area and will reduce the direct impact that the residents have for potential health risks.

Q: Is the definition of Slum Area met?

A: Yes

Meeting the Statutory Definition of a Blighted Area

(a) *Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities.*

Appendix A of this document provides a visual catalog of the proposed CRA area. Starting from the north to the south the following narrative is provided that documents defective and inadequate transportation infrastructure that meets this definition:

Saxon Blvd./Interstate 4 to Finland Dr.

Exiting off of I-4 onto east bound Saxon Blvd. the driver enters a constrained corridor. Based on 2011 Volusia County traffic counts, four lane Saxon Blvd. from I-4 to the Saxon Blvd./Normandy Blvd. intersection is operating at a level of service "F." However, the Saxon facility is not on any planned or programmed improvement schedule. Over 38,575 cars pass through the corridor daily. There are impaired sight distances at the intersection of Finland Dr. and Saxon Blvd. and driving conditions are unsafe.

For the east-bound Saxon Blvd. lanes, there is a dedicated right-turn deceleration lane leading into a parking facility for a Publix shopping center. The concrete divide is in major disrepair as many have used the intersection of the parking lot with Saxon Blvd. for U-turn maneuvers into the Saxon Blvd. right-of-way. Also the plastic barriers intended to direct traffic are damaged beyond repair from repeatedly being struck by vehicles. Basically, the intersection design and function is not working in the field.

In addition to a Publix supermarket, this plaza includes a fast-food restaurant, Family Dollar, a Chinese restaurant, etc., which generate a lot of trip ends. Compounding the traffic flow constraints for the Publix shopping center is the location of a mass transit bus stop for VOTRAN. When this facility is being used for drop-off and pick-up within the east-bound travel lane of Saxon Blvd. (there is no dedicated 'bus-buddy' or roll-off area), the right lane travel is stopped. The bus also blocks the exit lane for the

Publix plaza immediately causing unsafe conditions for pedestrians departing or boarding the bus.

Because of the restricted turning movement at the Publix plaza, vehicles often attempt to make a left-turn into the plaza and switchback to be within the dedicated right-turn lane from the east-bound direction. This causes traffic to be fully stopped queuing behind the illegally left turning vehicle, and causes traffic accidents. There are no “No U-turn” signs or proper traffic warrants restricting this movement. Further, the left turn lane for Finland Dr. northbound starts at the entrance of the Publix plaza. When the left turn lane is at capacity the queue backs up into the left travel lane and causes severe traffic congestion.

The widening of Saxon Blvd. impacted the Saxon Plaza parking lot. Saxon Plaza is a strip center located on the north side of Saxon Blvd. just to the east of I-4. Driveway cuts were restricted and the grade separation between the Saxon Plaza and Saxon Blvd. was not adequately addressed with landscaping. Consequently, the grade separation has a sterile and cold appearance. The Saxon Plaza grade separation with the adjacent land use to the west, a Citgo gas station and convenience store, was not adequately addressed with a retaining wall and there is long-term erosion and lack of structural stability between those land uses. Finally, there is a second bus stop present; this one is in front of Saxon Plaza, and during service times, the right lane of west bound Saxon Blvd. is blocked by VOTRAN buses, making it dysfunctional.

Saxon Blvd.–Finland Dr. to Normandy Blvd.

Situated along the Saxon corridor beyond the intersection of Saxon and Finland, single family residential units were permitted when the City was part of unincorporated Volusia County. At that time, Saxon Blvd. was a two-lane facility and there was no interstate exchange. Each house was permitted by the County to construct a driveway for access onto Saxon Blvd. Depending upon the orientation of the home and garage placement, several of these residentially serving driveways are adjacent to each other, and all driveways are in close proximity to each other. On the north side of Saxon Blvd., there are 10 driveway cuts. On the south side of Saxon Blvd. there are 16 driveway cuts. A few of these former residential units have been converted to limited retail, typically with substandard parking facilities and stormwater management.

The dysfunctional driveway cuts onto the high volume, four-lane Saxon Blvd. is hazardous for not only the residents accessing the homes, but for through traffic as well. There is no defensive response time available for vehicles on Saxon Blvd. The driver backing into Saxon is at the mercy of the on-coming traffic. The same is true for turning into driveways, as drivers are often rear-ended, despite first indicating their desire to turn.

There are several local roads that intersect with Saxon Blvd. within this segment: Apache Cir., Exotic Ter., and Diane Ter. The intersection of these roads with Saxon

Blvd. lack clear sight distances in both directions, making these intersections unsafe and in need of retrofitting.

Finally, the entrance to the Walgreen's drug store along Saxon Blvd. includes a deceleration lane. The deceleration lane is used for customer access as well as a service vehicle entrance. This creates a hazard close to the Saxon Blvd. /Normandy Blvd. intersection that warrants a retrofit for safe ingress and egress from the Walgreen's site, and to make the intersection of the arterial roadways function at greater levels of service.

Normandy Blvd.-Saxon Blvd. to Deltona Blvd.

The Normandy Blvd. corridor within the proposed CRA boundary extends from north of Saxon Blvd. to Deltona Blvd. The corridor begins at the existing power line easement north of the intersection of Apache Cir. and Normandy Blvd. and extends through the intersection at Saxon Blvd. through an s-curve then to Deltona Blvd. The pressure placed on Normandy Blvd. was created when the Saxon Blvd. interchange was opened in the early 1990s to provide a more direct connection to I-4 for residents living to the north and east of the proposed CRA boundary.

This former local road was not retrofitted to accommodate the high volumes of traffic associated with being connected to a full interchange along the Interstate Highway System. As a result, the dangerous S-curve in the road to the south of Saxon Blvd. forced the need for a guard rail to protect homes and driveways abutting Normandy Blvd. from both the volumes and speed of traffic.

Despite the extra safety measures to keep travelers along Normandy from impacting adjacent neighborhoods, vehicular and pedestrian safety remains a critical concern in this area of the proposed CRA boundary. The guardrail has to be replaced often, and the curve is not designed and constructed to accommodate the additional traffic volume. Local residents are reduced to backing out into this unsafe corridor and the road needs to be realigned and widened.

The widening of Normandy Blvd. north of Saxon Blvd. was completed by the City in 2008 to address stormwater management problems, public safety issues, clear sight distances, and levels of service. The roadway was widened to four-lanes from two-lanes, including a landscape median within an 80-ft. wide right-of-way.

Normandy Blvd., south of Saxon Blvd. was not widened by the City and the proposed CRA would be the impetus to achieving that much needed capital project. The proposed number of homes included in this portion of the corridor is 89. Forty three (43) of those 89 units are homestead exempted and the remaining 46 homes are rentals; which represents a 48% homestead ratio.

The widening and realignment of Normandy Blvd. will be an extension of the four-lane N. Normandy Blvd. and will be designed to minimize impacts to adjacent residential units. However, for early planning phases in the establishment of this CRA, both sides of the roadway are included.

The City also performed a detailed intersection study at the E. Normandy Blvd. and Deltona Blvd. intersection. The firm HHI, as a paid consultant to the City, came up with concepts for that intersection that was in keeping with the Urban Design Master Plan. Per HHI classification, the intersection was considered tertiary in nature as a non-plus intersection (no 4-way stops). Their concepts considered signal warrants and intersection improvements to the existing intersection. More prominently, they identified the need for such improvements back in 2007-2008 to create better and safer flow of traffic at the point of connection between Normandy and Deltona Boulevards. For illustrations of the HHI suggested improvements to the Normandy/Deltona Blvd. intersection see pages 20 and 21.

Deltona Blvd.-Normandy Blvd. to Doyle Rd.

The Deltona Blvd. corridor forms the majority of the CRA area and is a focal point of the CRA. A significant premise of the CRA is the reinvestment and retrofit of the Deltona Blvd. corridor.

Centered along Deltona Blvd. are smaller ‘Mackle Brother’ homes, a collection of nodes of supporting commercial centers, later development of office space, and some eating establishments. This corridor is active with pedestrian traffic; is associated with constrained levels of service for automobiles; lacks safe access management standards; and features generally underperforming land uses.

This corridor was disenfranchised when the City grew north and eastward and the Saxon Blvd. interchange was constructed in the early 1990s. Before the Saxon interchange was constructed, the corridor served as the main ingress and egress to the City and remained a viable corridor. Since that time, the corridor has been by-passed from traffic along Normandy and Saxon to the north and DeBary Ave. By-pass to the south. However, the corridor serves as a parallel facility to Interstate 4.

The realization of the land use potential of Deltona Blvd. is further compounded by the fact that the corridor is oriented away from Interstate 4. In addition, a sound barrier wall erected within the I-4 right-of-way was designed to mitigate I-4 from the adjacent residential uses. However, while the wall screens Deltona off from travelers along I-4, the wall also keeps businesses from being able to maximize the potential of highway oriented marketing.

The land uses between Deltona Blvd. and I-4 are primarily low density residential, with some non-residential. All of the uses are oriented towards Deltona Blvd. and

away from the higher volume traffic along I-4. Again, this limits businesses from achieving maximum market potential.

There are also conflicts between land uses. For example, Deltona Blvd. as a major thoroughfare within the City has low density single family residential units along it, which does not match the land use intensities required along a thoroughfare. This is the same issue with the Saxon Blvd. corridor that was previously mentioned in the document. The numerous residential driveway cuts within ingress and egress deduct from the function of the roadway, by having the thoroughfare used as a local road, which causes gridlock and lowers the level of service on the road.

The corridor also suffers from a lack of clear sight distances and a lack of service access points, meaning oversized vehicles have difficulty entering and exiting along the corridor. There are gas stations, office buildings, a hotel, and commercial plazas that are serviced by solid waste vehicles, VOTRAN buses, fueling trucks, delivery trucks, and occasionally Fire/EMS vehicles. All of these vehicles require wider turning radii and design of driveways for safe travel. Currently, this is not being met.

Finally, the FDOT and Volusia County transportation requirements are not being met for safe roadway design. The southern portion of Deltona Blvd. is constrained to two-lanes with many driveway openings not meeting minimum spacing requirements. The northern portion of Deltona Blvd. has been widened to five lanes (four travel lanes and a center turn lane). While this segment of roadway is designed to accommodate more vehicle capacity and levels of service, it also includes the majority of single family residential driveways, which constrain its use and function.

Q: Is the definition of Blight Area met?

A: Yes

(b) *Aggregate assessed values of real property in the area for ad valorem tax purposes that have failed to show any appreciable increase over the 5 years prior to the finding of such conditions.*

The data for this analysis is automatically skewed in the fact that the overall real estate market for Florida and the nation experienced very real depreciation in all segments of the industry--residential and non-residential. Florida, in particular, was at the forefront of the housing boom and bust. Deltona was also subject to this pattern, due to the large number of residential homes in the community.

A high percentage of vacant and foreclosed homes have a direct impact on the residual land values within the City. However, the purpose of this report is to concentrate on the proposed CRA boundary. Within the proposed CRA boundary, an assessment of assessed values of real property was taken over a five year period, prior to the funding of such conditions. This analysis finds that the starting assessed just values were

\$120,161,514 for properties within the proposed CRA area in 2007 and \$53,453,665 for those same properties in 2011.

The assessment showed a major decline in assessed real property values for the CRA area that warrants action being taken to reverse that trend. The lack of action will promulgate further decline in assessed values, as very little reinvestment is occurring to alter the negative residual land value trend. As a result, continued disinvestment will prevail, thus leaving the ultimate long-range viability of the community in question.

The lotting and land use pattern, primarily created in the CRA area during the 1960s and 1970's that dominates the built environment, was originally permitted by Volusia County. The City anticipates a partnership with Volusia County regarding the CRA to promote redevelopment and foster reinvestment in a former unincorporated community that was begun 50 years ago.

Q: Is the definition of Blight Slum Area met?

A: Yes

(c) *Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.*

The City of Deltona was platted primarily as a residential community with a very homogenous housing type. Over 90% of the City's existing land use is single family residential development.

Residential lots were platted on any roadway type, such as local, collectors, and even arterials. However, at the time, the majority of thoroughfares within the City were two-lane facilities, and the basic mission of the development was facilitating a single family detached dwelling unit development pattern. Roads such as Saxon Blvd., Normandy Blvd., and Deltona Blvd. within the CRA boundary were designed to act as both a thoroughfare and a local street. In other words, roads were not designed with adjacent non-residential land uses in mind or with mobility being the prime goal.

Larger roadway facilities should have been platted or designed to accommodate non-residential land uses. In addition, lots near larger roads should have featured proper lot depth and frontage to facilitate internal trip capture and on site circulation. The result would have been a minimization of pedestrian and vehicle conflicts, efficient emergency response accommodation, and a high degree of site functionality. Instead, a disproportional amount of single family residential lots were allowed to be permitted on main roads that hindered site function, accessibility, and property usefulness. The consequence is diminished land values through functional obsolescence.

The single family residential lots vary little, with the majority being a dimension of 80-ft. by 125-ft. lot. The $\pm 10,000$ SF lot size is designed to accommodate one (1) single family detached unit on a central potable water system with a septic tank. The

line sizes for the water mains serving the area are designed to serve a low density residential use. Therefore, the conversion of residential uses to other land uses is questionably feasible because of a lack of site utility/function, and the inability to get greater public utility service at this time. For example, a two-inch water main may not be able to serve a medium rise office complex, or depending on other demands, even a modest size strip center with several retail uses. The lack of feasibility to accommodate land use conversion is significantly compounded by the reliance on septic tanks and the poorly developed central sewer system within the proposed CRA.

The dominance of the single family residential lot type only provides a lot depth to accommodate residential use. Thus, conversion of the lots to non-residential use to match the function and capacity of the adjacent roadway facility cannot be performed on a one to one basis. Lots will need to be assembled to facilitate the development of a non-residential use. Lot assemblage requires approaching each land owner with an offer to purchase their property. Land assemblage activities are time consuming and very risky. Price increases are common as individual land owners learn of plans or hear rumors of a developer attempting to convert land. Also, individuals of strategic parcels can hold out based on exorbitant/unrealistic expectations and effectively scuttle efforts to convert land to non-residential uses.

In the assemblage of land, the alignment of local roads, existing utilities, and regulatory requirements, including zoning, are issues to consider. Finally, business site selectors are typically looking for a pad-ready site in a certain area. Often times, the use of geographic information systems or GIS, is employed with specific search criteria that produces a visual map for use, as well as data to support the graphic portrayal of the area. In an effort to find an ideal site, areas that need land use conversion never make it onto the map and often get overlooked.

The City cannot expect the private market to underwrite or take on the business ventures needed to reverse the role of disinvestment and a preponderance of blight. As is well documented, the private investment real estate market has undergone great changes since 2007 in Florida and around the nation. Locally, banks were the underpinning of the ability for a developer to achieve a construction loan to undertake a venture. The local government depended upon that construction loan and any other investment activity, to pay for impact fees or to physically install some capital improvements. This off-set the 5-Year Capital Improvement Program (CIP) and provided for a symbiotic relationship between private development efforts and local government.

Unfortunately, for the State of Florida and within the City of Deltona, that relationship does not exist anymore. As a result, the public sector is responsible for ensuring that blight conditions do not overtake an area and cause unsafe or poor quality of life issues for its residents. That disinvestment of the private sector has had a direct impact on the proposed CRA area. Thus, the area for ad valorem tax purposes that has

failed to show any appreciable increase over the 5 years prior to the finding of such conditions.

Q: Is the definition of Blight Area met?

A: Yes

(d) *Unsanitary or unsafe conditions.*

The age of the area, at 50 years old, is functionally obsolete. Sidewalks were not appropriately engineered. For example, the widths of the sidewalks were not designed to accommodate Americans with Disabilities Act (ADA) accessibility and some sidewalks include many architectural barriers that do not meet the Community Development Block Grant (CDBG) National Objective standards. Thus, they are physically limiting in both their width and disrepair and cannot accommodate various user types simultaneously.

Roadways were not designed to meet up to date Florida Department of Transportation (FDOT) minimum spacing criteria. There are driveway openings located too close to the intersection of major roads, such as at Enterprise Blvd., with Deltona Blvd. Also, there are driveways with no clear sight distances. When the pedestrian is in the driveway opening or within an unsafe intersection, there is no recovery area or alternative route, which disallows the pedestrian to avoid the on-coming vehicle. This often results in injury to the pedestrian.

There are overhead power lines, many in disrepair that have not been upgraded by the power company. For example, oak trees, probably planted 50 years ago, are now fully matured sprawling oaks with a large canopy that have grown into the power lines. This results in power outages during storms, unsafe conditions on residential lots for people to work around or on their roofs. Finally, power lines traverse Deltona Boulevard, even extending over the right-of-way, at low elevations, which could cause conflict with oversized/high profile vehicles. The proposed CRA could help to have underground lines installed for safety and appearance purposes.

There are and have been both gas service stations and dry cleaners within the proposed CRA boundary. The gas stations included service garages, which stored materials such as car batteries, tires, various machinery fluids and other chemical-based materials that if not properly managed and controlled on-site, pose a health risk to the area population. The presence of underground storage tanks (USTs) may cause contamination and related health risks. Also, cleaning solutions and related solvents associated with dry cleaners may be a source of insalubrious contamination.

In summary, the proposed CRA area can qualify for a Brownfield Area with the presence of the above uses and conditions. While Deltona was fortunate that light or heavy manufacturing never occurred, like some American cities, residentially

servicing uses such as gas stations and dry cleaners utilize materials that can degrade human and environmental health.

Q: Is the definition of Blight Area met?

A: Yes

(e) ***Deterioration of site or other improvements.***

As stated within previous section (d), the age of the area is over a half a century. As a result, there is physical deterioration of site and other improvements. The U.S. Congress changes the definition of deterioration periodically. However, the Internal Revenue Service (IRS) provides a tangible table that tax payers can use to determine the U.S. Government's definition of deterioration for tax filing purposes. From that table, the following can be applied to the proposed CRA area:

1. **15 Year Old Property** – Depreciable improvements to land such as shrubbery, fences, roads, and bridges. The existing roads within the proposed CRA area have far exceeded this 15 year period.
2. **27.5 Year Old Property** – Residential property. Many of the homes within the proposed CRA area are over 40 years in age and are in an advanced stage of depreciation.
3. **39 Year Old Property** – Non-residential real estate, including home offices. (Note that the value of land may not be depreciated.) Not all non-residential buildings within the proposed CRA boundary along the Saxon Blvd. corridor have achieved this period; however, the majority of non-residential units along Deltona Blvd. have exceeded this age.

The majority of the buildings within the proposed CRA area are of age to be classified by the IRS as being deteriorated. Physically, their conditions match their definition, in that several of the buildings need new roofs, need new painting (both interior and exterior), need upgraded landscaping or new landscaping, need resurfaced parking lots, need modern signage to convey businesses to the market, need new electrical service and plumbing fixtures, need the removal of lead-based paint and friable asbestos, and need mold remediation. In the case of the former Winn-Dixie building, located at 1200 Deltona Blvd., mold is extensive.

Finally, due to a lack of stormwater management constructed at the time the majority of land uses were being constructed, there is no surface water storage and pretreatment/attenuation. The water table is high and inhibits percolation of rainwater. Storm drains are limited throughout the area. Thus, water sheet flows from higher elevation to lower elevation areas and the relief of that water creates a higher rate with volume. Those areas not designed to accommodate stormwater management within the proposed CRA boundary, experience flooding in extreme rainfall events (i.e. 25-year rain-events or greater), erosion, mass wasting, and no pretreatment. Thus,

nitrogen-laden water with high TMDL levels flows overland into yards, parking lots, and area water bodies.

Q: Is the definition of Blight Area met?

A: Yes

(f) *Inadequate and outdated building density patterns.*

The City of Deltona is a large, scattered-lot residential development community, with several planned subdivisions built throughout its ±41.1 square miles. From the beginning, the land was platted to accommodate a homogenous land use pattern centered upon the construction of single family homes on an extensive network of local roads. The residential units were supported by platted small nodes of commercial and office to accommodate a sundry of uses to serve the residential. Thus, the densities and intensities remained low, since there was no need for intensive urban compact land use patterns and Deltona conformed to the classic model of a suburban bedroom community to a large metropolitan area. This model is typical throughout the United States.

The automobile dominated the transportation method to support this low density and intensity land use pattern. Every home had a driveway and a road led to the driveway from a City thoroughfare. Eventually the thoroughfare was connected to an interstate interchange, providing residents the ability to leave their home every day and commute for employment.

That subject suburban model that personifies Deltona was predicated on a few key factors:

1. Employment would always be available in the Orlando metropolitan market;
2. A robust housing market driven by population increase would continue; and
3. Fuel would remain cheap, so that a person's income would exceed their daily transportation costs.

Since the initial inception of the above listed model over 50 years ago in Deltona, there has been a dramatic change to the above equation. Employment is no longer abundant in the Orlando market, as unemployment rates remain high in Florida. There is a cessation of home construction, due to lack of demand. Fuel costs have nearly tripled within the last five (5) years due to global market forces.

That combination has led to a very inadequate and outdated density pattern that has forced Deltona, and all communities throughout the State, to find more sustainable methods of operation. Now that the population within the City has been established over the past half century, it is not merely a matter of residents leaving their paid off home or 30-year mortgage to take dwelling elsewhere. Within the last 50 years a community was built with schools, churches, doctor offices, etc. Thus, a retrofit is

required to change certain parts of the City to create a more vibrant and positive community.

The proposed CRA is not designed at correcting the lotting pattern throughout the City. Merely, it is designed to retrofit that area within the CRA boundary. Thus, particular attention was given to ensure that neighborhood compatibility is respected, while the conversation of land uses and public facilities are transformed to a modern functional corridor.

Currently, the inadequate density building patterns involve the aforementioned single family units with access points directly on major City thoroughfares for unsafe ingress and egress. Thoroughfare roads are designed to accommodate high volumes of traffic and larger commercial vehicles traveling at higher speeds. Underperforming adjacent residential uses that do not have adequate lot depth for commercial uses having access on such thoroughfares is unsafe.

These residential uses adjacent to the thoroughfares do not represent the maximum potential of the land, which is one of the tenets of valuation used in appraisal work. Thus, the multitude of large single family residential lots with a small unit on each lot means that there is a lot of land between the homes that is unutilized and is open space. This is a waste of a horizontal asset regarding land development purposes.

The outdated building density patterns have been reinforced throughout this document. The units were constructed at a date and time, primarily within the 1960s and 1970s, with what would be considered today, as outdated construction methods. The City's current Building Code and all subsequent regulations support safer, more modern building standards than the relatively primitive standards used to construct the current, outdated building inventory within the proposed CRA boundary. The building stock is marked by one or two story concrete block construction with a stucco façade. The buildings were not designed to current wind load standards. Also, despite simple and utilitarian appearance, some buildings are physically located at oblique and random angles relative with the roadway further enhancing the obsolescence of the buildings.

In addition to the dysfunctional orientation of the buildings, the scaling, massing and location reflects a desultory development model. One parcel is a gas station, which is next to an office building, which is next to a former single family home that has been converted to a non-residential use, all without a governing and guiding master plan.

Q: Is the definition of Blight Area met?

A: Yes

(g) ***Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality.***

Currently, the average range of rental rates on non-residential property within the proposed CRA area is \$6.00 to \$12.00 per square foot. These rates are down from the 2008-2009 period, which had an average range of rental rates on non-residential property from \$10.00 to \$16.00 per square foot. This is compounded by a decline in the real estate market, fewer businesses to lease space, a down-sizing of leasable space needed, and the continued disrepair and lack of private reinvestment into the area.

Q: Is the definition of Blight Area met?

A: Yes

(h) ***Tax or special assessment delinquency exceeding the fair value of the land.***

Based on City research, this condition was not prevalent throughout the proposed CRA area. Some of the homes are homesteaded and mortgages are being maintained. Some of the homes are even owned outright in fee simple. Several of the homes are rental properties. The proportion of homes with liens or other delinquencies is small, since most of the homes are the original Mackle Brother units and have their mortgages paid. The same is true for the non-residential uses. Therefore, this condition is not applicable.

Q: Is the definition of Blight Area met?

A: No

(i) ***Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality.***

The residential vacancy rates are roughly equivalent to the entire City. However, the City of Deltona has a much greater proportion of residential units than the remainder of Volusia County, and those units are in close proximity to one another.

For example, the City has over 30,000 single family residential dwellings Citywide. Comparatively, the neighboring cities of DeBary has roughly 7,000 units, and Orange City approximately 3,700 units. So, proportionately, the incidence of higher residential vacancy rates can be expected when Deltona is compared to other communities in the County.

The same is true for commercial uses. While the City has a very low percentage of non-residential land uses to residential land uses compared to other cities within the County, non-residential land within the proposed CRA area includes high vacancy rates.

Along Saxon Blvd. the commercial land uses are leased or occupied at near 100%. There are no non-residential uses within the Normandy Blvd. corridor within the proposed CRA. However, along the Deltona Blvd. a portion of the proposed CRA is

the Deltona Plaza. This is one of the first shopping centers within this part of the County and the anchor tenant space has been vacant for the last few years. There are smaller spaces within Deltona Plaza that are vacant.

The functional life of the Deltona Plaza and its ability to attract new tenants is damaged by the following:

1. Location at mid-block of the corridor.
2. Lack of Interstate 4 exposure.
3. Lack of proximity to an interchange.
4. Lack of visibility. Buildings are located within the parent tract towards the rear of the property with parking between Deltona Blvd. and the building.
5. The condition of the shopping center is poorly maintained.
6. The shopping center has competition from other, better located shopping venues.

Further to the south, there is a two-story bank building, a one-story commercial strip center, and another two-story office building that includes high percentages of vacancy in each. While this is in keeping with the remainder of the County, having the two-story vacant building along Deltona Blvd. 100% vacant is higher than average for the County.

Q: Is the definition of Blight Area met?

A: Yes

(j) *Incidence of crime in the area higher than in the remainder of the county or municipality.*

The City analyzed five (5) years of police call activity in the proposed CRA – 2007-2012. During that timeframe there were 72,659 calls for law enforcement services. The majority of these calls were for non-violent incidents. In fact, over 5,500 of the calls were to request extra patrols in the area. Of course, there were the typical criminal activities recorded including burglary, assault and battery, and narcotics. **Based on a review of City-wide police activity for the same time period there were 4,467 police calls/responses per 1,000 people. Within the CRA, there were 17,617 police calls/responses per 1,000 people.** Clearly crime and criminal activity within the proposed CRA is much greater than the remaining area of the City.

Q: Is the definition of Blight Area met?

A: Yes

(k) *Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality.*

The proposed CRA boundary is primarily served by Fire Station 62, located on Diamond Street. A review of data provided by the City of Deltona Fire Department

indicates that there were 2,359 fire or emergency medical service responses made by the City between the period of June 1, 2009 and June 1, 2012. Expressed in the terms of a population to service ratio the proposed CRA generated 1,572 fire and emergency response calls per 1,000 population. This response rate is very high. By way of comparison the ratio for the entire City is 290 calls per 1,000 population.

The majority of the land uses within the City are residential and the greatest proportion of responses by the Fire Department is residentially-oriented in nature. However, the proposed CRA area includes two interchanges along Interstate 4 and a very long corridor along Deltona Blvd. that is considered front-loaded with a higher amount of commercial than throughout the City. Thus, there is a greater response to commercial and non-residential uses within the overall CRA area, than elsewhere in the City.

Q: Is the definition of Blight Area met?

A: Yes

(I) *A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality.*

Research was conducted with the City's Building Department for this information. Since Deltona was developed in stages, the area centered upon Deltona Blvd. is the oldest section of the City. The CRA area is included in this section of the City, especially that portion along Deltona Blvd.

The housing stock in this portion of the City is part of the original Deltona Lakes development and differs from other area housing stock. These units are small, typically ± 800 to $\pm 1,000$ square feet in size and sit on a large lot that is 80 by 125 sq. ft. in dimension. Some of the units have sanitary sewer; however, most have a septic system on-site. All of the units are connected to central water provided through the City's Public Works Department.

The homes are typically constructed with concrete block and have a 3:12 roof pitch and carports. The majority of the units were permitted, while the City was part of unincorporated Volusia County. The units are well-built and structurally stable. Despite their outward appearance, the functional life of the home extends well beyond the 27.5 years for a residential home, previously listed. The same is true for the construction methods for non-residential structures. In summary, there are fewer violations of the Florida Building Code in this area.

Q: Is the definition of Blight Area met?

A: No

(m) ***Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.***

The proposed CRA area has a varied diversity of ownership from civic buildings, such as the post office, to a privately owned, obsolete shopping center. Included in that ownership pattern are single family and multi-family dwellings.

The majority of these tracts are owned in fee simple. However, there is a large amount of rental units within the CRA area that creates a much diversified land ownership pattern. City research of tax records indicates that about 50% of the dwellings within the proposed CRA are non-homesteaded, income producing properties. From the ability to potentially assemble, plat, and/or combine this land with diversified ownership characteristics into more functional tracts to accommodate new development is extremely problematic.

Thus, this checkerboard pattern of land ownership keeps the area depressed to-date because it does not easily allow for the aggregation of land to support modern development patterns which continue to depress the local market.

Q: Is the definition of Blight Area met?

A: Yes

(n) ***Governmentally owned property with adverse environmental conditions caused by a public or private entity.***

There is no governmentally-owned property with adverse environmental conditions caused by a public or private entity within the proposed CRA area. However, there is an existing Progress Energy inactive power plant with large above ground storage tanks within approximately 1,200 ft. of the boundary that would qualify as a Brownfield site. The site is in unincorporated Volusia County and along the lakeshore of Lake Monroe to the east of the proposed CRA area. The underground potentiometric flow and possible leachate of contaminates from this site, potentially, toward the CRA area, would cause adverse environmental conditions within the proposed CRA area.

Groundwater testing, Phase I Environmental Site Assessments, and potentially, a Phase II Environmental Site Assessment would warrant the impacts that this site has of sending adverse environmental contaminates toward or into the proposed CRA area.

Q: Is the definition of Blight Area met?

A: Yes

REAL ESTATE DEVELOPMENT AND INVESTMENT ACTIVITY

Reported Investment and Disinvestment Activity

The proposed CRA area is experiencing a situation that is akin to condemnation blight. The construction of Saxon Blvd. interchange to the north; the orientation of the corridor away from I-4; the mix of incompatible land uses; the geometry of Deltona Blvd.; the date of development and the functional obsolescence of many of those buildings; and the lack of public safety measures all have caused disinvestment activity in the area compared to investment activity.

The investment activity in the last 15 years has included two convenience stores, a McDonalds, and a Waffle House. The remaining structures proceeded that time, when the City was part of unincorporated Volusia County. The lack of investment in that period indicates disinvestment activity.

However, compounding that issue, within the past 10 years, the Planned Unit Development that includes the Waffle House, McDonalds, and convenience store located at Welcome Center Drive has no new development despite commercial entitlements and vacant land. The hotel to the north of Welcome Center Dr. is in receivership and its model is outdated. The two story office building located at 800 Deltona Blvd. is vacant and has not been occupied since spring 2012. The former model homes along the west side of Deltona Blvd. are in disrepair and have vacant leasable space for office uses. The Deltona Fountains plaza at 777 Deltona Blvd. has an occupancy rate of 43%.

The two story office building located at 577 Deltona Blvd. is in receivership but is 95% occupied. Justin Plaza is 40% vacant. Deltona Plaza, which was the former site of a Winn-Dixie, has approximately 132,000 SF and is 70% vacant. The former Kennedy Space Center Credit Union building located at 1260 Deltona Blvd. is being subleased or sold. There is no new commercial development at the intersection of Saxon Blvd. and Normandy Blvd., other than the Walgreens, constructed in 2006.

Disinvestment in the area is in part due to the platting of land for single family residential, the difficulty in assembling residential properties, the lack of proper lot depth for commercial development, and the lack of sanitary sewer lines to serve that commercial use. Thus, sites along the Saxon Blvd. corridor cannot compete in a weak real estate market and are often overlooked by site selectors for viable uses that would benefit from the high volumes of traffic along Saxon Blvd.

In summary, the above listed information indicates an overall disinvestment activity within the proposed CRA area.

FIRE AND MEDICAL CALLS

Fire and medical calls for the proposed CRA were tracked for the last three years. Between 2009 and 2012, the City fire department responded to 2,359 calls including 87 fires. The fires ranged from brush fires to vehicle fires. 16 of the 87 or 67% of the fire calls were building fires. The total damage estimates were nearly \$170,000. While the exact cause of the fires is unknown, it is possible to infer that some of the fires were caused or exacerbated by faulty building materials/techniques (i.e. wiring) or poor design (i.e. substandard or non-existent fire walls/breaks). Such design and material deficiencies are not unexpected in an area with an older building stock like the proposed CRA.

During the same time period there were 1,816 emergency medical-type of responses within the proposed CRA. The majority of those calls, over 62%, resulted in life support oriented responses that could constitute a serious medical condition such as cardiac arrest or some type of serious trauma. An interesting statistic and a window into the demographic of the CRA is that 53 of the medical calls were for “invalid” assistance. The high rate of life support calls and a percentage of “invalid assist” calls indicate two things: there is an elderly population residing within the CRA and the population of the CRA is not very healthy. The lower levels of health are common in economically disenfranchised areas and, according to 2010 U.S. Census data, 24% of the people that reside in the census tract that includes the proposed CRA have an income below the poverty level. This correlation certainly confirms the nexus between low income areas and an unhealthy population. 270 of the 1,816 calls were traffic accidents that resulted in injury and non-injury events. Four (4) of the 270 calls were for deleterious vehicle/pedestrian interaction. The majority of the traffic accidents involved injuries and that trend suggests that the accidents involved high speeds. A likely factor in the accidents with injuries is the turning movements associated with a plethora of driveway cuts, especially residential, within the CRA. Basically, ingress and egress to access those driveway cuts results in more chaotic traffic patterns. Finally, the compromised sight distances associated with the CRA thoroughfares also increases the risk of accidents.

The fire and medical calls support the conclusions cited elsewhere in this report that the land use pattern of the proposed CRA is obsolete, replete with older buildings surpassing or approaching the term of usefulness and the area is socially and economically disenfranchised.

As has been mentioned elsewhere in this report the fire and emergency calls for the entire City represent 290 calls per 1,000 population. For the CRA, the call ratio is considered very high at 1,572 calls per 1,000 population.

CONCLUSIONS

The Deltona Lakes Subdivision accomplished the mission of the Mackle Brothers creating a large, nearly single-use subdivision of detached single family dwelling units. There was a realization by the developer that there needed to be some land set aside for support uses including commercial development. However, those commercial allocations were intended to

be more neighborhood-oriented. Neighborhood oriented commercial uses is an older development concept that pre-dates World War II. However, the demographic of the Deltona community changed as did the needs and expectations. The original developers did not envision a big box commercial facility; nor was there much thought devoted to a shift of demographics and a need for employment. Basically, the Mackle Brothers plat is antiquated and the result is a condition where opportunities for modern commercial development forms are limited.

While the plat legacies present a challenge, the most problematic issue associated with the proposed CRA is the lack of sufficient infrastructure including transportation, and utilities. Rectifying the infrastructure deficiencies associated with the proposed CRA is the primary goal of the CRA. Without the CRA and related financing tools needed to fund infrastructure upgrades, the subject area will continue to slide into disinvestment punctuated by a cycle of vacant and underutilized commercial space, unmaintained and dilapidated buildings, a less desirable housing stock, and limited public services.

The proposed CRA has benefits that extend beyond the CRA boundaries, and the City limits. The proposed CRA is a concept that represents a sound investment in the community and helps ensure that land resources will be used in a viable fashion. A general goal of many local government planning efforts, including the City and the County, is one of compact urban growth. The idea of compact urban growth implies that there will be less pressure to expand urban areas into rural communities and environmentally sensitive areas. In addition, a result of compact urban growth is a lessening of vehicle miles traveled. Lower vehicle miles traveled translates into a reduction of traffic impact on the regional road network.

The CRA represents a positive situation for the City and County. It allows for reinvestment in an area that can and will be viable. The CRA maximizes and improves existing urban infrastructure and the CRA promotes sound growth management principles.

EXHIBIT B Existing Water and Sewer Infrastructure

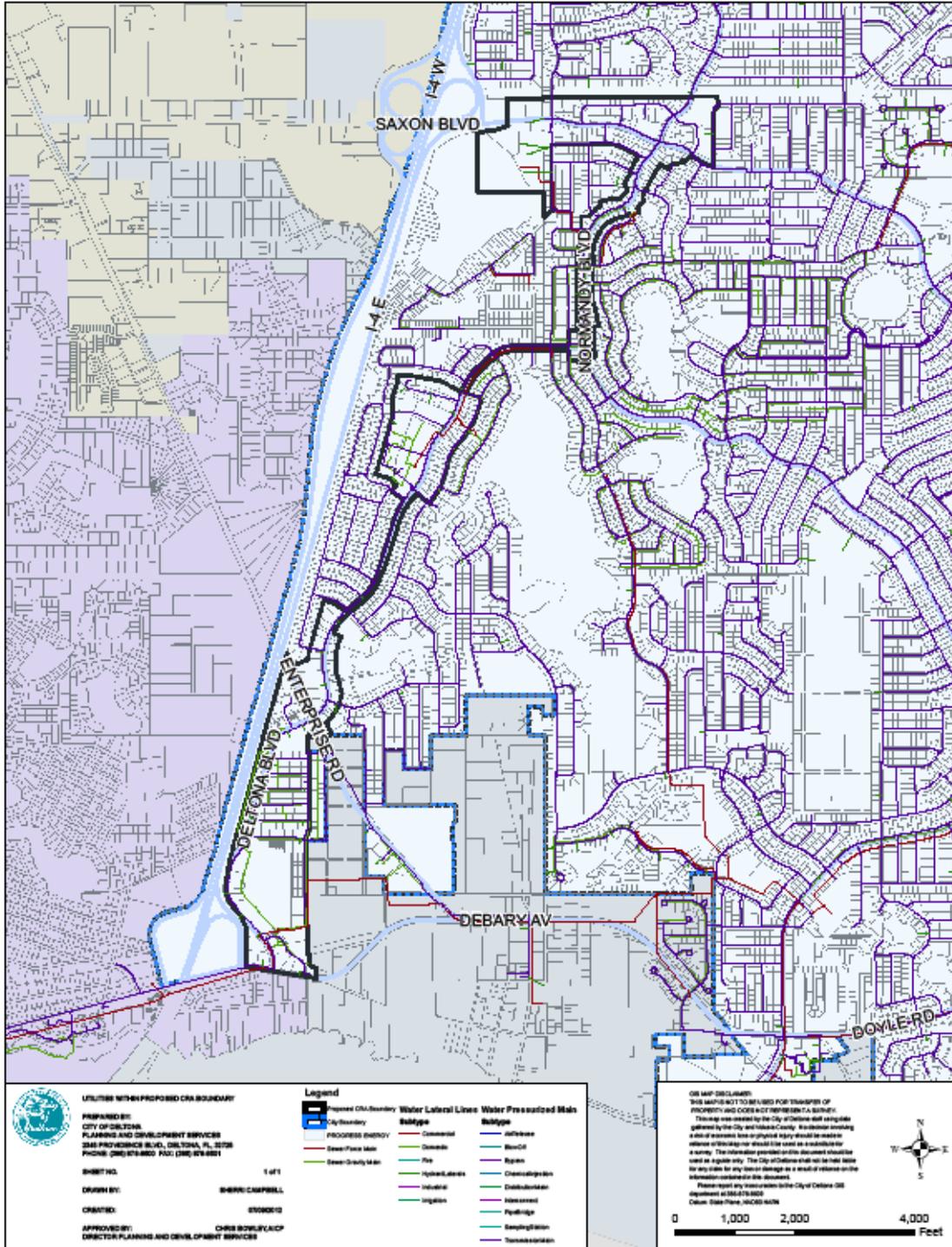


EXHIBIT C Existing Land Use Map of Proposed CRA Area

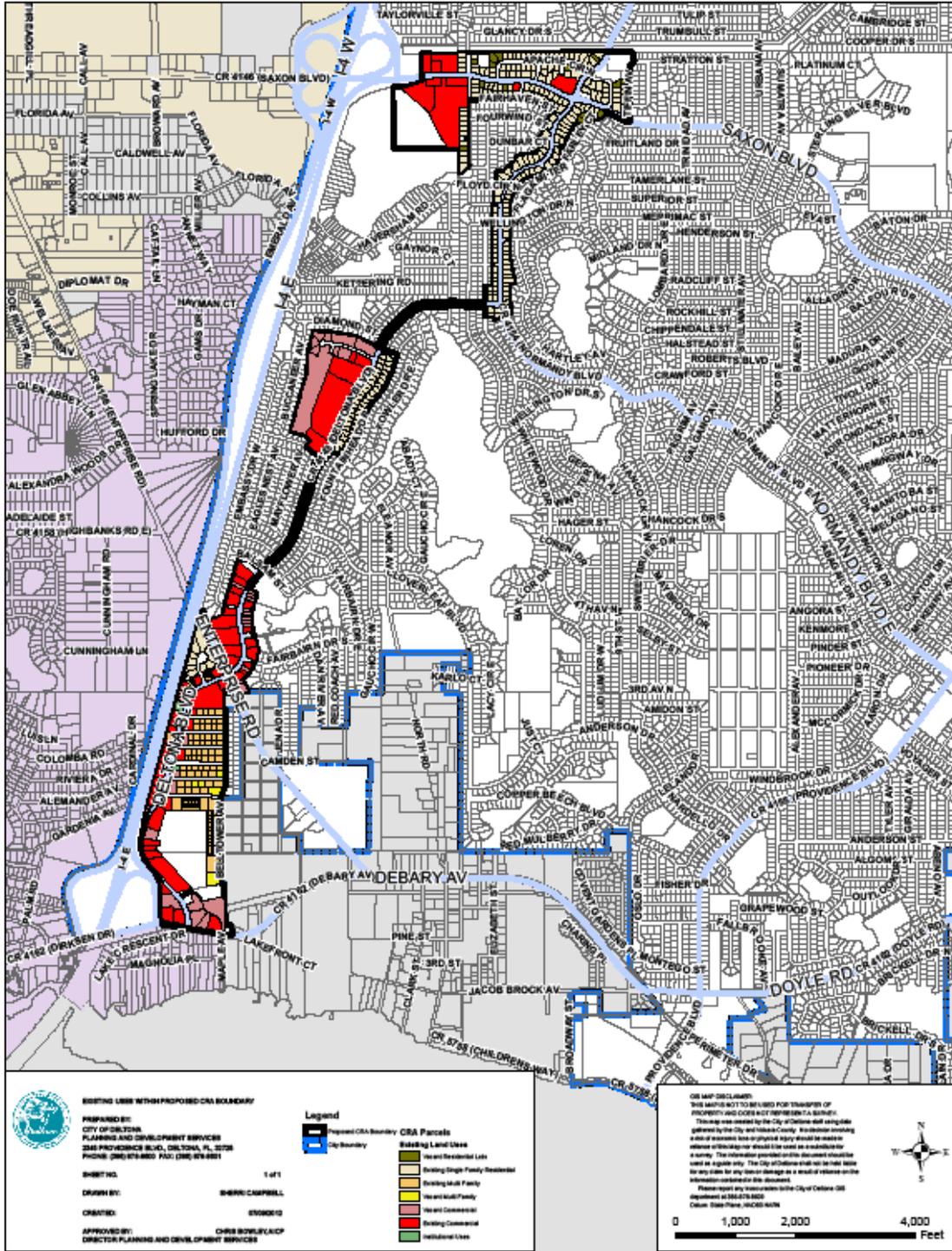
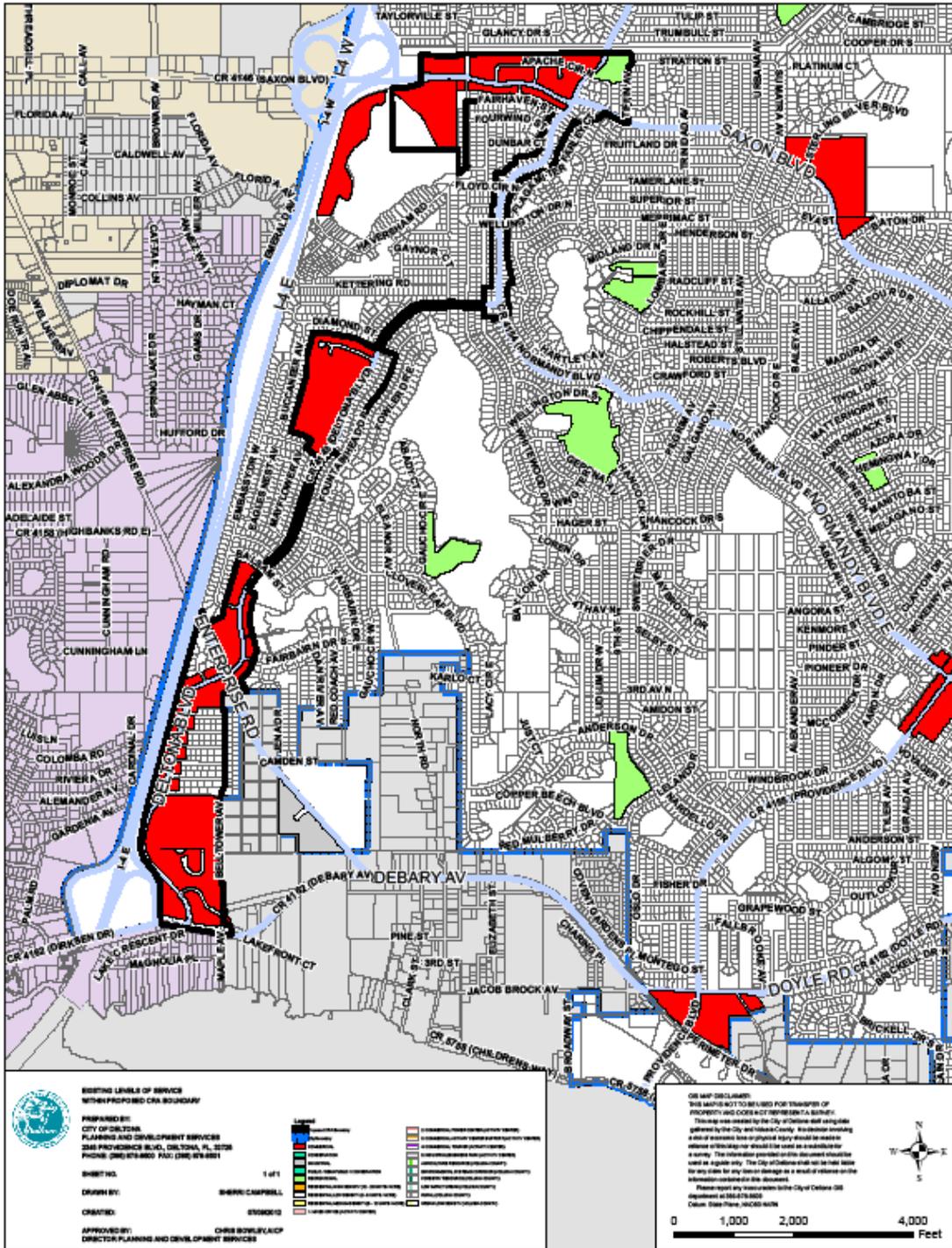


EXHIBIT D Future Land Use Map of Proposed CRA Area



CITY OF DELTONA



5 - YEAR STRATEGIC ECONOMIC DEVELOPMENT PLAN



VISION



SPG

Strategic Planning Group, Inc.

ECONOMICS ■ PLANNING ■ DEVELOPMENT

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The City of Deltona's
5 Year Strategic Economic Development Plan



Submitted to:

The City of Deltona
2345 Providence Blvd.
Deltona, FL 32725

October 8, 2007

Prepared by:



Strategic Planning Group, Inc.

ECONOMICS ■ PLANNING ■ DEVELOPMENT

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THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

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THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

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THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

EXECUTIVE SUMMARY

5-Year Strategic Economic Development Plan

Strategic Planning Group, Inc., (SPG) was retained by the City of Deltona to assist in the preparation of a 5-Year Strategic Economic Development Plan for the City. The City Commission, in September 2006, established economic development and redevelopment as one of their goals for the City of Deltona. To address this goal, staff prepared an Economic Development Two Year Action Plan and guidelines for establishing the Deltona Economic Development Advisory Board (DEDAB) that was approved by the City in May 2007. One of the main objectives from the Two Year Action Plan was the development of a five year plan.

The work on this five year Strategic Economic Development Plan was undertaken in conjunction with the City's Economic Development Board and city staff, who will ultimately be responsible for managing and implementing the plan.

As a part of the work program, SPG developed a socio-economic profile of the City of Deltona, Volusia County, and selected other cities and counties in the regional area for comparative purposes. This work effort was designed to establish an overview of the City. In addition, workshops with the Economic Development Board were held on August 18 and September 10, 2007, to obtain input on community issues, goals, objectives, and strategies for the plan. This effort resulted in a general consensus, refinement, and prioritization of objectives, strategies, and action steps.

Acknowledgements

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The starting point in the development of any economic development strategy is a full understanding of community's strengths and weaknesses. As a result of the workshops held with the City's Economic Development Board the following strengths and weaknesses were delineated.

Deltona Strengths and Weaknesses

Deltona is well located to take advantage of growth within the region. Its major strengths appear to be:

City of Deltona (City as a whole)

Strengths

- Room to grow
- Good young, diverse workforce
- Good "Laidback" Communities
- Growth Oriented Government
- Lower land costs
- Affordable Housing
- Proximity/access to Orlando (highways, airports, ports)
- Low crime rate
- Transportation
- Lower taxes
- Green Infrastructure

Weaknesses

- Historically & Current anti-growth
- Perception that there is little amount of land to develop/Infrastructure
- Lack of current product (no identified industrial/business park)
- Lack of cooperation in permitting and zoning
- Lack of marketing plan/brand
- Lack of advocate for the west side
- Lack of supportive media

Strategic Economic Development Plan

A strategic economic development plan is developed around a community's goal, or an articulation of the Vision of itself five years hence. The Deltona Economic Development Board had a unanimous consensus of the City's Economic Development Goal.

Goal:

The City of Deltona must actively promote collaboration between public and private sectors to ensure the economic health and well-being of the City. The preservation and expansion of the community's economic base should be a prime objective. The future development of the community depends on enhancing local economic development efforts directed towards these objectives.



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Objectives and Strategies

Objective 1.1: Work diligently to enhance the City’s reputation regarding its support of economic development.

Strategy: Develop an economic development “theme” or “brand” for the City

Objective 1.2: Develop an overall economic development plan that will improve quality of life and increase opportunities of its residents.

Strategy: Development Economic Development Strategic Plan with the help of an outside consulting group.

Objective 1.3: Attract new Businesses

Strategy:

1. Define appropriate “target industries” for the City
2. Join Metro Orlando to assist in marketing efforts
3. Develop marketing program aimed at area real estate brokers
4. Develop market program aimed at area/regional developers

Objective 1.4: Explore economic incentives to assist in the recruitment of business and industry.

Strategy: Review economic incentives currently being used by surrounding communities/counties

Objective 1.5: Develop an office/light industrial park for business recruitment.

Strategy:

1. Inventory existing vacant land parcels over 25 acres that are currently served by adequate utilities and have proper zoning for non residential development
2. Identify commercial/industrial developers who could be potential prospects
3. Focus development in the 472 and 415 activity centers (see those activity centers for specific strategies)

Objective 1.6: Develop a retention program for the City

Strategy: Develop a retention program

Objective 1.7: Develop the framework and partnership to establish at least three economic centers.

Strategy:

1. Develop inventory of currently developable parcels (with adequate infrastructure and zoning) by the three delineated activity centers (472, Deltona/Saxon, and 415/Howland).
2. Develop list of prospective companies and/or developers by activity zone.
3. Update future land use and zoning on high ranked sites if needed.

Objective 1.8: Develop marketing tools for business recruitment.

Strategy: Create computerized inventory and site selection criteria list using



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Objective 1.9: Develop procedures for ensuring cooperation from municipalities, state and federal agencies for economic development projects in the City and in the region.

Strategies:

1. Become members of Metro Orlando and other local/regional economic development organizations
2. Develop communication network with area real estate brokers and developers

SR 472 Activity Center

Strengths

- DRI in place (existing zoning and land use)
- Mixed use development
- Good location and access to I-4
- A lot of rooftops to support retail
- Size threshold to support the local approval of a CRA/CDD/SAD

Weaknesses

- Auto Trips Entitlements
- Public Perception/Lack of communication
- Financing of needed infrastructure
- Timing

Objective 2.1: Increase Trip Allocation

Strategy:

1. Work with State, Regional and local agencies to increase the trip allocation for all of the 472 activity center (critical)
2. Work with City on concurrency issues related to SR 472

Objective 2.2: Increase public awareness and support

Strategy: Develop a marketing/communication strategy to inform local residents and local/regional economic development groups on the importance of the 472 Activity Center

Objective 2.3: Identify infrastructure funding and promotion

Strategy

1. Define costs of needed public supported infrastructure
2. Apply for appropriate grants to assist in funding
3. Develop list of all funding sources

Objective 2.4: Gain more developer interests

Strategy

1. Create market tools to sell 472 Activity Center
2. Create market program to promote interest



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Objective 2.5: Define target clusters and incentives to develop

Strategy:

1. Identify appropriate target clusters
2. Develop list of incentives and funding sources used by surrounding communities/counties.

Deltona/Saxon Boulevards Redevelopment Sub-area

Key points (Deltona)

- Half of Deltona's businesses are located in this study area (40 to 50%)
- Oldest part of City
- Original Retail Center for the City
- Pedestrian friendly (walkable)
- Hotel on the South-end
- Southern Gateway to the City
- Key Gateway to City
- Existing Businesses

Strengths – Deltona Blvd

- Existing inventory
- Considered traditional main street
- Abundance of Mom & Pops Stores (small Businesses)
- Christmas events held in the area
- Public perception of need for improvements
- Roof tops
- New Residential & some commercial
- Art/Cultural center
- Some available lands
- Post Office
- Sheriff's Substation
- Saxon – Gateway that needs improvement (location and existing retail)
- Location
- Existing Businesses

Weaknesses-Deltona

- Old and in need of redevelopment
- Smaller residential lots
- No longer main gateway into city

Weaknesses-Saxon

- Landscape and Gateway improvements needed (old improvements) (curb appeal)
- Shopping Center
- Traffic Flow
- No vacant land
- Transportation concurrency
- Vacant residential



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Objective 3.1: Work with redevelopment planning firm to identify appropriate businesses and incentives for redevelopment

Strategy:

1. Identify the types of businesses that are best suited for this activity center
2. Participate in all redevelopment workshops

Objective 3.2: Make Saxon a positive Gateway to Deltona

Strategy: Ensure that consulting plans for the gateway enhance the economic vitality of the Activity Center

Objective 3.3: Code Enforcement

Strategy:

1. Communicate to the Planning Board and City Commission the importance of Code enforcement within the city and its activity centers
2. Keep an inventory of buildings violating existing codes

Objective 3.4: Identify and promote public-private partnerships (strategies: work with landlords to promoting vacant space)

Strategy:

1. Identify all land owners within activity area
2. Identify all merchants or business owners within the activity area

Objective 3.5: Develop small business program to address redevelopment (w/DBCC)

Strategy:

1. Identify small businesses in area
2. Identify small businesses that appear to need assist
3. Work/coordinate with DBCC on the development of an assist program

Objective 3.6: Objective to encourage land assemblage

Strategy: Identify parcels suitable for assemblage

Objective 3.7: Establish redevelopment incentives (façade grants)

Strategy: Develop list of redevelopment incentives

Objective 3.8: Addressing the mixed use zoning– large portion of the city’s MF development/land use is in Saxon area.

Strategy: Delineate current Mixed Use zoning opportunities within the activity center

Objective 3.9: Utilize economic impact analyses – Risk/Reward Analyses in analyzing incentives

Strategy: Develop an appropriate economic methodology to measure the cost/benefit of using incentives



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SR 415/Howland Blvd Development Area

Key Points

- City and County
- Competing planning
- Predominately rural
- Mix of land owners
- Utilities

Strengths

- Available Land
- Growth corridor
- Emerging Access to Orlando
- Future Greenway expansion through 415 to I-95 near Edgewater
- Existing access to Orlando/Sanford International Airport

Weaknesses

- 415 capacity (widening)
- Public perception as a conservation area; public policy conflict
- Trip issue
- Future land Use and Zoning
- Unstable boundaries
- Anti-growth sentiment

Objective 4.1: Review the City and County draft JPA Plan to determine if it is in the best interest of economic development to the City and to make recommendations to the commission

Strategy: Study the City/County draft JPA report and provide comments to City staff and the LPB and BOC.

Objective 4.2: The City should develop its own plan

Strategy: If the current plan is flawed, recommend that the City prepare its own plan.

Objective 4.3: Identification of ED areas (available lands)

Strategy: Create an inventory of currently developable lands (infrastructure/zoning)

Objective 4.4: Develop an advocacy group to support the plan

Strategy:

1. Identify individuals and organizations that would support the redevelopment of SR415/Howland Blvd.
2. Prepare marketing tools defining merits of redevelopment

Objective 4.5: Identify and promote public/private partnerships

Strategy: Same as Objective 4.4 above.



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City of Deltona's Strategic Economic Development Plan

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As a part of the work program, SPG developed a socio-economic profile of the City of Deltona, Volusia County, and selected other cities and counties in the regional area for comparative purposes. This work effort was designed to establish an overview of the City. In addition, a focus group workshop session was conducted on April 1, 2006, to obtain input on community issues, goals, objectives, and strategies for the plan. This effort resulted in a general consensus, refinement, and prioritization of objectives, strategies, and action steps.

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THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Report Format

This report is broken down into four sections. The first section provides an overview of the Economic Planning Process. The second section provides a brief profile of the City. The third section provides a guide to where the City wants to go and its economic strengths and weaknesses. The fourth section outlines the City's (and its three sub areas) Strategic Economic Development Plan.

What Is Economic Development

According to the Florida Economic Development Council (FEDC), economic development is:

“The process of improving the economic health of a city, region or the state by bringing together its assets, resources and political action into a strategy to bring wealth and prosperity to that area.”

Economic development is fundamentally about enhancing the factors of productive capacity - land, labor, capital, and technology - of a national, state or local economy. By using its resources and powers to reduce the risks and costs which could prohibit investment, the public sector often has been responsible for setting the stage for employment-generating investment by the private sector.

The public sector generally seeks to increase incomes, the number of jobs, and the productivity of resources in regions, states, counties, cities, towns, and neighborhoods. Its tools and strategies have often been effective in enhancing a community's

- labor force (workforce preparation, accessibility, cost);
- infrastructure (accessibility, capacity, and service of basic utilities, as well as transportation and telecommunications);
- business and community facilities (access, capacity, and service to business incubators, industrial/technology/science parks);
- schools/community colleges/universities, sports/tourist facilities;
- environment (physical, psychological, cultural, and entrepreneurial);
- economic structure (composition); and
- institutional capacity (leadership, knowledge, skills) to support economic development and growth.

However, there can be trade-offs between economic development's goals of job creation and wealth generation. Increasing productivity, for instance, may eliminate some types of jobs in the short-run.

Why Do Economic Development

Again, according to the FEDC, the public sector is involved in economic development in order to



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- increase wealth and prosperity for the state, communities and citizens;
- ensure job opportunities for all of Florida's citizens;
- expand the tax base for local and state government to better serve the citizens;
 - improve the quality of life of Florida's citizens by increasing the standard of living; and,
 - ensure a bright economic future for the state.

As noted by the FEDDC, wealth creation occurs when products and services are exported outside of jurisdictional boundaries and money is imported in return. When companies have wages above the local or state average, it raises the standard of living. Local retail and service jobs, although needed, circulate money within the community but do not create wealth for the immediate area unless serving visitors to Deltona/Volusia County or Metro Orlando.

Without an economic development program, the community would grow but not always in the way desired. By targeting and attracting firms that produce high-wage, high-value jobs, which are competed for with other communities, prosperity is increased and the standard of living in Deltona and eastern Volusia County is raised. Without a proactive approach to economic development, growth may result in the City having lower wage, service-oriented jobs and a lower standard of living. The Strategic Development Plan will outline goals, objectives and implementation action steps to achieve the community's goals. In addition, diversification of the local economy with a balanced economy makes the community less vulnerable to industrial sector fluctuations.

By encouraging high levels of capital investment along with high-wage jobs, the tax base is expanded, thereby providing more dollars for local and state governments to provide high-quality services. This new tax base will continue to provide a strong return, especially at the local level, for many decades.

Our world is changing at a rapid pace. Much of that change can be seen in the very types of jobs that are available and those we are trying to attract. Without the effort to diversify by targeting higher-wage jobs, Deltona could fall behind and remain a bedroom community of the Orlando Metro area depend substantially on services for ad valorem tax revenue. The City of Deltona must change its bedroom community status, and that requires a combined effort with state and county governments and local businesses all working together to achieve the results of increased wealth, an expanded tax base, and a higher quality of life for citizens now and in the future.

What is a STRATEGIC Economic Development Plan?

Strategic planning is a visionary process of what an organization, place or group wants to be at some determined point in time. Strategy is the framework that guides those decisions that determine the nature and direction of the process. Strategic planning is the



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development of that framework. The following are definitions used in this Plan to define the elements of strategic planning: goals, objectives, strategies and action steps.

Goal: A long-term organizational target or direction of development. It states what the location wants to become over the next several years. Goals provide the basis for decisions about the nature, scope, and relative priorities of all projects and activities. An example might be:

To promote and support positive economic change by conducting strategic activities designed to expand and diversify the existing economy and create additional employment and income opportunities.

Objectives: A measurable target that must be met on the way to attaining a goal. An example might be:

- Identify and list the barriers to economic growth within the City.

Strategy: The means by which an organization or place intends to accomplish an objective. Identify all alternative approaches, rate them in terms of cost effectiveness, and select a set of strategies that best achieves the level of performance specified in the strategic objective. An example is:

- Establish a more user friendly permitting process.

Action Steps: Identify the specific acts, responsibilities, and funding to accomplish the strategies.

- Place a public service evaluation questionnaire form on all front office counters in permitting departments.
- Responsibility: Growth Management
- Costs: Minor
 - Printing of Form
 - Staff Time for review of Comments

The process of economic development has become complex. At its best, economic development is both research-based and relationship-driven. The major components of this Strategic Plan are expressed in the following areas:

Research & Information

- Research key community factors including demographics, infrastructure, workforce, existing industry base, real estate inventory, tax climate, and quality of life.
- Evaluate the community's assets and weaknesses, including strengths, opportunities, threats, and develop strategies for emphasizing or minimizing them as needed.
- Capitalize on assisting existing companies and growing industry groups.



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- Present data (both print and web versions) to prospective companies. Accurate, adequate and accessible data is essential in making the short list when prospects start their decision-making process.

Relationships

- Marketing is key to obtaining inquiries and potential leads. Marketing strategies include:
 - Direct contact with target industries.
 - Trade shows and business missions.
 - Advertisements and advertorials in trade publications.
 - Websites and related links.
 - Relationships with site-selection consultants.
 - Leveraging of area activities for prospect recruitment.
- Ongoing communication with prospects. To become competitive, Deltona's economic development professionals need to coordinate with all leads and prospects that come from the other economic development groups within the County and region and maintain strong ties to project location specialists.

As all economic development professionals know, economic development is a collaborative process.

Facilitating site-specific real estate deals and navigating local and state regulatory issues while demonstrating that transportation and workforce needs are met are important parts of supporting potential business prospects. Economic development agency activities that need to be on the "front lines" for a successful partnership include:

- generating leads through relationship marketing, such as trade shows or consultant events;
- providing information on websites and project research to support cost analysis;
- facilitating site tours and community introductions;
- negotiating incentives; and
- advocating business climate improvements.

Site selection is an elaborate decision process. Business expansion and location decisions are based on evaluations of many factors. Often, corporate executives and their consultants develop complex matrices to compare cost and other factors for twenty or more sites in as many states or locations. A variety of location factors that are most important to businesses must be explored—transportation, labor costs, availability of skilled labor, taxes and incentives, and quality of life, among others.



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The process begins with evaluation of the size of the community by population. Understanding how an area population profile is seen or understood by groups considering relocation or business expansion is key to what is expected of the community's workers.

Succeeding in demonstrating a workforce suitable for meeting the needs of a specific industry is quickly followed by the need for available work sites or facilities. It is critical that these basic resources be in place and available. Much of the challenge is to create and to enhance these resources to ultimately achieve our overall goals of economic development.

Site Selection Criteria for Economic Development

This brief section provides an overview of how corporations and their consultants analyze communities with respect to relocation. The following tables illustrate the relative importance of the various factors affecting where firms choice to relocate or expand.

Table 1 lists the site selection factors of 2005 by relative importance.



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Table 1. Site Selection Factors

	Site Selection Factors			
	Very Important %	Important %	Minor Consideration %	Of No Importance %
Labor				
Availability of skilled labor	58.5	28.7	10.6	2.1
Availability of unskilled labor	16.9	33.7	36.0	13.5
Training programs	12.4	47.2	31.5	9.0
Labor costs	37.3	50.6	8.4	3.6
Low union profile	46.0	31.0	12.6	10.3
Right-to-work state	36.0	33.7	16.9	13.5
Transportation/Telecommunications				
Highway accessibility	57.0	34.4	4.3	4.3
Railroad service	12.0	16.9	30.1	41.0
Accessibility to major airport	12.8	37.2	34.0	16.0
Waterway or oceanport accessibility	9.0	11.2	29.2	50.6
Availability of telecommunications services	37.2	42.6	11.7	8.5
Availability of high-speed internet access	49.4	36.3	7.7	6.6
Finance				
Availability of long-term financing	29.3	27.2	26.1	17.4
Corporate tax rate	49.5	35.5	11.8	3.2
Tax exemptions	54.8	31.2	10.8	3.2
Other				
Proximity to major markets	36.0	47.2	16.9	0.0
Cost of land	24.4	54.7	17.4	3.5
Availability of land	25.0	50.0	21.4	3.6
Occupancy or construction costs	30.2	53.5	14.0	2.3
Raw materials availability	26.7	35.6	27.8	10.0
Energy availability and costs	46.0	36.8	11.5	5.7
Environmental regulations	32.2	38.9	20.0	8.8
Proximity to suppliers	16.7	50.0	25.0	8.3
Proximity to technical university	5.8	24.4	50.0	19.8
Quality of life Factors				
Climate	4.5	42.0	35.2	18.2
Housing availability	12.8	46.5	24.4	16.3
Housing costs	18.8	41.2	23.5	16.5
Health facilities	16.1	46.0	23.0	14.9
Ratings of public schools	15.9	40.9	26.1	17.0
Cultural opportunities	6.8	42.0	35.2	15.9
Recreational opportunities	6.9	37.9	40.2	14.9
Colleges and universities in area	9.2	36.8	35.6	18.4
Low crime rate	25.3	42.5	23.0	9.2

Source: Area Development, Dec. 2005/Jan. 2006, "20th Corporate Survey," and Strategic Planning Group, Inc., 2006

Site selection criteria are continuously changing as technology and the overall economy change. The criteria also differ between industries and those conducting site-selection efforts. The major, site-selection criteria for industry (primarily manufacturing) have shifted in the last year, as shown in Table 2.



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Table 2. Corporate Site Selection Rankings 2004 and 2005

Corporate Site Selection Factors		2004	2005	Change
Ranking				
1	Highway accessibility	90.2	91.4	1.2
2	Labor costs	96.4	87.9	(8.5)
3	Availability of skilled labor	89.1	87.2	(1.9)
4	State and local incentives	87.5	86.0	(1.5)
5	Availability of high-speed internet access	80.7	85.7	5.0
6	Corporate tax rate	84.4	85.0	0.6
7	Occupancy or construction costs	83.6	83.7	0.1
8	Tax exemptions	83.3	83.6	0.3
9	Proximity to major markets	72.7	83.2	10.5
10	Energy availability and costs	85.8	82.8	(3.0)
11	Availability of telecommunications services	82.3	79.8	(2.5)
12	Cost of land	76.6	79.1	2.5
13	Low union profile	75.5	77.0	1.5
14	Availability of land	75.7	75.0	(0.7)
15	Environmental regulations	80.7	71.1	(9.6)
16	Right-to-work state	69.5	69.7	0.2
17	Proximity to suppliers	62.4	66.7	4.3
18	Raw materials availability	64.9	62.3	(2.6)
19	Training programs	50.4	59.6	9.2
20	Availability of long-term financing	63.0	56.5	(6.5)
21	Availability of unskilled labor	59.4	50.6	(8.8)
22	Accessibility to major airport	53.8	50.0	(3.8)
23	Proximity to technical university	32.4	30.2	(2.2)
24	Railroad service	26.9	28.9	2.0
25	Waterway or oceanport accessibility	21.1	20.2	(0.9)
Quality-of-Life Factors		2004	2005	Change
1	Low crime rate	80.2	67.8	(12.4)
2	Health facilities	72.2	62.1	(10.1)
3	Housing costs	64.5	60.0	(4.5)
4	Housing availability	65.8	49.3	(16.5)
5	Ratings of public schools	66.7	56.8	(9.9)
6	Cultural opportunities	51.9	48.8	(3.1)
7	Climate	50.5	46.5	(4.0)
8	Colleges and universities in area	58.1	46.0	(12.1)
9	Recreational opportunities	50.5	44.8	(5.7)

Source: Area Development, Dec. 2005/Jan. 2006, "20th Corporate Survey," and Strategic Planning Group, Inc., 2006

As noted by the publishers of *Area Development* magazine, site-selection consultants have a different set of rankings from those of corporations as shown in Table 3. The difference could partially be explained by the fact that the corporate rankings mainly reflect manufacturing facilities, while site consultant criteria would be more broadly based.



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Table 3. Consultant Site Selection Ratings 2004 and 2005

Consultant Site Selection Factors		2004	2005	Change
Ranking				
1	Availability of telecommunications services	87.2	96.0	8.8
2	State and local incentives	91.0	95.9	4.9
3	Highway accessibility	92.7	94.0	1.3
4	Labor costs	96.3	93.8	(2.5)
4T	Proximity to major markets	92.6	93.8	1.2
4T	Availability of high-speed internet access	81.8	93.8	12.0
5	Availability of skilled labor	94.4	89.6	(4.8)
6	Availability of land	92.5	89.1	(3.4)
7	Tax exemptions	87.0	86.0	(1.0)
8	Corporate tax rate	77.3	85.7	8.4
9	Occupancy or construction costs	83.9	84.3	0.4
10	Energy availability and costs	77.8	83.7	5.9
11	Environmental regulations	71.2	81.3	10.1
12	Low union profile	78.9	78.7	(0.2)
13	Accessibility to major airport	70.4	77.6	7.2
14	Cost of land	69.1	76.0	6.9
15	Proximity to suppliers	76.9	75.0	(1.9)
16	Right-to-work state	54.0	70.9	16.9
17	Raw materials availability	63.4	63.3	(0.1)
18	Availability of long-term financing	55.7	62.5	6.8
19	Availability of unskilled labor	48.1	60.8	12.7
20	Training programs	58.0	47.8	(10.2)
21	Proximity to technical university	41.8	53.4	11.6
22	Railroad service	19.2	26.0	6.8
23	Waterway or oceanport accessibility	13.2	19.5	6.3
Quality-of-Life Factors		2004	2005	Change
1	Ratings of public schools	61.6	73.0	11.4
2	Low crime rate	67.3	70.8	3.5
3	Housing availability	49.0	68.1	19.1
4	Health facilities	50.9	67.3	16.4
5	Housing costs	57.2	65.9	8.7
6	Colleges and universities in area	64.2	60.4	(3.8)
7	Climate	41.1	53.1	12.0
8	Cultural opportunities	34.5	50.1	15.6
9	Recreational opportunities	39.6	46.9	7.3
Source: <i>Area Development</i> , Dec. 2005/Jan. 2006, "20th Corporate Survey," and Strategic Planning Group, Inc., 2006				

Table 4 shows the direct comparison/ranking difference between corporate (manufacturing) rankings and site-selection consultants in 2005.



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Table 4. Corporate and Consultant Site Selection Rankings – 2005

Site Selection Factors	Corporate Ranking*	Consultant Ranking	Difference
Highway accessibility	1	3	(2)
Labor costs	2	4	(2)
Availability of skilled labor	3	5	(2)
State and local incentives	4	2	2
Availability of high-speed internet access	5	4T	(2)
Corporate tax rate	6	8	(2)
Occupancy or construction costs	7	9	(2)
Tax exemptions	8	7	1
Proximity to major markets	9	4T	(2)
Energy availability and costs	10	10	0
Availability of telecommunications services	11	1	10
Cost of land	12	14	(2)
Low union profile	13	12	1
Availability of land	14	6	8
Environmental regulations	15	11	4
Right-to-work state	16	16	0
Proximity to suppliers	17	15	2
Raw materials availability	18	17	1
Training programs	19	20	(1)
Availability of long-term financing	20	18	2
Availability of unskilled labor	21	19	2
Accessibility to major airport	22	13	9
Proximity to technical university	23	21	2
Railroad service	24	22	2
Waterway or oceanport accessibility	25	23	2
Quality-of-Life Factors			
Low crime rate	1	2	(1)
Health facilities	2	4	(2)
Housing costs	3	5	(2)
Housing availability	4	3	1
Ratings of public schools	5	1	4
Cultural opportunities	6	8	(2)
Climate	7	7	0
Colleges and universities in area	8	6	2
Recreational opportunities	9	9	0
*The majority of corporate responses were from manufacturing facilities.			
Source: Strategic Planning Group, Inc., 2006			

Steps in Preparing a STRATEGIC Economic Development Plan

The Economic Development Administration (EDA) basically defines the strategic planning process as:

- Analysis—Where are we?
- Vision—Where do we want to be?
- Action Plan—How do we get there?
- Evaluation—How are we doing?



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

The overall concept is shown below in the Economic Development Pyramid

Figure 1. Economic Development Pyramid



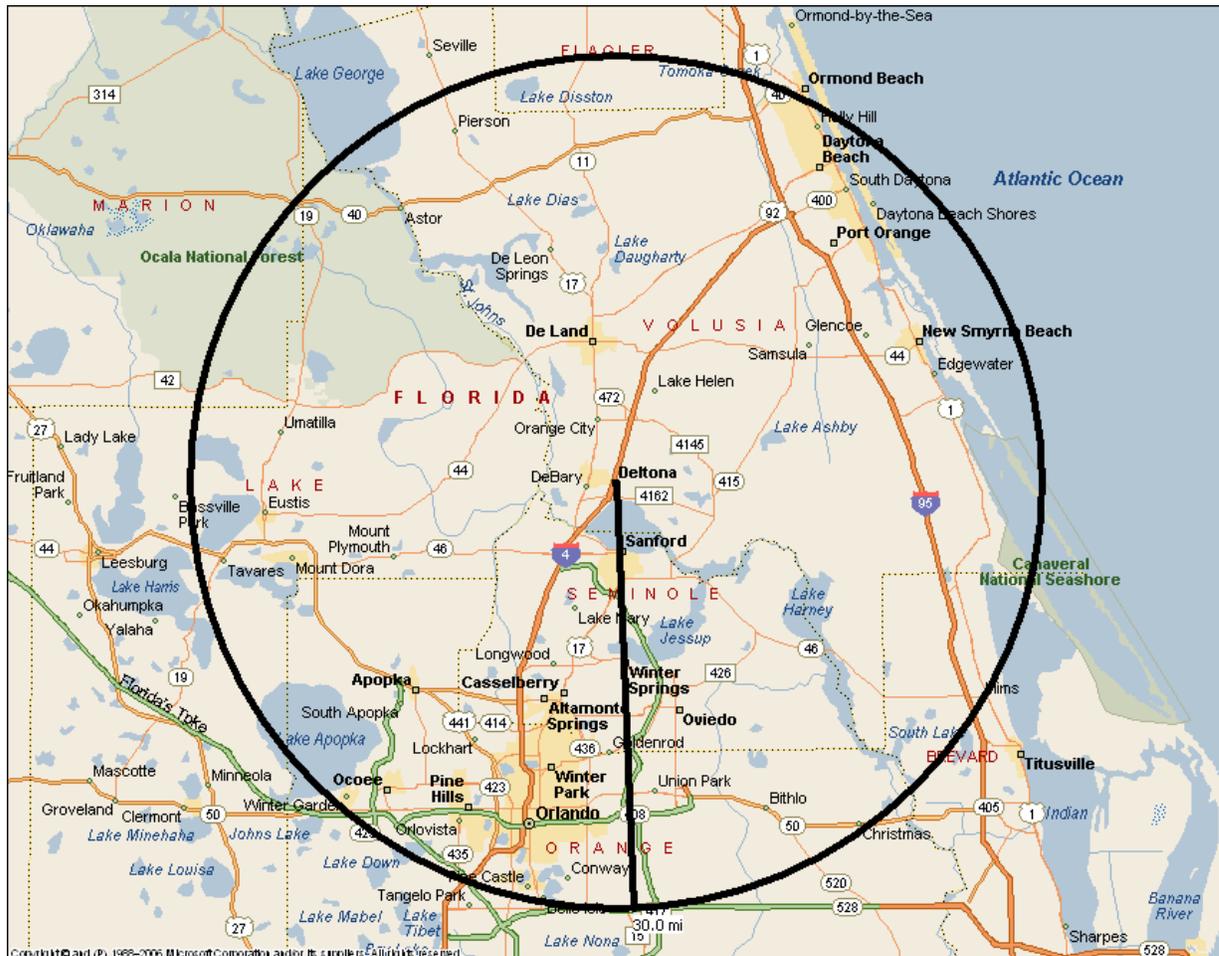
Where are we?

The City of Deltona is located in the western most part of Volusia County and is part of the Daytona Beach, Deltona, and Palm Coast CSA. While located within the Daytona, Deltona Consolidated Statistical Area (CSA), the city has traditionally been economically linked to the Orlando Metro Area, having served as one of that region's major bedroom communities. As shown below, a 30 mile radii of the City includes not only the Orlando metro area but the coastal communities of Volusia County.



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Figure 2. Location of the City of Deltona



The Orlando metro region has been undergoing a series of vision workshops as part of myregion.com. As shown below, Deltona lies within the Central hub of this newly formed region which stretches from Lakeland in the west to the beach communities of Flagler, Volusia and Brevard Counties.



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Figure 3 : Myregion Orlando area



Source: www.myregion.com



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Who are we? Deltona Socio Economic Profile

Population

According to State of Florida estimates, the City of Deltona had a population of 84,273 as of July 1, 2006 and increase of 14,730 permanent residents since the 2000 Census count.

Table 5: Population Growth 2000-2006

Annual Estimates of the Population : April 1, 2000 to July 1, 2006			
Deltona city	Date	Estimate	Annual Growth
Population Estimates	July 1, 2006	84,273	
	July 1, 2005	82,433	2,710
	July 1, 2004	79,723	3,385
	July 1, 2003	76,338	2,531
	July 1, 2002	73,807	1,906
	July 1, 2001	71,901	1,805
	July 1, 2000	70,096	
April 1, 2000	Estimates Base	69,628	
	Census	69,543	

Source: University of Florida, BEBR 2007; Strategic Planning Group, Inc. 2007

According to the newly release 2006 Census estimates (American Community Survey) the City of Deltona had an estimated population of 85,495 as of 2006, an increase of 15,941 residents since the 2000 US census, ranking Deltona as the second largest city in central Florida as well the largest City in Volusia County.

Table 6 : Surround Cities Population Growth 2000-2006

City/County	2006	2006-2000 Change
Deltona	85,485	15,941
Deland	26,536	5,632
DeBary	18,620	3,061
Orange City	9,416	2,812
Volusia County	503,844	60,501
Sanford	51,227	12,936
Altamonte Springs	43,054	1,854
Seminole County	402,667	55,468
Clermont	22,097	12,759
Leesburg	18,841	2,885
Lake County	276,783	66,256
Orlando	224,055	38,104
Orange County	1,079,524	183,180

Source: American Community Survey, US Census 2007
Strategic Planning Group, Inc., 2007

The City's ethnicity is mixed with approximately 78% being defined as white alone as shown below.



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Table 7: Ethnicity – 2005

Estimate		
Total:	85,979	
White alone	67,027	78%
Black or African	6,657	8%
Other	12,295	14%
Hispanic	20,797	24%

Source: U.S. Census Bureau, 2005 American Community Survey

Deltona like most of Florida is comprised of relatively new residents. Based on Census estimates, only 30% of the City's residents were born in Florida; while 9% were born outside the United States.

Table 8: Migration – Place of Birth

Total:	85,979	
Born in state of residence:	26,016	30%
Born in other state in the United States:	45,288	53%
Native; born outside the United States:	7,370	9%
Foreign born:	7,305	8%

Source: U.S. Census Bureau, 2005 American Community Survey

Households

In 2005 there were approximately 31,000 households in Deltona city. The average household size was 2.8 people.

Families made up 74 percent of the households in Deltona city. This figure includes both married-couple families (58 percent) and other families (16 percent).

Non-family households made up 26 percent of all households in Deltona city. Most of the non-family households were people living alone, but some were comprised of people living in households in which no one was related to the householder.



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Figure 4: Types of Households in Deltona City, FL in 2005

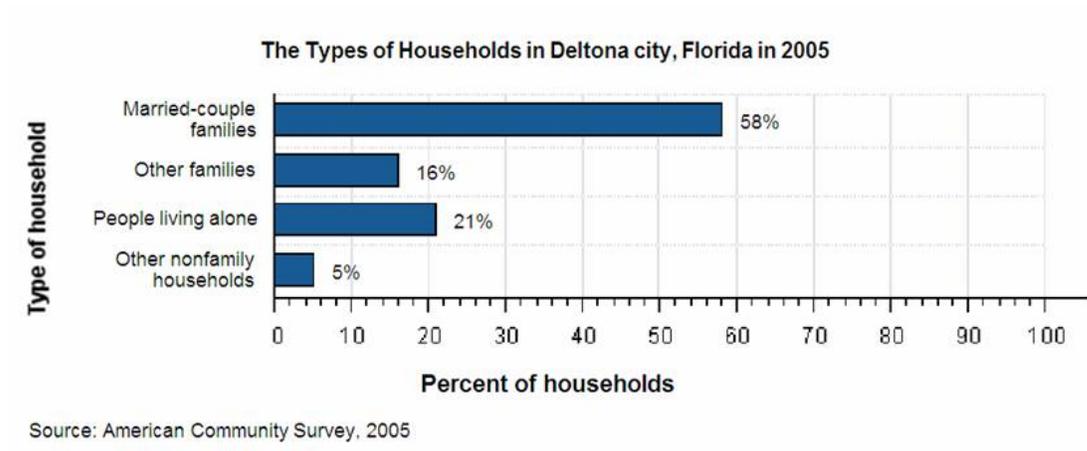
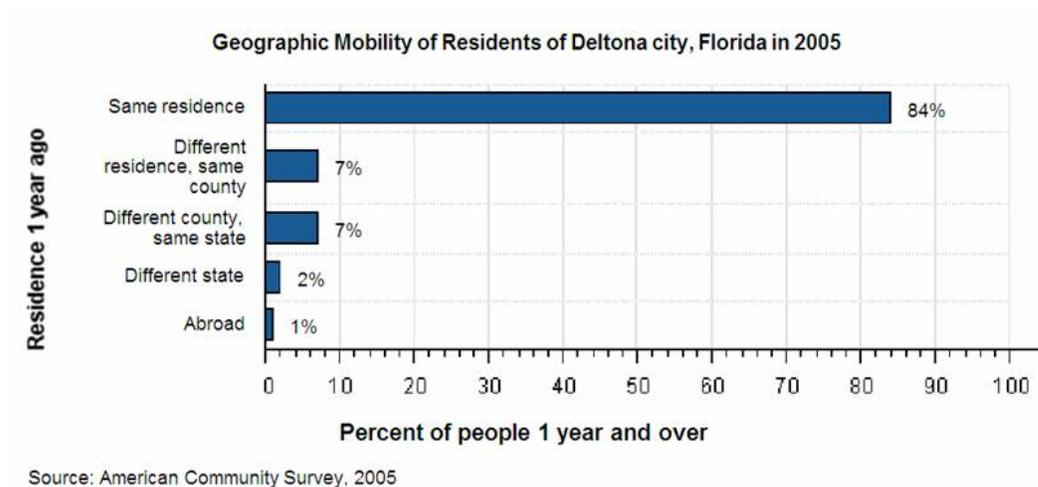


Figure 5: Geographic Mobility of Residents of Deltona City, Florida in 2005



Labor Force

The labor force of Deltona is highly diverse. The largest occupation is Education, health and social services which accounts for 17% of all occupation.



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Table 9: Occupations – 2000

2000 Employment by Occupation	Deltona	Percent
Educational, health and social services:	5,428	17.29%
Retail trade	4,641	14.78%
Construction	3,209	10.22%
Arts, entertainment, recreation, accommodation and food services:	3,080	9.81%
Professional, scientific, management, administrative, and waste management services:	2,965	9.44%
Manufacturing	2,657	8.46%
Finance, insurance, real estate and rental and leasing:	2,290	7.29%
Other services (except public administration)	1,731	5.51%
Transportation and warehousing, and utilities:	1,623	5.17%
Professional, scientific, and technical services	1,510	4.81%
Administrative and support and waste management services	1,455	4.63%
Public administration	1,423	4.53%
Information	1,223	3.90%
Wholesale trade	1,049	3.34%
Agriculture, forestry, fishing and hunting, and mining:	77	0.25%
Total:	31,396	

Source: U.S. 2000 Census; Strategic Planning Group, Inc., 2007

Deltona functions as a bedroom community to the Orlando MSA. Approximately 52% of the workers who reside within the City work outside the County according to the 2000 Census.

Table 10: Job Location – 2000

Total:	30,918	
Worked in state of residence:	30,694	
Worked in county of residence	14,622	48%
Worked outside county of residence	16,072	52%
Worked outside state of residence	224	

U.S. Census Bureau Census 2000; Strategic Planning Group, Inc., 2002

More over, only 16% worked within the City as shown below:

Table 11: Job Location - 2000

Total:	30,918	
Living in a place:	30,918	
Worked in place of residence	4,910	16%
Worked outside place of residence	26,008	84%
Not living in a place	0	

U.S. Census Bureau Census 2000

City of Deltona Economic Census Comparison

Table shows the economic growth sustained by the City of Deltona between 1997 and 2002 according to the US Department of Commerce. The largest growth in employment was in retail trade followed by Professional, Scientific and Technical services.



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Table 12. Comparison of 1997 and 2002 Economic Censuses

Deltona Industry Profile Industry Description	NAICS Code	1997			2002			1997-2002 Change		
		No. of Estab.	Employees	Sales/ Receipts \$000	No. of Estab.	Employees	Sales/ Receipts \$000	Estab.	Employees	Sales/ Receipts \$000
Manufacturing	33-33	0	0	\$0	0	0	\$0	0	0	\$0
Wholesale Trade	42	11	13	\$4,211	10	NA	NA	-1	NA	NA
Retail Trade	44-45	61	721	\$81,923	82	1,129	\$162,193	21	408	\$80,270
Information	51	NA	NA	NA	6	9	NA	NA	NA	NA
Real Estate, Rental, Leasing	53	19	27	\$3,546	22	50	\$6,964	3	23	\$3,418
Prof., Scientific & Tech Serv.	54	37	85	\$7,051	69	325	\$18,897	32	240	\$11,846
Admin, Support, Waste/Remed.	56	25	51	\$4,143	58	150	\$11,276	33	99	\$7,133
Educational Services	61	3	9	\$266	1	NA	NA	-2	NA	NA
Health Care-Social Assist.	62	46	331	\$21,637	68	472	\$40,003	22	141	\$18,366
Arts, Entertain., Recreation	71	1	NA	NA	7	122	\$1,907	6	NA	NA
Accommodations & Food Services	72	24	NA	NA	34	467	\$15,047	10	NA	NA
Other Services	81	34	101	\$5,244	39	NA	NA	5	NA	NA

Source: 1997 and 2002 Economic Census, U.S. Department of Commerce and Strategic Planning Group, Inc. 2007

As of 2006, the City of Deltona had the second lowest tax millage rate of all the municipalities in Volusia County. The 2005 tax millage rates for municipalities and unincorporated areas of Volusia County are shown in Table 13.

Table 13. Tax Millage Rates, 2005

City or County	Total Oper.	Debt Svc.	Total Millage
DeBary	2.50746		19.11096
Deltona	4.15000		20.75350
Flagler Beach	3.00000		21.38150
Orange City	4.87506		21.47856
County - Westside			21.53650
Daytona Beach Shores	3.83700		22.21850
Holly Hill	4.08002		22.46152
Ormond Beach	3.61267	0.54049	22.53466
New Smyrna Beach	4.31030	0.50159	22.54339
Port Orange	4.80000	0.05850	22.59000
DeLand	5.81770	0.22000	22.64120
County - Southeast			22.66450
County - Silver Sands			22.68180
Ponce Inlet	4.37800		22.75950
Port Orange	4.80000	0.05850	23.24000
County - Northeast			23.31450
Pierson	3.80904		23.65454
Daytona Beach	6.70279	0.38467	23.78096
South Daytona	5.54659		23.92809
Edgewater	6.45000	0.06000	24.24150
Lake Helen	5.20000		25.04550
Daytona Beach	6.70279	0.38467	25.46896
Oak Hill	5.26790		26.24140
Daytona Beach	7.70279	0.38467	26.46896

Source: Volusia County Tax Appraisers Office, 2006 and Strategic Planning Group, Inc.

The tax base for the City is highly orientated toward residential development as a basis for its revenues. An evaluation of the City's final 2006 tax roll distribution shows that residential uses contribute 84% of the City's tax revenues with only 3.78% committed to office, retail or industrial uses.

The City's land uses reflect the fact that few jobs are created within the City. Deltona is largely a bedroom community today. As of 2006, approximately 84% of the City's land value is residential.



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Table 14: Tax Digest

CITY OF DELTONA 2006		
PROPERTY TYPE	TAXABLE VALUE	%
RESIDENTIAL	2,797,368,241	83.60%
GOVERNMENTAL	4,292	0.00%
TANGIBLE PERSONAL PROPERTY	84,822,623	2.53%
AGRICULTURAL	2,114,215	0.06%
COMMERCIAL & INDUSTRIAL	126,569,898	3.78%
INSTITUTIONAL	5,706,983	0.17%
VACANT	328,161,129	9.81%
OTHER	1,553,810	0.05%
CENTRALLY ASSESSED	0	0.00%
TOTAL TAXROLL----->	3,346,301,191	100.00%
TOTAL REAL PROPERTY----->	3,261,478,568	

Education

Education is an extremely important relocation criterion. It is a measure of a potential skilled labor force as well as a key indicator to where people will move especially those with school age children. Deltona's schools seem to be improving. The current school rates are shown below.

Deltona School Profile:

Deltona HS – C

Deltona MS – B

Deltona ES – A

Regional Growth

While the City of Deltona is within Volusia County, the city, from a social and economic perspective, is really economically connected to the Orlando Metropolitan. It is also one of the faster growing municipalities within this expanded Orlando region.



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Table 15: Comparative Growth - 2006

City/County	2006	2006-2000 Change
Deltona	85,485	15,941
Deland	26,536	5,632
DeBary	18,620	3,061
Orange City	9,416	2,812
Volusia County	503,844	60,501
Sanford	51,227	12,936
Altamonte Spring:	43,054	1,854
Seminole County	402,667	55,468
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Leesburg	18,841	2,885
Lake County	276,783	66,256
Orlando	224,055	38,104
Orange County	1,079,524	183,180

Source: American Community Survey, 2007

Volusia County employee commuting patterns (2000 Census) show a net out-migration of almost 24,000 persons according to the Census. The majority of the employment out-migration was to Seminole and Orange Counties.

As of January 2006, Volusia County had a civilian labor force of 241,328 persons; 7,274 or 3% were unemployed. According to the recent Pathfinder Study (2005), an estimated 42,300 persons within the County were underemployed, while an additional 30,000 to 69,000 out-migrated to other counties for employment. Therefore, an employment pool of between 54,200 and 123,200 persons could be available to support new and expanding industry in Volusia County at the present time.

According to national statistics, Florida experienced more employment gains than any other state in 2005 (Table 16).



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Table 16. Nonagricultural Employment in the Ten Most Populous States

NONAGRICULTURAL EMPLOYMENT IN THE TEN MOST POPULOUS STATES						
November 2004 - November 2005						
Ranked by Over-the-Year Absolute Change						
Seasonally Adjusted (in thousands)						
Rank	State	November 2004	November 2005 (P)	Over-the-Year Change Number	Over-the-Year Change Rate (%)	
1	Florida	7,585.60	7,840.70	255.1	3.4	
2	California	14,656.40	14,842.80	186.4	1.3	
3	Texas	9,526.80	9,663.20	136.4	1.4	
7	Pennsylvania	5,662.40	5,730.10	67.7	1.2	
8	Illinois	5,806.30	5,872.10	65.8	1.1	
9	New York	8,483.60	8,547.40	63.8	0.8	
10	Georgia	3,900.10	3,959.80	59.7	1.5	
17	New Jersey	4,028.40	4,064.60	36.2	0.9	
34	Ohio	5,418.10	5,429.20	11.1	0.2	
50	Michigan	4,390.10	4,354.80	-35.3	-0.8	
P = Preliminary						

Source: Agency for Workforce Development 2006

Volusia County Employment Growth

Volusia County has traditionally experienced a lag in job growth within the County as compared to its neighbors. A significant percentage of its employment base is employed in the “Orlando Market.” However, as noted by the Milken Institute, when compared nationally, the Daytona Beach metropolitan area ranked 5th in the nation for two years in a row in job growth (Table 16). It is also important to note that the surrounding counties also ranked high in the Milken Ranking, including Melbourne at No. 1 and Orlando at No. 6, demonstrating the strength of the region nationally (Table 17).

Table 17. Best Performing Cities, 2004-2005

Cities	2004	2005
Palm Bay-Melbourne-Titusville, FL	0	1
Fort Myers-Cape Coral, FL	1	2
Naples-Marco Island, FL	0	3
McAllen-Edinburg-Mission, TX	0	4
Deltona-Daytona Beach-Ormond Beach, FL	5	5
Orlando-Kissimmee, FL	0	6
Washington DC-Arlington/Alexandria, VA	0	7
Fayetteville-Springdale-Rogers, AR	7	8
Ft. Lauderdale-Pompano Beach-Deerfield, FL	9	9
Riverside-San Bernardino-Ontario, Canada	8	10
Las Vegas, NV	2	0
Phoenix-Mesa, AZ	3	0
West Palm Beach-Boca Raton, FL	4	0
Sarasota-Bradenton, FL	6	0
Monmouth-Ocean, NJ	10	0

Source: Milken Institute, 2006, Strategic Planning Group, Inc. 2007



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Target Industries

Volusia County/Ormond Beach Targeted Industries

The Volusia County Economic Development Department has defined the following seven industrial clusters as their main “targeted industries.”

- Medical Product Manufacturers
- Aviation/Avionic Product Manufacturers
- Marine/Recreational Product Manufacturers
- Automotive Manufacturing
- Customer Service & IT Technology Industries
- Research Development/Manufacturing
- “Green”/Sustainable Industries

Orlando Existing Clusters

- Digital Media
- Modeling, simulation and training
- Optics and photonics
- Aviation/aerospace
- Homeland security/defense
- Financial services technology (fi-tech)
- Information technology
- Agri-technology
- Energy and alternative fuels
- Life science/biotechnology

Seminole County Target Industries

- Research Development and Testing
- Space Technology, Aviation and Aerospace
- Simulation, Modeling and Training
- Laser Technology
- Photonics
- Computer Software
- Computer Hardware
- Medical Labs and Technology
- Communications



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Vision – Where Are We Going?

In order to best define where the City of Deltona is going in the future, the City and its Economic Development Board determined that a Five-year Strategic Economic Development Plan would be created to shape the existing and future landscape of the City by being proactive in business retention, expansion, and attraction.

Strategic Planning Group, Inc., working with the City’s Economic Development Department staff, conducted two workshops with the City’s Economic Development Board.

The workshops resulted in the formulation and prioritization of specific objectives and strategies to achieve the goals of the Five-year Strategic Economic Development Plan that will be managed by the City’s Economic Development Department.

Strategic Economic Development Plan

Mission: To shape the existing and future economic fabric of the City of Deltona by being proactive in business retention, expansion, and attraction.

Plan Summary:

- The Five-year Strategic Economic Development Plan (“ED Plan”) is developed to guide the City of Deltona.
- The goals, objectives, and policies of the ED Plan are designed in the three main areas of economic development; business retention and expansion (business attraction) and redevelopment.
- The ED Plan focuses on four geographic areas: the City as a whole; the SR 472 Activity Center; the Deltona/ Saxon Boulevard Redevelopment area and the SR 415 Development Area.
- The ED Plan is a policy document that City officials, residents, local businesses, and real estate investors should view as a tool in shaping the Community’s future financial viability.

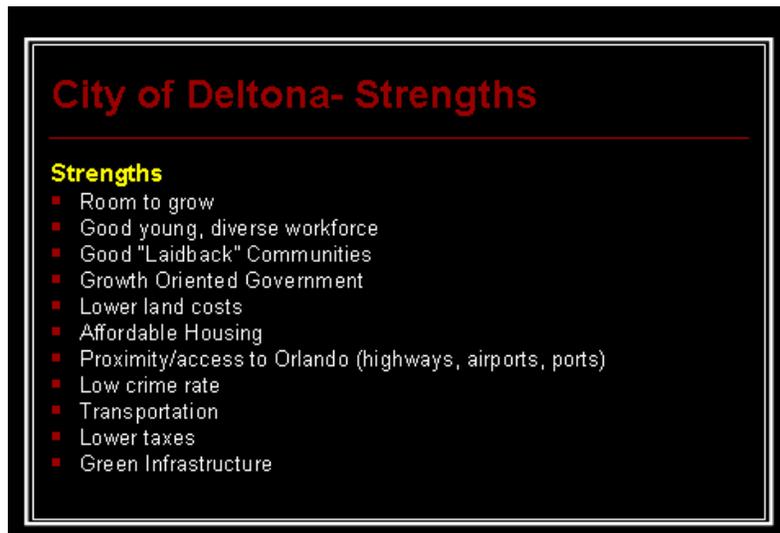


THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Deltona's Economic Development Strengths and Weaknesses

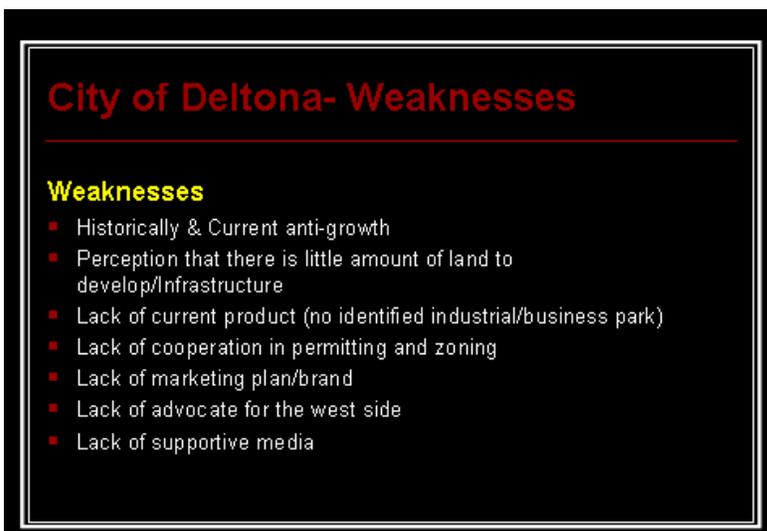
The City's Economic Development Board (DEDB), City Staff and SPG staff held a workshop on August to discuss the City's strengths and weaknesses as it pertains to attracting new jobs to the City. The following figure lists the City's perceived strengths.

Figure 6: Deltona Strengths



Likewise the DEDB developed a list of seven economic development weaknesses that need to be overcome if the City is to be successful in its economic development efforts.

Figure 7: Deltona Weaknesses





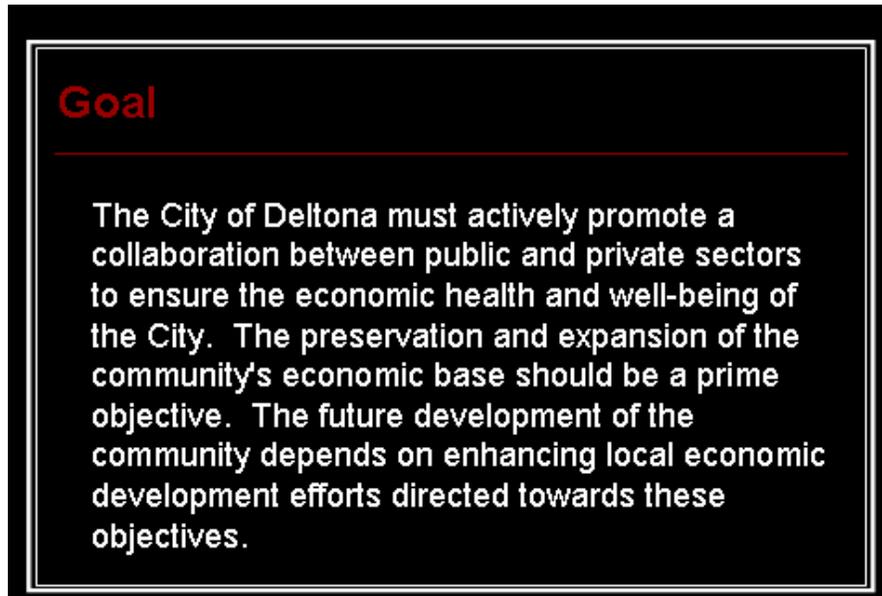
THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Deltona Economic Development Strategic Plan (2007-12)

Goal

Based on the analysis of the City's Strengths and Weakness, the DEDB, city and SPG staff held a workshop to develop the City's Strategic Action Plan. The overall goal of the City's five year Economic Development Strategic Plan is defined below:

Figure 8: Deltona Economic Development Goal





THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Objectives and Strategies

The plan calls for nine (9) objectives and seventeen (17) strategies dealing the City as a whole. The following figures show the Objectives and Strategies.

Figure 9: Deltona City-wide Five Year Action Plan

Five Year Strategic Action Plan – Objectives.

Objective 1.1:
Work diligently to enhance the City's reputation regarding its support of economic development.
Strategy:
Develop an economic development "theme" or "brand" for the City

Objective 1.2:
Develop an overall economic development plan that will improve quality of life and increase opportunities of its residents.
Strategy:
Development Economic Development Strategic Plan with the help of an outside consulting group.

Figure 10: Deltona City-wide Five Year Action Plan, cont.

Five Year Strategic Action Plan – Objectives.

Objective 1.3:
Attract new Businesses
Strategy:

1. Define appropriate "target industries" for the City
2. Join Metro Orlando to assist in marketing efforts
3. Develop marketing program aimed at area real estate brokers
4. Develop market program aimed at area/regional developers

Objective 1.4:
Explore economic incentives to assist in the recruitment of business and industry.
Strategy:
Review economic incentives currently being used by surrounding communities/counties



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Figure 11: Deltona City-wide Five Year Action Plan, cont

Five Year Strategic Action Plan – Objectives.

Objective 1.5:
Develop an office/light industrial park for business recruitment.

Strategy:

1. Inventory existing vacant land parcels over 25 acres that are currently served by adequate utilities and have proper zoning for non residential development
2. Identify commercial/industrial developers who could be potential prospects
3. Focus development in the 472 and 415 activity centers (see those activity centers for specific strategies)

Objective 1.6:
Develop a retention program for the City

Strategy:
Develop a retention program

Figure 12: Deltona City-wide Five Year Action Plan, cont

Five Year Strategic Action Plan – Objectives.

Objective 1.7:
Develop the framework and partnership to establish at least three economic centers.

Strategy:

1. Develop inventory of currently developable parcels (with adequate infrastructure and zoning) by the three delineated activity centers (472, Deltona/Saxon, and 415/Howland).
2. Develop list of prospective companies and/or developers by activity zone.
3. Update future land use and zoning on high ranked sites if needed.

Objective 1.8:
Develop marketing tools for business recruitment.

Strategy:

1. Create computerized inventory and site selection criteria list using



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Figure 13: Deltona City-wide Five Year Action Plan, cont

Five Year Strategic Action Plan – Objectives.

Objective 1.9:
Develop procedures for ensuring cooperation from municipalities, state and federal agencies for economic development projects in the City and in the region.

Strategies:

1. Become members of Metro Orlando and other local/regional economic development organizations
2. Develop communication network with area real estate brokers and developers



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Deltona Economic Development Sub-areas

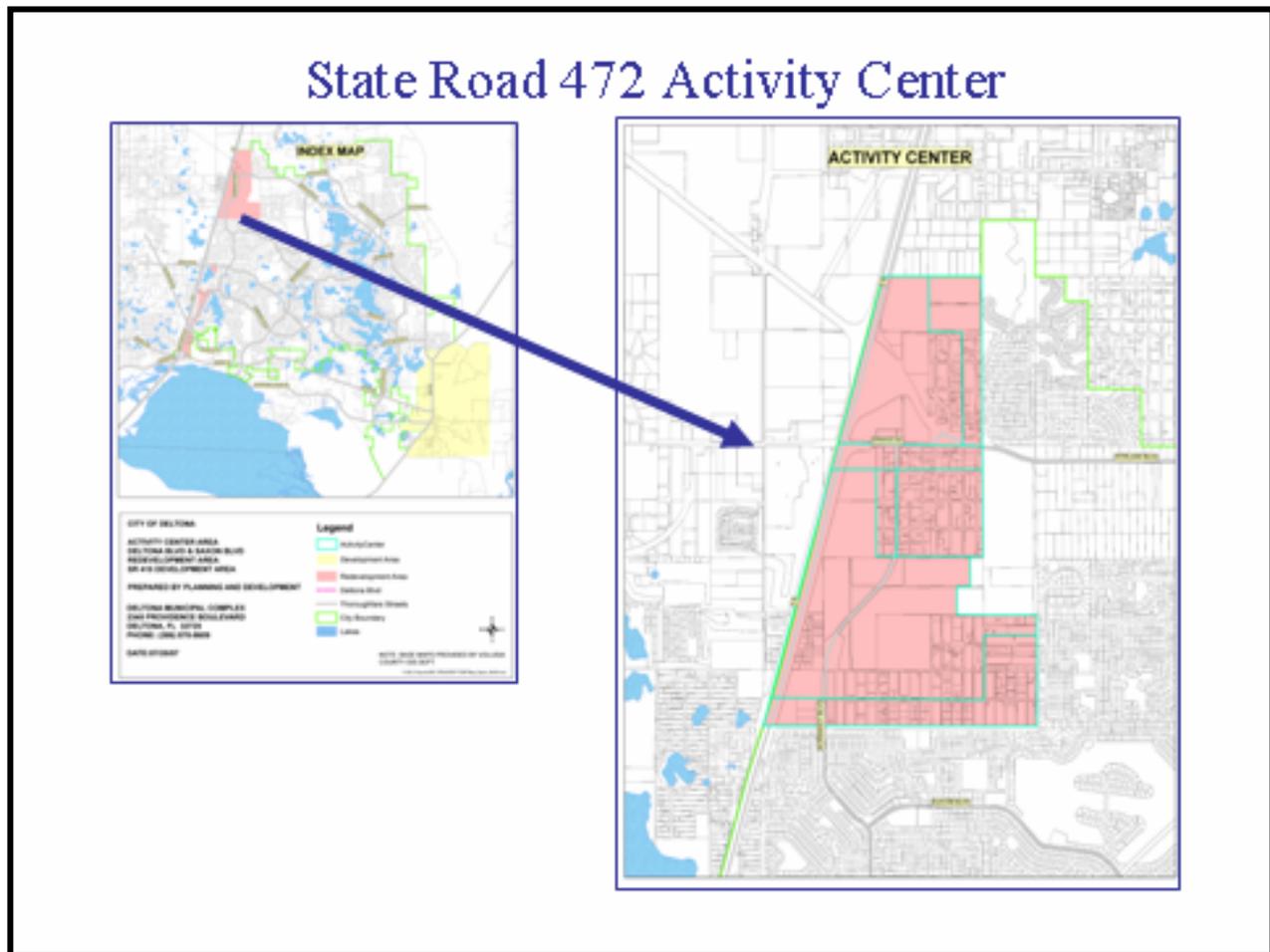
The DEEDB in addition to analyzing the City at large, desired to look into three specific sub-areas that will have a major impact on the City:

- SR 472 Activity Center
- Deltona/Saxon Boulevards Redevelopment Area
- Howland/SR 415 Development Area

SR 472 Activity Center

SR 472 is the City's major economic activity center. It is part of a large 1,824 acre Development of Regional Impact Development covering the four corners of the I-4/SR 472 intersection. Two Cities (Deltona, Deland) plus an unincorporated area of the County fall within its boundaries. Deltona contains the large land holdings at approximately 900 acres.

Figure 14: State Road 472 Activity Center





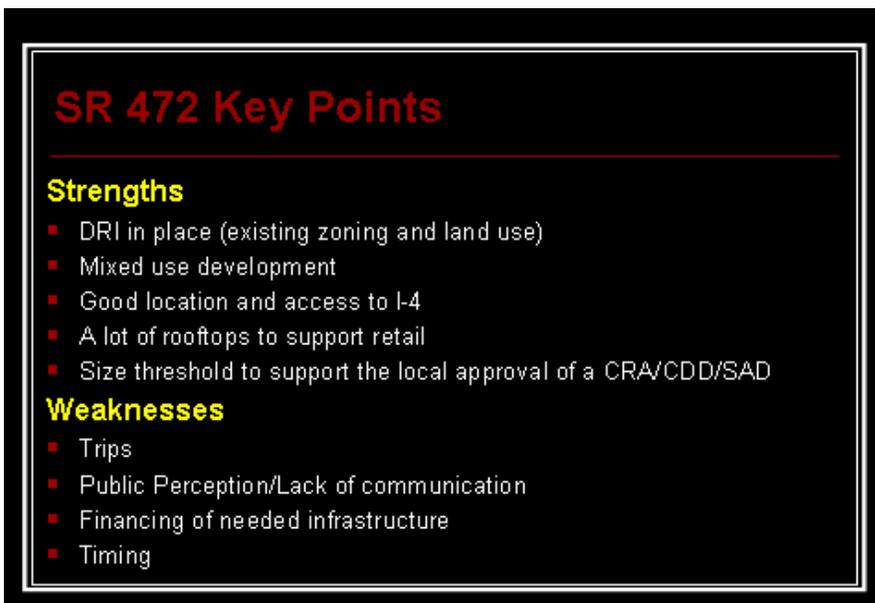
THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

The SR 472 Activity Center as currently planning will contain:

- 5.7 million square feet of Warehouse/Industrial
- 4.4 million square feet of Office
- 1.8 million square feet of Retail
- 266 hotel rooms

During the August 18, 2007 DEDB workshop, the Board, City and SPG staff defined the Activity Centers major strengths and weaknesses as shown below:

Figure 15: SR 472 Key Points – Strengths and Weaknesses



SR 472 Activity Center Economic Development Objectives and Strategies

Based on an analysis of the Activity Area's strengths and weaknesses, the DEDB, City and SPG staff developed five (5) objectives and nine (9) strategies that apply to the SR 472 Activity Center



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Figure 16: SR 472 Objectives

SR 472 Objectives

Objective 2.1:
Increase Trip Allocation

Strategy:
Work with State, Regional and local agencies to increase the trip allocation for all of the 472 activity center (critical)
Work with City on concurrency issues related to SR 472

Objective 2.2:
Increase public awareness and support

Strategy:
Develop a marketing/communication strategy to inform local residents and local/regional economic development groups on the importance of the 472 Activity Center

Figure 17: SR 472 Objectives, cont.

SR 472 Objectives

Objective 2.3:
Identify infrastructure funding and promotion

Strategy

1. Define costs of needed public supported infrastructure
2. Apply for appropriate grants to assist in funding
3. Develop list of all funding sources

Objective 2.4:
Gain more developer interests

Strategy

1. Create market tools to sell 472 Activity Center
2. Create market program to promote interest



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Figure 18: SR 472 Objectives, cont.

SR 472 Objectives

Objective 2.5:
Define target clusters and incentives to develop

Strategy:

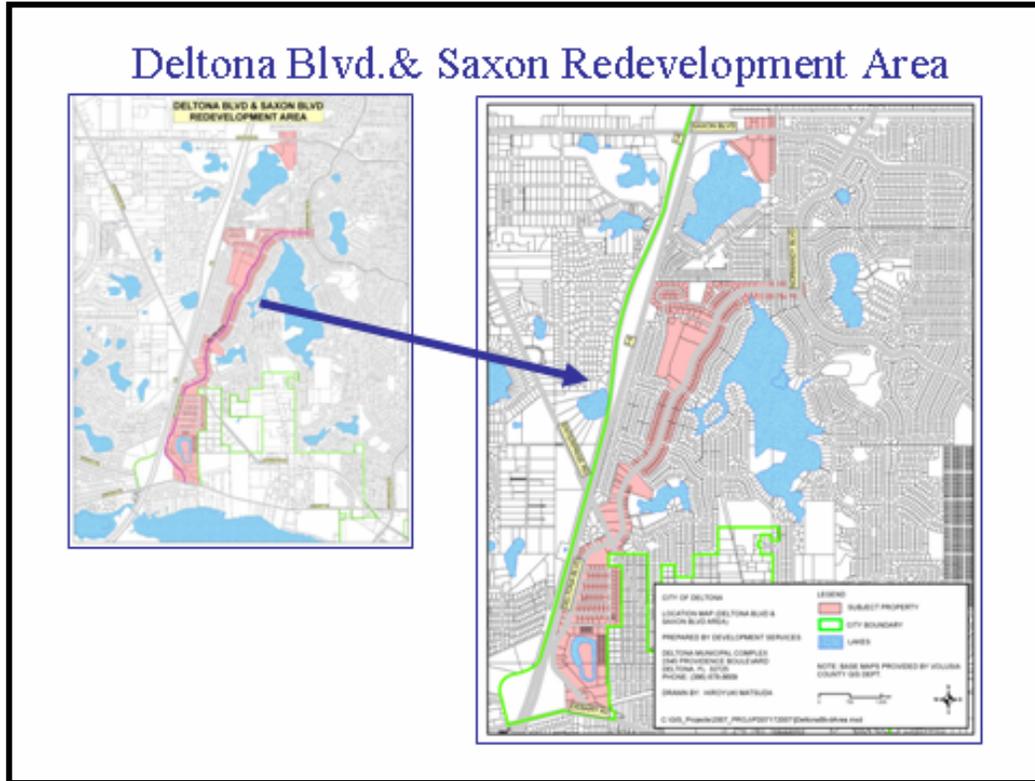
1. Identify appropriate target clusters
2. Develop list of incentives and funding sources used by surrounding communities/counties.



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Deltona and Saxon Boulevard Redevelopment Area

Figure 19: Deltona Blvd. & Saxon Redevelopment Area

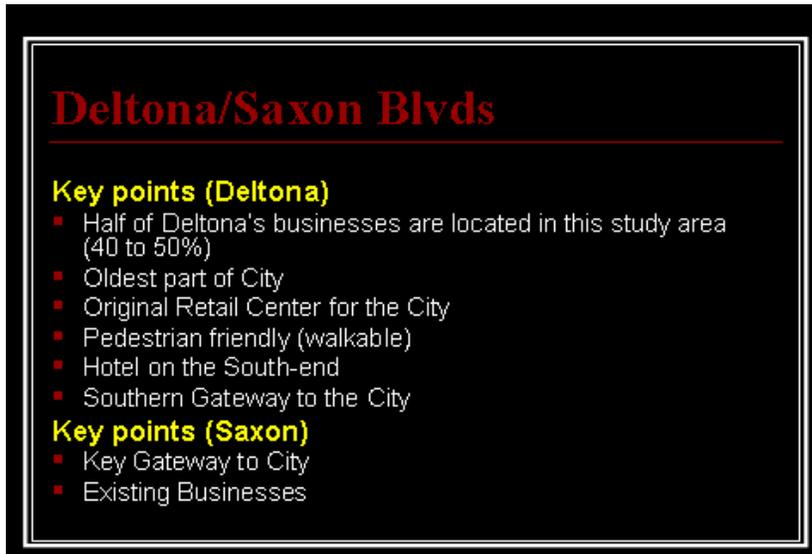


As shown in the following graphic, the Deltona/Saxon Boulevards Redevelopment Area is the City’s oldest commerce center and the oldest part of the City. The area is “dated” and in need of major redevelopment. Key considerations are listed below:



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Figure 20: Deltona/Saxon Blvds. Key Points



During the August 18, 2007 DEDB workshop, the Board, City and SPG staff defined the Activity Center's major strengths and weaknesses as shown below:

Figure 21: Deltona/Saxon Blvds. Strengths



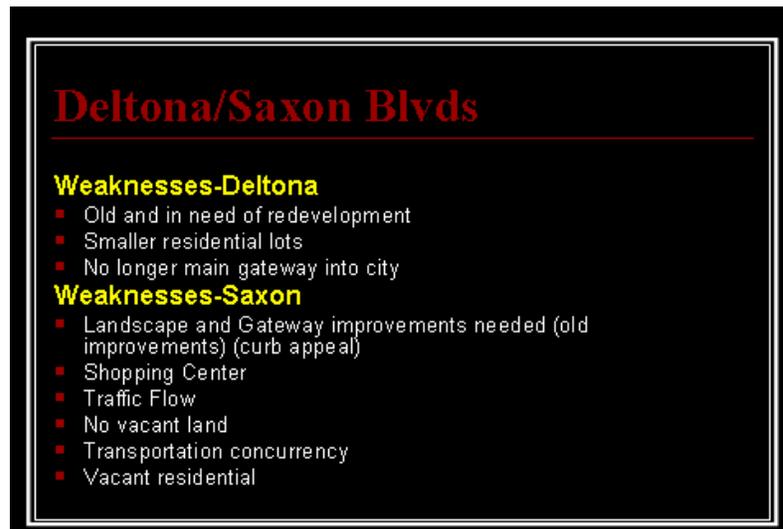


THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Figure 22: Deltona/Saxon Blvds. Strengths



Figure 23: Deltona/Saxon Blvds. Weaknesses





THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Deltona/Saxon Redevelopment Economic Development Objectives and Strategies

The DEDB, City and SPG staff, arrived at a consensus of the Economic Redevelopment Objectives and Strategies. A total of nine (9) objectives and 14 strategies were defined for the area as shown below

Figure 24: Deltona/Saxon Blvd Objectives

Deltona/Saxon Blvd Objectives

Objective 3.1:
Work with redevelopment planning firm to identify appropriate businesses and incentives for redevelopment

Strategy:

1. Identify the types of businesses that are best suited for this activity center
2. Participate in all redevelopment workshops

Objective 3.2:
Make Saxon a positive Gateway to Deltona

Strategy:
Ensure that consulting plans for the gateway enhance the economic vitality of the Activity Center

Objective 3.3:
Code Enforcement

Strategy:

1. Communicate to the Planning Board and City Commission the importance of Code enforcement within the city and its activity centers
2. Keep an inventory of buildings violating existing codes

Figure 25: Deltona/Saxon Blvd Objectives, cont.

Deltona/Saxon Blvd Objectives

Objective 3.4:
Identify and promote public-private partnerships (strategies: work with landlords to promoting vacant space)

Strategy:

1. Identify all land owners within activity area
2. Identify all merchants or business owners within the activity area

Objective 3.5:
Develop small business program to address redevelopment (w/DBCC)

Strategy:

1. Identify small businesses in area
2. Identify small businesses that appear to need assist
3. Work/coordinate with DBCC on the development of an assist program

Objective 3.6:
Objective to encourage land assemblage

Strategy:
Identify parcels suitable for assemblage



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Figure 26: Deltona/Saxon Blvd Objectives, cont.

Deltona/Saxon Blvd Objectives

Objective 3.7:
Establish redevelopment incentives (façade grants)
Strategy:
Develop list of redevelopment incentives

Objective 3.8:
Addressing the mixed use zoning– large portion of the city's MF development/land use is in Saxon area.
Strategy:
Delineate current Mixed Use zoning opportunities within the activity center

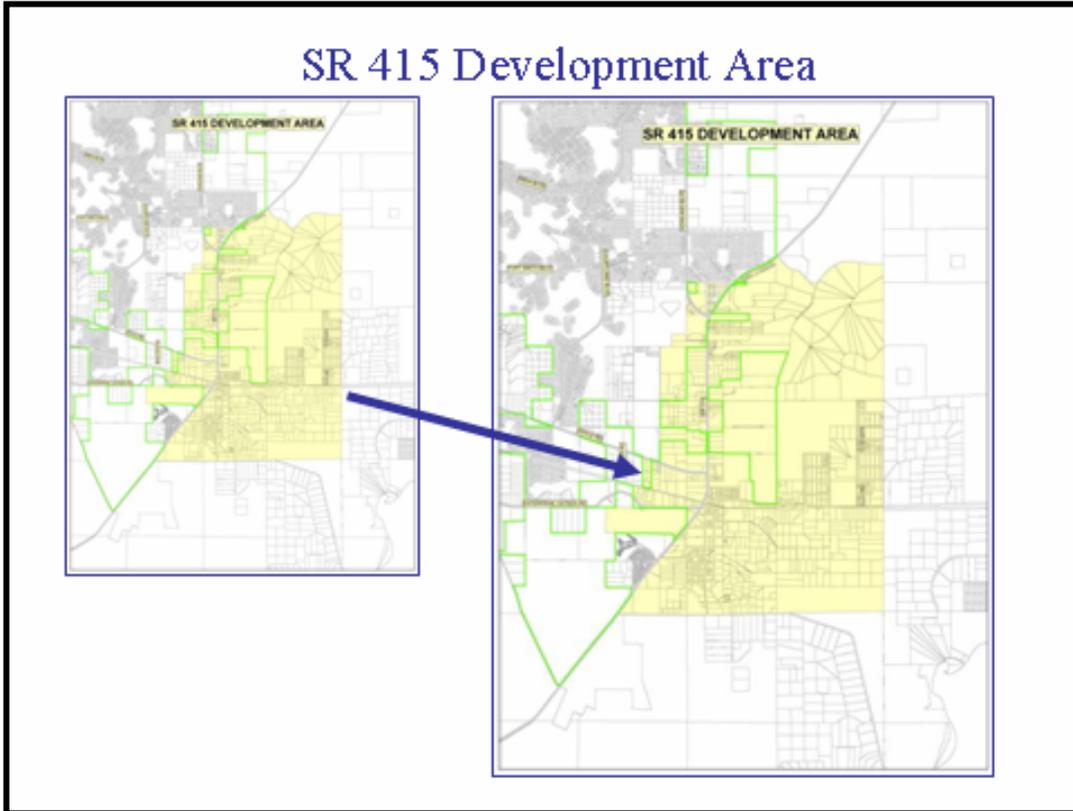
Objective 3.9:
Utilize economic impact analyses – Risk/Reward Analyses in analyzing incentives
Strategy:
Develop an appropriate economic methodology to measure the cost/benefit of using incentives



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Howland Boulevard/SR 415 Development Area

Figure 27: Howland/SR 425 Development Area Objectives





THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Figure 28: SR 415/Howland Blvd. Key Points

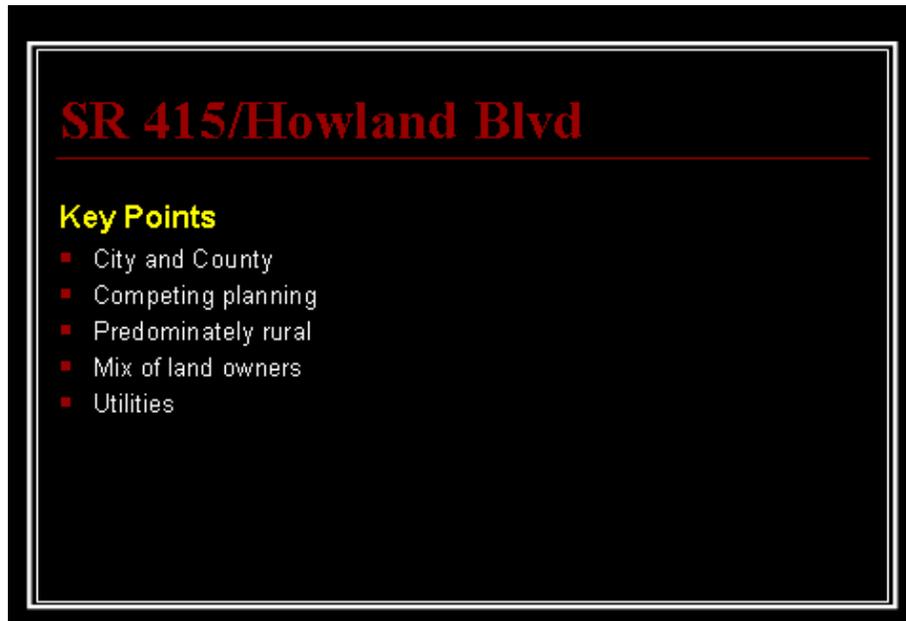
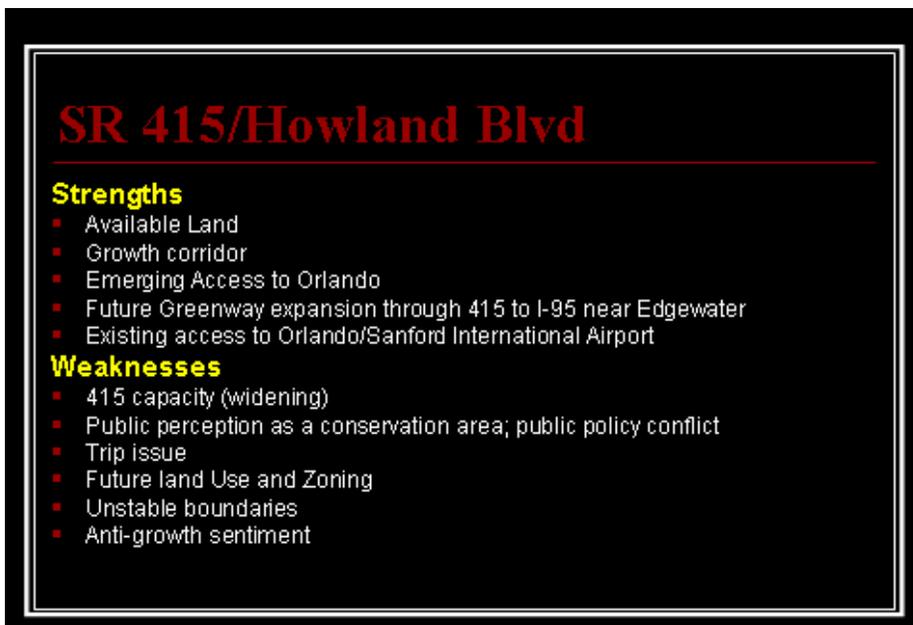


Figure 29: SR 415/Howland Blvd. Strengths and Weaknesses





THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

Figure 30: SR 415/Howland Blvd. Objectives

SR 415/Howland Blvd Objectives

Objective 4.1:
Review the City/County draft JPA Plan to determine if it is in the best interest of economic development to the City and make recommendations to the commission

Strategy:
Study the County JPA report and provide comments to City staff and the LPB and BOC.

Objective 4.2:
The City should develop its own plan

Strategy:
If the current plan is flawed, recommend that the City prepare its own plan.

Objective 4.3:
Identification of ED areas (available lands)

Strategy:
Create an inventory of currently developable lands (infrastructure/zoning)

Figure 31: SR 415/Howland Blvd. Objectives, cont.

SR 415/Howland Blvd Objectives

Objective 4.4:
Develop an advocacy group to support the plan

Strategy:

1. Identify individuals and organizations that would support the redevelopment of SR415/Howland Blvd.
2. Prepare marketing tools defining merits of development

Objective 4.5:
Identify and promote public/private partnerships

Strategy:
Same as Objective 4.4 above.



THE CITY OF DELTONA STRATEGIC ECONOMIC DEVELOPMENT PLAN

City of Deltona Strategic Economic Development Implementation Plan

The following table(s) defines the various objectives and strategies by responsibility, cost and timeframe. If no costs have been defined, then the effort is assumed to be done by staff.



**THE CITY OF DELTONA
STRATEGIC ECONOMIC DEVELOPMENT PLAN**

Objective	Action Steps	Funding*	Year 1	Year 2	Year 3	Year 4	Year 5
Objective 1.1: Work diligently to enhance the City's reputation regarding its support of economic development.							
Strategy:	Develop an economic development "theme" or "brand" for the City	Staff					
Objective 1.2: Develop an overall economic development plan that will improve quality of life and increase opportunities of its residents.							
Strategy:	Development Economic Development Strategic Plan with the help of an outside consulting group.	\$25,000					
Objective 1.3: Attract new Businesses							
Strategy:	1. Define appropriate "target industries" for the City	DEBAB/Staff					
	2. Join Metro Orlando to assist in marketing efforts	\$TBD					
	3. Develop marketing program aimed at area real estate brokers	DEBAB/Staff					
	4. Develop market program aimed at area/regional developers	DEBAB/Staff					
Objective 1.4: Explore economic incentives to assist in the recruitment of business and industry.							
Strategy:	Review economic incentives currently being used by surrounding communities/counties	DEBAB/Staff					
Objective 1.5: Develop an office/light industrial park for business recruitment.							
Strategy:	1. Inventory existing vacant land parcels over 25 acres that are currently served by adequate utilities and have proper zoning for non residential development	GIS Staff					
	2. Identify commercial/industrial developers who could be potential prospects	DEBAB/Staff					
	3. Focus development in the 472 and 415 activity centers (see those activity centers for specific strategies)	DEBAB/Staff					
Objective 1.6: Develop a retention program for the City							
Strategy:	Develop a retention program	DEBAB / Consultant					
Objective 1.7: Develop the framework and partnership to establish at least three economic centers.							
Strategy:	1. Develop inventory of currently developable parcels (with adequate infrastructure and zoning) by the three delineated activity centers (472, Deltona/Saxon, and 415/Howland).	GIS					
	2. Develop list of prospective companies and/or developers by activity zone.	Staff					
	3. Update future land use and zoning on high ranked sites if needed.	Staff					

* (Staff Time Assumes No Consultant Fees)



**THE CITY OF DELTONA
STRATEGIC ECONOMIC DEVELOPMENT PLAN**

Objective	Action Steps	Funding*	Year 1	Year 2	Year 3	Year 4	Year 5
Objective 1.8: Develop marketing tools for business recruitment.							
Strategy:	1. Create computerized inventory and site selection criteria list using	Staff					
Objective 1.9: Develop procedures for ensuring cooperation from municipalities, state and federal agencies for economic development projects in the City and in the region.							
Strategies:	1. Become members of Metro Orlando and other local/regional economic development organizations	TBD					
	2. Develop communication network with area real estate brokers and developers	Staff					
Objective 2.1: Increase Trip Allocation							
Strategy:	Work with State, Regional and local agencies to increase the trip allocation for all of the 472 activity center (critical)	Staff Consultant \$TBD					
	Work with City on concurrency issues related to SR 472	DEBAB/Staff					
Objective 2.2: Increase public awareness and support							
Strategy:	Develop a marketing/communication strategy to inform local residents and local/regional economic development groups on the importance of the 472 Activity Center	DEBAB/Staff					
Objective 2.3: Identify infrastructure funding and promotion							
Strategy	1. Define costs of needed public supported infrastructure	Staff Consultant \$TBD					
	2. Apply for appropriate grants to assist in funding	Staff					
	3. Develop list of all funding sources	Staff					
Objective 2.4: Gain more developer interests							
Strategy	1. Create market tools to sell 472 Activity Center	Staff					
	2. Create market program to promote interest	Staff					
Objective 2.5: Define target clusters and incentives to develop							
Strategy:	1. Identify appropriate target clusters	Staff					
	2. Develop list of incentives and funding sources used by surrounding communities/counties.	Staff					
Objective 3.1: Work with redevelopment planning firm to identify appropriate businesses and incentives for redevelopment							
Strategy:	1. Identify the types of businesses that are best suited for this activity center	DEBAB/Staff					
	2. Participate in all redevelopment workshops	DEBAB/Staff /Broker					

* (Staff Time Assumes No Consultant Fees)



**THE CITY OF DELTONA
STRATEGIC ECONOMIC DEVELOPMENT PLAN**

Objective	Action Steps	Funding*	Year 1	Year 2	Year 3	Year 4	Year 5
Objective 3.2: Make Saxon a positive Gateway to Deltona							
Strategy:	Ensure that consulting plans for the gateway enhance the economic vitality of the Activity Center	DEBAB/Staff					
Objective 3.3: Code Enforcement							
Strategy:	1.Communicate to the Planning Board and City Commission the importance of Code enforcement within the city and its activity centers	DEBAB/Staff					
	2.Keep an inventory of buildings violating existing codes	Staff					
Objective 3.4: Identify and promote public-private partnerships (strategies: work with landlords to promoting vacant space)							
Strategy:	1.Identify all land owners within activity area	Staff/GIS					
	2.Identify all merchants or business owners within the activity area	Staff					
Objective 3.5: Develop small business program to address redevelopment (w/DBCC)							
Strategy:	1.Identify small businesses in area	Staff					
	2.Identify small businesses that appear to need assist	Staff					
	3.Work/coordinate with DBCC on the development of an assist program	DEBAB/Staff					
Objective 3.6: Objective to encourage land assemblage							
Strategy:	Identify parcels suitable for assemblage	Staff/GIS					
Objective 3.7: Establish redevelopment incentives (façade grants)							
Strategy:	Develop list of redevelopment incentives	Staff Consultant \$25,000					
Objective 3.8: Addressing the mixed use zoning– large portion of the city’s MF development/land use is in Saxon area.							
Strategy:	Delineate current Mixed Use zoning opportunities within the activity center	Staff Consultant \$25,000					
Objective 3.9: Utilize economic impact analyses – Risk/Reward Analyses in analyzing incentives							
Strategy:	Develop an appropriate economic methodology to measure the cost/benefit of using incentives	Consultant \$50,000					

* (Staff Time Assumes No Consultant Fees)

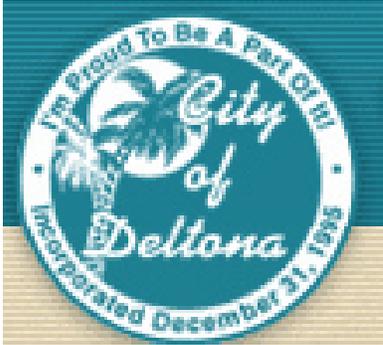


**THE CITY OF DELTONA
STRATEGIC ECONOMIC DEVELOPMENT PLAN**

Objective	Action Steps	Funding*	Year 1	Year 2	Year 3	Year 4	Year 5
Objective 4.1: Review the City/County's JPA Plan to determine if it is in the best interest of economic development to the City and make recommendations to the commission							
Strategy:	Study the City/County Draft JPA report and provide comments to City staff and the LPB and BOC.	Staff					
Objective 4.2: The City should develop its own plan							
Strategy:	If the current plan is flawed, recommend that the City prepare its own plan.	Staff Consultant \$TBD					
Objective 4.3: Identification of ED areas (available lands)							
Strategy:	Create an inventory of currently developable lands (infrastructure/zoning)	Staff					
Objective 4.4: Develop an advocacy group to support the plan							
Strategy:	1. Identify individuals and organizations that would support the redevelopment of SR425/Howland Blvd.	DEBAB/Staff					
	2. Prepare marketing tools defining merits of redevelopment	Staff Consultant \$TBD					
Objective 4.5: Identify and promote public/private partnerships							
Strategy:	Same as Objective 4.4 above.	Staff					

* (Staff Time Assumes No Consultant Fees)

November 2007



**City of Deltona
Deltona Boulevard Corridor Study Area
Finding of Necessity**



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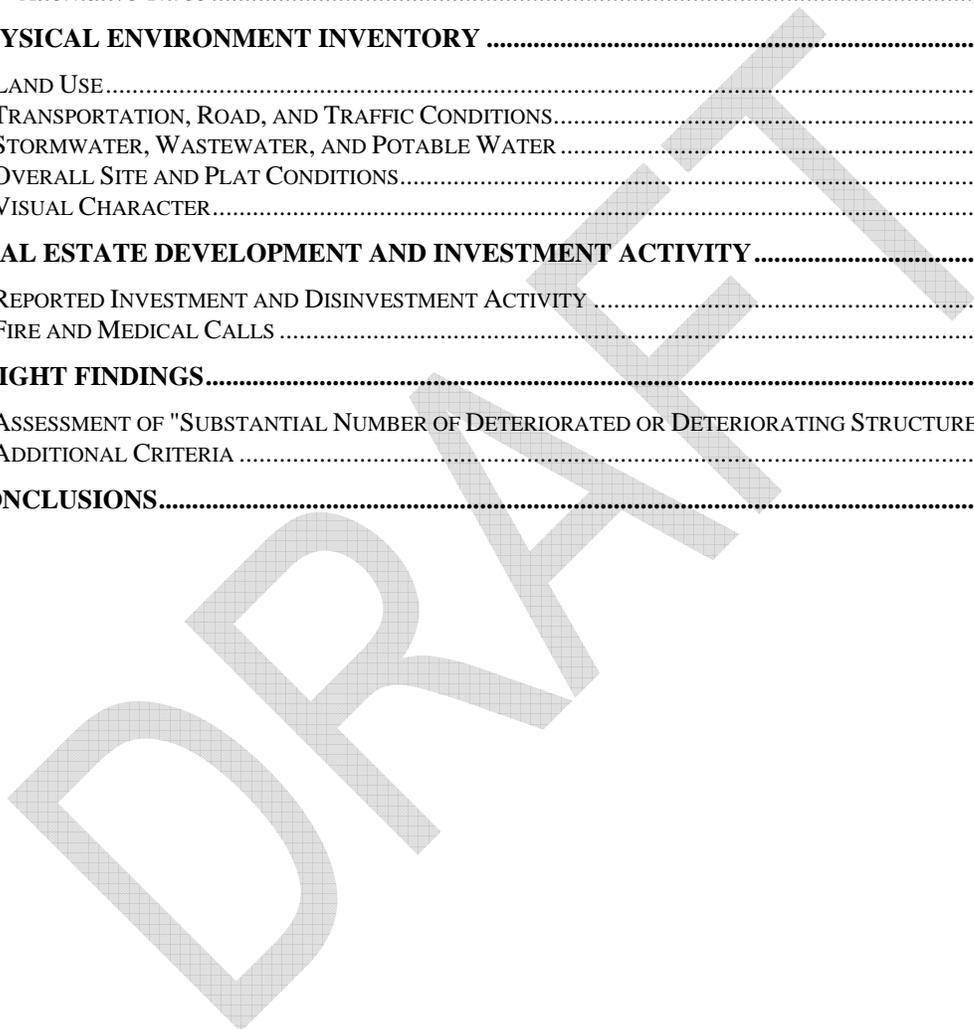
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Overview and Purpose

The purpose of this analysis is to provide data that documents potentially blighting conditions, as defined in Section 163, Part III, Florida Statutes (F.S.) (the "Redevelopment Act") within the City of Deltona's Deltona Boulevard study area in Volusia County, Florida.

Introduction

The analysis focuses on the land-based resources of the study area and its ability to generate economic return and local tax revenues. As a general matter, resources that are in a state of decline, approaching obsolescence, underutilized, or improperly deployed, limit the ability of a local jurisdiction to remain competitive in a larger economic context, ultimately affecting its financial condition and its level of services. Local governments that are highly dependent upon ad valorem revenues are the most vulnerable in these situations. Real property assets that are physically or functionally deteriorated or that do not meet contemporary or competitive development requirements are constrained in their ability to generate these kinds of taxes. As such, their physical character and utility, along with the services required to sustain them, are key factors in determining the economic health of the community.

As a way of documenting the condition of the study area, this analysis relies on government statistics and other data including: Volusia County tax roll data, City prepared maps, and interpretations of City and staff supplied data which all supplement the obvious observable conditions. While County tax roll data is assumed to be reliable, we cannot fully opine on its accuracy. Because of the purpose and official application of the data, we believe that any errors that may exist are relatively inconsequential.

General Objectives and Purposes of the Redevelopment Act

The purpose of the Redevelopment Act is to assist local governments in preventing and/or eliminating blighted conditions detrimental to the sustainability of economically and socially vibrant communities or areas. The following paragraphs describe those blighting conditions, their specific effects, and the intentions of the community redevelopment regime as a tool for implementing policy and programs.

- *Section 163.335(1), F.S. ...[blighted areas] constitute a serious and growing menace, injurious to the public health, safety, morals, and welfare of the residents of the state; that the existence of such areas contributes substantially and increasingly to the spread of disease and crime, constitutes an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues, substantially impairs or arrests sound growth, retards the provision of*

housing accommodations, aggravates traffic problems, and substantially hampers the elimination of traffic hazards and the improvement of traffic facilities; and that the prevention and elimination of slums and blight is a matter of state policy and state concern in order that the state and its counties and municipalities shall not continue to be endangered by areas which are focal centers of disease, promote juvenile delinquency, and consume an excessive proportion of its revenues because of the extra services required for police, fire, accident, hospitalization, and other forms of public protection, services, and facilities.

- *Section 163.335(2), F.S. ...certain slum or blighted areas, or portions thereof, may require acquisition, clearance, and disposition subject to use restrictions, as provided in this part, since the prevailing condition of decay may make impracticable the reclamation of the area by conservation or rehabilitation; that other areas or portions thereof may, through the means provided in this part, be susceptible of conservation or rehabilitation in such a manner that the conditions and evils enumerated may be eliminated, remedied, or prevented; and that salvageable slum and blighted areas can be conserved and rehabilitated through appropriate public action as herein authorized and the cooperation and voluntary action of the owners and tenants of the property in such areas.*
- *Section 163.335(3), F.S. ...powers conferred by this part are for public uses and purposes for which public money may be expended and police power exercised, and the necessity in the public interest for the provisions herein enacted is declared as a matter of legislative determination.*
- *Section 163.335(5), F.S. ...the preservation or enhancement of the tax base from which a taxing authority realizes tax revenues is essential to its existence and financial health; that the preservation and enhancement of such tax base is implicit in the purposes for which a taxing authority is established; that tax increment financing is an effective method of achieving such preservation and enhancement in areas in which such tax base is declining; that community redevelopment in such areas, when complete, will enhance such tax base and provide increased tax revenues to all affected taxing authorities, increasing their ability to accomplish their other respective purposes; and that the preservation and enhancement of the tax base in such areas through tax increment financing and the levying of taxes by such taxing authorities therefor and the appropriation of funds to a redevelopment trust fund bears a substantial relation to the purposes of such taxing authorities and is for their respective purposes and concerns.*
- *Section 163.335(6,) F.S. ...there exists in counties and municipalities of the state a severe shortage of housing affordable to residents of low or moderate income, including the elderly; that the existence of such*

condition affects the health, safety, and welfare of the residents of such counties and municipalities and retards their growth and economic and social development; and that the elimination or improvement of such conditions is a proper matter of state policy and state concern is for a valid and desirable purpose.

Under the Redevelopment Act, if an area is thought to be blighted, a resolution may be adopted by the local governing body finding that there are blighted conditions within the defined study area, and that the repair, rehabilitation, and/or redevelopment of such areas is in the interest of public health, safety, and welfare. If an area is found to have blighted conditions, the next step is to establish a Community Redevelopment Agency (CRA).

The CRA, as the legal unit acting for the City and County, would direct the preparation of the Community Redevelopment Plan for the study area. The Community Redevelopment Plan provides physical information on the redevelopment area and identifies potential project types that can diminish or eradicate the specified blighted conditions.

Under the Redevelopment Act, a Community Redevelopment Plan is then subjected to a compliance review conducted by the Local Planning Agency (LPA) before the City can submit the report to the County Commission for approval. After receiving recommendations from the LPA, the local governing body holds a public hearing on the approval of a Community Redevelopment Plan after public notice in a newspaper having a general circulation in the area of operation of the community redevelopment area.

The next step under the Redevelopment Act is the creation of a redevelopment Trust Fund, established by ordinance and adopted by the City Council, the governing body that created the CRA. The most recent certified real property tax roll prior to the effective date of the ordinance will be used to establish the tax base (the "Base Year") within the redevelopment area in order to calculate the tax increment.

After putting in place the redevelopment architecture described above, the CRA becomes funded upon the availability of tax increment revenues. Tax increment revenues become available as the result of increased property assessments associated with new development and redevelopment within the community redevelopment area beyond those of the Base Year. Funds allocated to and deposited into the Trust Fund are used by the CRA to fund, finance, or refinance any community redevelopment it undertakes pursuant to the approved Community Redevelopment Plan.

Before the governing body can adopt any resolution or enact any ordinance to create a CRA, approve a Community Redevelopment Plan, or establish a redevelopment Trust Fund, the governing body must provide public notice of proposed actions to each taxing authority which has the power to levy ad valorem taxes within the redevelopment area boundaries. Such notice alerts taxing authorities to any possible changes in their budgets as a result of a redevelopment action.

Declarations and Process

Determining if blight conditions exist within the study area is an initial step in ascertaining the appropriateness of an area as a community redevelopment area. This study analyzes and summarizes the extent of the blight conditions within the study area boundaries.

This report describes the physical and economic conditions within the study area that are associated with blight or its causes. Real Estate Research Consultant's staff, working with City of Deltona staff, analyzed government maintained statistics and reports, inspected the area, and prepared this report and the analysis contained within.

Historical Perspective and Integrity of the Study Area

Located in southwestern Volusia County, Deltona began as a planned unit development (PUD) in 1962, when the Mackle Brothers bought 17,203 acres and filed a PUD for a community of 35,143 lots. The Mackle Brothers developed communities all over the state of Florida. Many of these communities were developed after World War II as bedroom communities. These communities typically included thousands of speculative residential sized platted lots, many without the infrastructure in place to immediately develop the lots. Many of these communities today have similar deficiencies or development issues including a lack of contemporary commercial development and multiple parcels not connected to any city or county infrastructure.

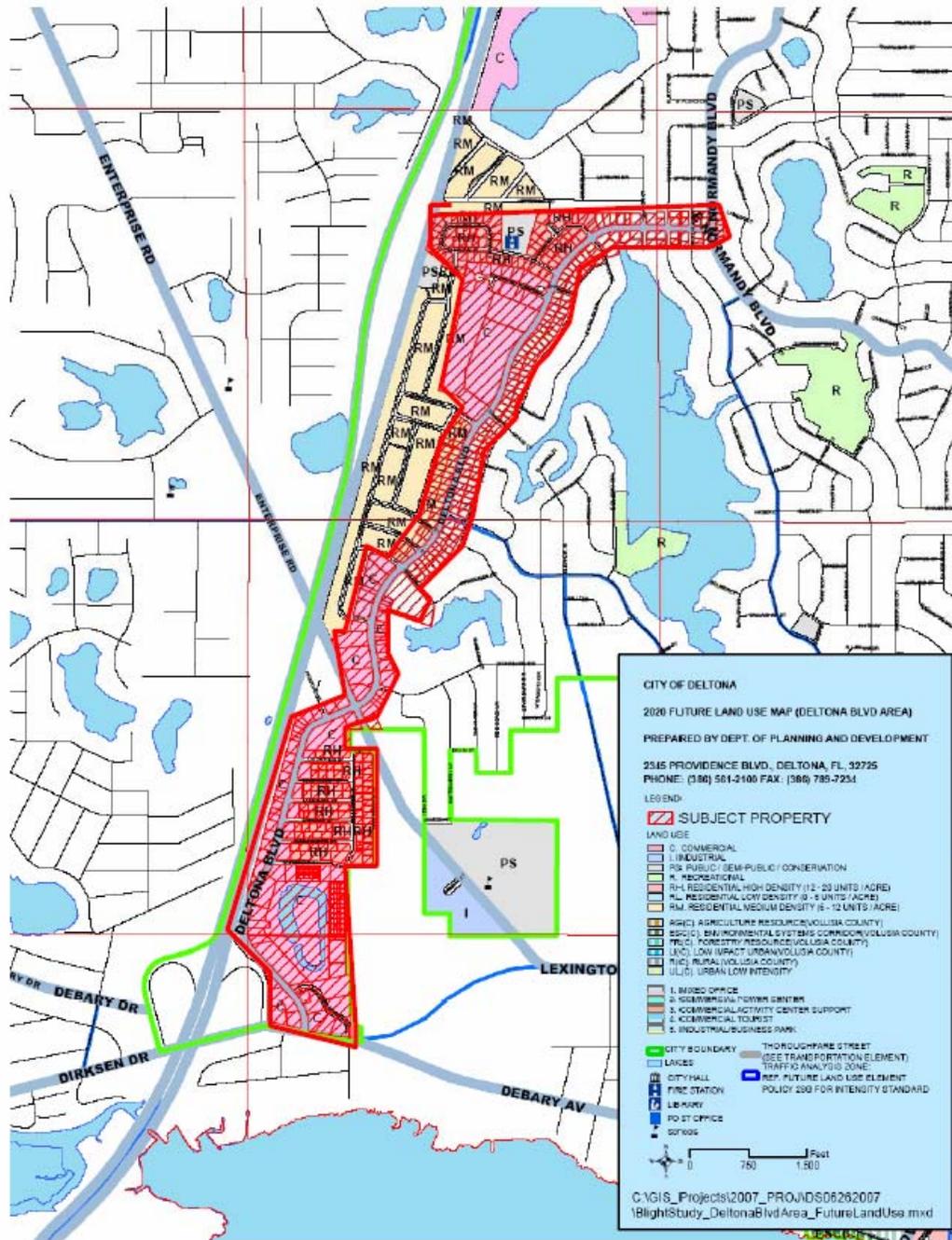
The first Deltonans took up residence in April of 1963. By the end of 1963, Deltona had a population of 180 people. In 1970, the U.S. Census recorded 4,868 inhabitants. By 1991, the population of Deltona reached more than 52,000. The residents of the unincorporated Deltona community voted in September 1995, to incorporate as the new City of Deltona. A seven-member Commission was elected, and in December of 1995, the City of Deltona was created. As part of the referendum for incorporation, the existing Deltona Fire District was dissolved, and on its first day as a City, Deltona had over 50 employees including firefighters, paramedics, and other emergency response personnel. By 2006, City staff had grown to over 310 employees encompassing services of Administration, Finance and Internal Services, Construction Services, Development Services, Enforcement Services, Parks and Recreation, and Public Works. The City continues to contract with the Volusia County Sheriff's Department via an interlocal agreement for law enforcement services in the City. The City currently owns its own utility. The City purchased the Deltona water and wastewater system from Florida Water Services.

With a current population of 85,484, Deltona is the largest municipality within Volusia County. Centrally located between Daytona Beach and Orlando, Deltona provides a large residential base for commuters to both cities.

This analysis focuses on a particular area within the City of Deltona, "the Deltona Boulevard Corridor". The Deltona Boulevard Corridor is located east of Interstate 4 in the

southwestern section of Deltona. Deltona Boulevard runs from Debarry Avenue to the south to Normandy Boulevard to the north. RERC's analysis of the conditions of the study area is confined to the specific geographic area within the City of Deltona generally shown highlighted in red in Map 1.

Map 1 – Deltona Boulevard Corridor Area



The study area is made up of a mix of commercial properties, single family properties, and multi-family residential properties. The commercial properties are clustered in the southern half of the study area. Most of the commercial properties directly front Deltona Boulevard. Many of the residential properties also front Deltona Boulevard, while others are located on side streets. Most of the residential properties in the northern section of the study area are single family, while most of the residential properties in the southern portion of the study area are multifamily properties.

Much of the study area has deficiencies. The area was poorly planned for commercial development. The commercial development that exists today is mostly deficient by contemporary standards and is functionally obsolete. The area does not include an adequate mix of commercial development to serve the growing population of the City. Most of the commercial development is located in strip centers with large asphalt parking lots with little to no landscaping. Other commercial developments are located in buildings that were once single family residential structures, reinforcing the appearance of disinvestment and the pattern of decline. Many of the commercial structures are deteriorating as are many residential structures. The whole of the study area is hindered by small lots, poor layout, deteriorating and functionally obsolete structures, and deteriorating and/or absent infrastructure.

A large portion of the homes in the study area are located on shallow lots on Deltona Boulevard. As the area has grown, Deltona Boulevard has been expanded to four lanes. Residents must back out of their driveways to access the road. Since Deltona Boulevard was not a heavily used road when the area was created, this was not an inappropriate design at the time. However, because the road is now a highly traveled street it is no longer safe for cars to back out onto the busy road.

Deltona Boulevard is the City's original commercial area. The lack of significant investment in aged properties and the lack of new commercial development ultimately threatens the long-term viability of the study area and the City as a whole. The area is in need of improvements in the physical environment in order to create a sense of place and nurture commercial development. Streetscape and other pedestrian improvements as well as zoning changes need to take place in order to help bring additional retail development, commercial development, and residential improvements. The area could potentially include a more organized cluster of contemporary commercial development and revitalized residential properties.

Because of these deficiencies, the City approved a study to examine the existence of blight in the area. Where there are blighted areas, it is in the interest of public health, safety, morals, and welfare of the residents of the City to establish a CRA. Improvements in the study area are important to the overall vibrancy of the City as a whole. A CRA would provide opportunities to encourage value-added businesses in the study area, upgrade and install contemporary infrastructure and facilities, and stimulate reinvestment and revitalization. These redevelopment programs would contribute to the City's general health and tax base.

Standards for Blight

Having identified the study area as a group of residential and commercial properties east of Interstate 4 and surrounding the Deltona Boulevard Corridor, the specific conditions that constitute blight as listed in the Redevelopment Act were considered.

The Redevelopment Act currently, in effect, establishes three discrete pathways to determine if a study area is a "blighted area", sufficient to warrant the full application of redevelopment powers conveyed under Chapter 163.

- "Alternative One" involves the layering of two tests. The first test is broadly conditional and the second test is criteria specific. Both tests must conclude that the described conditions exist affirmatively.
- "Alternative Two" involves a specific agreement among parties subject to a prospective Trust Fund agreement. Where such agreement exists, then the jurisdiction seeking to designate a redevelopment area needs to pass a less rigorous test. As in the first alternative, this test relates to specific criteria and it must conclude affirmatively.
- Notwithstanding the requirements for the first or second alternative, "Alternative Three" involves the Governor certifying the need for emergency assistance under federal law as a result of an emergency under s. 252.34(3), F.S.

Alternative One

The *first* of Alternative One's two tests requires that a study area identified as a blighted area contain a "substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property ". Recent court decisions have affirmed that structures include infrastructure.

The *second* of Alternative One's two tests is that the area must be one in "which two or more of the following factors are present".

- a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;
- b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;
- c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- d) Unsanitary or unsafe conditions;
- e) Deterioration of site or other improvements;
- f) Inadequate and outdated building density patterns;

- g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;
- h) Tax or special assessment delinquency exceeding the fair value of the land;
- i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;
- j) Incidence of crime in the area higher than in the remainder of the county or municipality;
- k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality;
- l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality;
- m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or
- n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.

Alternative Two

The Redevelopment Act also allows that a blighted area may be "any area in which at least one of the factors identified in paragraphs (a) through (n) of Section 163.40(8), F.S. are present and all taxing authorities (as such term is defined in the Redevelopment Act) subject to Section 163.387(2)(a), F.S. agree, either by interlocal agreement, agreements with the agency, or by resolution that the area is blighted.

Alternative Three

The Redevelopment Act also provides that "when the governing body certifies that an area is in need of redevelopment or rehabilitation as a result of an emergency under s. 252.34(3), F.S., with respect to which the Governor has certified the need for emergency assistance under federal law, that area may be certified as a "blighted area", and the governing body may approve a community redevelopment plan and community redevelopment with respect to such area without regard to the provisions of this section requiring a general plan for the county or municipality and a public hearing on the community redevelopment", Section 163.360(10), F.S. On September, 1, 2004, former Governor Jeb Bush declared a state of emergency for the entire State of Florida by Executive Order 04-192 because of Hurricane Francis. On September 4, 2004, FEMA designated Volusia County as a disaster area by FEMA-1545-DR.

Physical Environment Inventory

This section of the report documents the land uses, transportation systems, utilities infrastructure, and visual character of buildings and sites in the study area.

Land Use

These physical characteristics of the area play key roles in the development or utilization of land based assets. The land use inventory provides more perspective regarding the pattern of development activity, the inventory of land uses, the compatibility of nearby uses, and the impact of uses that may assist or deter development activity within the study area.

The study area consists of a variety of single family residential properties, multi-family residential properties, and commercial properties including a motel. Presently, zoning within the Deltona Boulevard Corridor study area includes: single family, multifamily (medium and high density), general commercial, professional business, and a Business Planned Unit Development. Two governmental properties were identified in the study area including a post office and a vacant municipal property. Institutional properties include a church and a private school.

The historical pattern of development in the City has been suburban in nature. Traditionally the City has not had high design standards for new development or for redevelopment. The overall physical condition of the study area is fair. Pockets of deteriorated housing and deteriorating commercial structures exist throughout the study area.



Deterioration



Deterioration



Deterioration



Deterioration

The bulk of structures within the study area are residential. Volusia County Property Appraiser 2007 tax roll records show that there are 470 *improved* properties within the study area (88% of all properties). Of the 470 improved properties, 222 (47%) are single family residences, 192 (41%) are multi-family residential structures, 53 (11%) are commercial structures, and 3 (1%) are institutional or governmental structures.

Table 1 shows the number of building structures from the 2007 tax roll for each type of use.

Table 1 – Improved Properties in the Study Area Boundaries by Land Use

Single-Family	Multi-Family	Commercial	Institutional/Gov't
222	192	53	3

In all, there are currently a total of 534 properties (improved and unimproved) within the study area. Approximately 12% are classified as unimproved. A number of vacant parcels are scattered throughout the study area. Some of these vacant parcels are overgrown with weeds.



Vacant Overgrown Parcel



Vacant Overgrown Parcel

Most properties within the study area are residential or commercial. A field review indicated that most of the structures are one story. Many of the properties are deteriorated or deteriorating and are in need of renovation or redevelopment. Many of the lots are inadequately platted and are either too narrow or too shallow for contemporary development.

A large portion of the homes in the study area are located on shallow lots on Deltona Boulevard. As the area has grown, Deltona Boulevard has been expanded to four lanes. Residents must back out of their driveways to access the road. Since Deltona Boulevard was not a heavily used road when the area was created, this was not an inappropriate design at the time. However, because the road is now a highly traveled street, existing setbacks and conditions are no longer safe.

Where the residential environment has been declining or deteriorating, there has been an emphasis on converting residential lots and structures to commercial uses. These lots or properties are trying to perform a different function than originally intended. Because these lots were originally platted to accommodate residential activity, they are

not sized for commercial development and have an inappropriate character that ultimately hurts the surrounding area.



Inadequate Setbacks



Converted Residential Structure

Within the study area, a substantial number of commercial and residential properties are deteriorating or deteriorated. Some properties have deteriorating driveways or parking lots with crumbling asphalt. Generally, there is a lack of landscaping among the commercial and multi-family properties. Overall, the condition of the commercial and multi-family residential properties in the study area is generally fair or poor.



Deteriorating Driveway and Structure



Deteriorating Parking Lot



Deteriorating Commercial Structure



Deteriorating Commercial Structure

The decline in the physical condition of many sites in the study area can be attributed, at least in part, to the age of the structures and the site requirements during the period in which they were built. According to the 2007 Volusia County tax rolls, just over 22% of the structures in the study area were built after 1980, and around 6% of the structures in the study area were built after 1990. The records as well as a visual survey demonstrate

a lack of new development in the area and the dominance of the older building stock in the traditional commercial center of the City.

Transportation, Road, and Traffic Conditions

According to Volusia County 2005 historical traffic counts, many of the roads within the study area need capacity improvements. Deltona Boulevard is divided into six segments for traffic counts. Of those six, two received an F for Level of Service (LOS), and four received Ds.

The following streets are wholly or partially in this report's study area:

<u>Roadway Segment</u>	<u>AADT*</u>	<u>LOS</u>
Deltona Blvd-Normandy Blvd to Gaynor Ct.	16,130	D
Deltona Blvd- Gaynor Ct. to Abbeyville St.	16,330	D
Deltona Blvd- Abbeyville St. to Balsam St.	15,680	D
Deltona Blvd- Balsam St. to Enterprise Rd.	18,980	D
Deltona Blvd- Enterprise Rd. to Hummingbird St.	13,550	F
Deltona Blvd- Hummingbird St. to Debarry Ave	12,740	F
Enterprise- Highbanks Rd. to Deltona Blvd.	14,390	C
Enterprise- Deltona Blvd. to Bristol Court	6,290	C
Normandy Blvd- Merrimac St. to Deltona Blvd.	14,700	F
Normandy Blvd- Deltona Blvd. to Lombardy Dr.	14,360	F

*Average Annual Daily Traffic

Curbs, gutters, pedestrian crossings, and sidewalks are only sporadically located throughout the study area. Deltona Boulevard has curbs and gutters located along most of the street, but sidewalks are only located along some sections of the road. The side streets in the study area are lacking curbs and gutters. Sidewalks are located along very few roads. With the absence of sidewalks, pedestrian crossings, and bike lanes, the study area is not conducive for walking, jogging, or bicycling. A pedestrian must travel a great distance along sections of Deltona Boulevard in order to access a signalized crosswalk. As a whole, the study area lacks infrastructure for forms of transportation aside from vehicles. Expanding the sidewalk network could be difficult because of the small size of lots throughout the area. Other improvements, such as street light fixtures, street trees, and pedestrian signs are in need of upgrades and improvements in order to make the area a healthier commercial and residential area.



Lack of Curbs, Gutters, Sidewalks



Road Deterioration



Lack of Curbs, Gutters, Sidewalks

Stormwater, Wastewater, and Potable Water

According to City stormwater consultants Tetra Tech, the study area does not have any major ponding issues identified at this time. While the stormwater system in the study area is in average condition, no significant stormwater related infrastructure needs have been identified at this time.

Preliminary stormwater modeling was conducted in the study area as part of the City's adopted 2001 Stormwater Master Plan (SWMP). Starting in 2004, the City developed a plan to conduct refinement of the modeling completed in the SWMP using 1-foot Lidar topographic data. So far, none of the Deltona Boulevard area has been refined. Modeling refinement will be required in the Deltona Blvd. area to establish updated Base Flood Elevations (BFE) for adoption by FEMA. There are portions of the area where no BFE has been established.



Storm Drain

Water quality testing conducted in 2004 at the Lake Gleason Basin Outfall No. 1 and 2 indicates that Total Phosphorus and Total Nitrogen (limiting nutrients for Lake Monroe, which is classified by the State as an Impaired Water Body) are within acceptable concentration ranges for discharge into Lake Monroe. This is also supported by water quality data taken in Lake Gleason between 1991 and 1992. However, Best Management Practices can be implemented to reduce pollutant loading into Lake Monroe for these constituents.

At this time there are no deterioration and /or deficiency issues for potable water in the study area. Water quality and potable water capacity are sufficient, including fire suppression capacity.

There have not been any wastewater spills in the study area in last five years. While no deterioration and /or deficiency issues for sewer have been identified by the City, there are roughly 210 septic tanks in the study area which pose public health risks and limit future development.

Overall Site and Plat Conditions

The study area suffers from some level of deficient infrastructure. Basic infrastructure including, sidewalks, curbs, and gutters are lacking in parts of the study area. Many of the buildings in the study area are deteriorating. Part of the decline in the physical condition of buildings in the study area can be attributed to the age of the structures.

Most of the commercial properties and some of the multi-family properties leave very little pervious surface using almost all of their lots for buildings and parking. This leaves little room for landscaping, adequate drainage, or open space.

Many of the properties within the study area are inadequate in size due to narrow or shallow lots. This is particularly a problem for residential lots located along Deltona Boulevard. Because the lots are shallow, the driveways are located close to the street. Homeowners must back out of their driveways onto a busy four lane road. Because these lots are small, there is not adequate buffering between homes and the busy road.

Visual Character

The study area includes of a mix of commercial properties, single family residential, and multi-family residential with no unifying architectural style and no design standards. In areas, the study area lacks infrastructure such as sidewalks, curbs, and gutters. These deficiencies, in addition to above ground utilities, lead to a visually unattractive environment. The study area has a lack of uniform landscaping and streetscape. Some of the parcels in the study area that are vacant are overgrown. Many multi-family and commercial properties in the area are dilapidated and poorly maintained. There is no streetscape and little landscaping.

Deteriorating Commercial Properties



Deteriorating Residential Properties



The transportation infrastructure in the study area is not adequate to support vibrant neighborhoods or healthy commercial areas. Lack of streetscape as well as pedestrian and cycling facilities limits the uses of the network and stunts redevelopment prospects.



Lack of Streetscape



Lack of Pedestrian Facilities



Lack of Streetscape

The several conditions documented in this analysis act together to undermine or constrain economic values by retarding a normally functioning real estate market. It is this normally functioning market that acts as the floor for economic value. If that floor cannot be maintained through a continuing exchange between buyers and sellers, economic values will eventually erode. Once that pattern is established, it becomes increasingly difficult to arrest the decline. In addition, the documented conditions are such that they combine to create a physical and social context that is not viable for long term stability.

Real Estate Development and Investment Activity

Reported Investment and Disinvestment Activity

Based on 2007 certified tax rolls, there were an estimated 414 residential property records with building structures (222 single-family and 192 multi-family) and a total of 470 property records with building structures including 53 commercial properties and 3 institutional properties. Homestead exemptions applied to only 187 (45%) of the improved residential properties. Approximately 534 properties comprised the study area (improved and unimproved). When looking at all properties, only 60% are owned by individuals or corporations with a Deltona address. Of commercial properties, only 26% are owned by individuals or corporations with a Deltona address. In 2007, the total assessed value in the study area was about \$99.5 million with approximately 53% associated with residential development and 42% associated with commercial development. 52% of the assessed value of the area is in properties owned by individuals or corporations with a Deltona address.

A little more than 22% of the structures in the study area were built after 1980. About 6% of the structures in the study area were built after 1990, and only 3% have been built since 2000. The decline in the physical condition of many sites in the study area can be attributed, at least in part, to the age of the structures. While this area is the traditional commercial center of the City there has been little investment in recent years.

While the area has seen an increase in assessed value in the area, the values did not appreciate at the same rate as the City as a whole. The assessed value in the City of

Deltona grew from \$2,203,069,250 in the 2002 final tax roll to \$4,601,466,028 in the 2007 final tax roll an annual increase of 16%. The assessed value of the study area on the other hand grew from \$57,560,898 in 2002 to \$99,482,752 in 2007, an annual increase of 12%.

The cost of land has become a partial barrier in the study area and in the City. In 2002, building value to land value ratios were strong in both the City of Deltona and the study area. The City had a 4:1 building to land value ratio, while the study area had a 2.5:1 ratio. These ratios illustrate that buildings in the City and in the study area were four times more valuable than the land and 2.5 times more valuable than the land, respectively. Currently however, there is a 1:1 building to land value ratio in the City and in the study area, a sign that the area is in need of redevelopment and reinvestment. Many of the commercial structures and multi-family structures in the study area are beginning to reach the end of their useful life. Because land values are increasing at a more rapid rate than structures, in this location there is reason to reevaluate how structures are used.

Fire and Medical Calls

The City of Deltona Fire Department calculated that from January of 2005 through the end of June of 2007, 785 requests for service were placed in the study area. When the study area is compared to the City as a whole, it can be seen that fire, rescue, and EMS calls were disproportionate in the study area. For every one property record in the study area, there were 1.47 requests for service. In the City as a whole, there were only 0.59 calls per property record. This means that proportionately, there were 2.8 times more calls in the study area compared to City as a whole when looking at the number of parcels in each area. When looking at Fire and EMS calls per 1,000 people, the study area had 606 calls, while the City as a whole had 291 calls. Proportionately, there were 2.08 times more calls in the study area compared to City as a whole when looking at the number of calls per 1,000 people in the population.

Blight Findings

The following section outlines the blight factors present in the study area according to the criteria established under Chapter 163 of the Florida Statutes and as outlined in the "Standards for Blight" section of this report.

Assessment of "Substantial Number of Deteriorated or Deteriorating Structures"

The Redevelopment Act provides little specific criteria or guidance in Section 163 F.S. regarding the definition or attributes of deteriorating structures other than that implied in the Redevelopment Act which focuses on a series of indicators that in the aggregate are

assumed to lead to economic, physical, or social distress. In the case of the study area, as documented throughout this report, there are a substantial number of deteriorated commercial and residential structures within the study area that satisfy the intent of the legislation. Declining properties are prevalent throughout portions of the study area. Structures in the area have a high rate of fire and EMS demands. Assessed values in the study area are growing at a slower rate compared to the city as a whole and few structures have been built since 1990. Many of the buildings have overall deteriorating structural and site conditions.

The conditions and circumstances documented in this report and readily observable conditions in the study area are evidence of a "substantial number of deteriorated, or deteriorating structures" leading to economic distress that, in their current condition, are certainly capable of endangering life, property, and economic vitality if not substantially modified, retrofitted, repaired, rebuilt, or redeveloped entirely."

Additional Criteria

Of the fourteen conditions indicative of blight listed in the Redevelopment Act, this analysis indicates that at least five such conditions exist in the study area and are retarding its immediate and longer term social, economic, and physical development. Below is a summary of the criteria that apply to the study area.

Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities.

The transportation system in the study area is inadequate as outlined on page 13. Many of the roads within the study area need capacity improvements with multiple roads having failing levels of service (LOS).

In addition, curbs, gutters, pedestrian crossings, and sidewalks are only sporadically located throughout the study area. Deltona Boulevard has curbs and gutters located along most of the street, but sidewalks are only located along some sections of the road. The side streets in the study area are lacking curbs and gutters. Sidewalks are located along very few roads. With the absence of sidewalks, pedestrian crossings, and bike lanes, the study area is not conducive for walking, jogging, or bicycling. Additionally, a pedestrian must travel a great distance along sections of Deltona Boulevard in order to access a signalized crosswalk. As a whole, the study area lacks infrastructure for forms of transportation aside from vehicles. The absence of pedestrian transportation infrastructure is further evidence of an inadequate transportation system. Other improvements, such as street light fixtures, street trees, and pedestrian signs are in need of upgrades and improvements in order to make the area a healthier commercial and residential area.

The overall transportation conditions outlined in this report contribute to the disinvestment of properties along the roads.

Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;

Property values in the study area did not appreciate at the same rate as the remainder of the City. The five years prior to the findings showed an annual increased of 16% for property values in the entire City, while the study area only grew by 12%.

Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.

Portions of the study area have a deficient pattern of existing development that precludes contemporary standards, design, and safety provisions. Most of the lots are inadequately sized and are either too narrow or too shallow for contemporary development.

A large portion of the homes in the study area are located on shallow lots on Deltona Boulevard. As the area has grown, Deltona Boulevard has been expanded to four lanes. Residents must back out of their driveways to access the road. Because the road is now a busy street, existing setbacks and conditions are no longer safe.

Where the residential environment has been declining, some old residential lots and structures have been converted to commercial uses. These lots are trying to support a different function than originally intended and have an inappropriate character.

Unsanitary or unsafe conditions.

While the wastewater system in the study area is sufficient, there are roughly 210 septic tanks in the study area which pose public health risks and limit future development.

In addition, many of the streets in the study area have no sidewalks, curbs, or gutters. The lack of sidewalks and the separation that curbs can provide between street traffic and pedestrians produces unsafe pedestrian conditions. The lack of crosswalks along Deltona Boulevard creates unsafe pedestrian and vehicular conditions along long stretches of the road.

Residents in homes located directly on Deltona Boulevard must back out of their driveways onto the arterial in order to access the roadway. This causes unsafe conditions for residents living along Deltona Boulevard as well as all others using the roadway.

Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality.

When the study area is compared to the City as a whole, it can be seen that fire, rescue, and EMS calls were disproportionate in the study area. Proportionately, there were 2.8 times more calls in the study area compared to the City as a whole when looking at the number of parcels in each area.

Conclusions

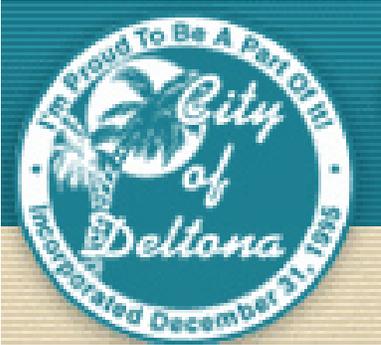
The study area is one in which a substantial number of deteriorated structures exist and are materially injurious to both the area's and community's overall sustainability. These deteriorated structures and conditions are that such they "are leading to economic distress or endanger life or property" as described in the Redevelopment Act.

Such evidence of deteriorated conditions gleaned from study and observation, together with cited and inferred government statistics and other data identify multiple dimensions of social, physical, and economic hardship associated with deteriorated conditions and broad decline, demonstrate a substantial record of blight existing throughout the study area. Thus review indicates that conditions in the study area demonstrate the earmarks of blight.

The information summarized in this report demonstrates that the rehabilitation, redevelopment, and conservation of the study area are in the interest of public health, safety, morals, and welfare.

DRAFT

November 2007



**City of Deltona
Activity Center**

Finding of Necessity



DRAFT

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Overview and Purpose

The purpose of this analysis is to provide data that documents potentially blighting conditions, as defined in Section 163, Part III, Florida Statutes (F.S.) (the "Redevelopment Act") within the City of Deltona Activity Center study area in Volusia County, Florida.

Introduction

The analysis focuses on the land-based resources of the study area and its ability to generate economic return and local tax revenues. As a general matter, resources that are in a state of decline, approaching obsolescence, underutilized, or improperly deployed, limit the ability of a local jurisdiction to remain competitive in a larger economic context, ultimately affecting its financial condition and its level of services. Local governments that are highly dependent upon ad valorem revenues are the most vulnerable in these situations. Real property assets that are physically or functionally deteriorated or that do not meet contemporary or competitive development requirements are constrained in their ability to generate these kinds of taxes. As such, their physical character and utility, along with the services required to sustain them, are key factors in determining the economic health of the community.

As a way of documenting the condition of the study area, this analysis relies on government statistics and other data including: Volusia County tax roll data, City prepared maps, and interpretations of City and staff supplied data and reports which all supplement the obvious observable conditions. While County tax roll data is assumed to be reliable, we cannot fully opine on its accuracy. Because of the purpose and official application of the data, we believe that any errors that may exist are relatively inconsequential.

General Objectives and Purposes of the Redevelopment Act

The purpose of the Redevelopment Act is to assist local governments in preventing and/or eliminating blighted conditions detrimental to the sustainability of economically and socially vibrant communities or areas. The following paragraphs describe those blighting conditions, their specific effects, and the intentions of the community redevelopment regime as a tool for implementing policy and programs.

- *Section 163.335(1), F.S. ...[blighted areas] constitute a serious and growing menace, injurious to the public health, safety, morals, and welfare of the residents of the state; that the existence of such areas contributes substantially and increasingly to the spread of disease and crime, constitutes an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues,*

substantially impairs or arrests sound growth, retards the provision of housing accommodations, aggravates traffic problems, and substantially hampers the elimination of traffic hazards and the improvement of traffic facilities; and that the prevention and elimination of slums and blight is a matter of state policy and state concern in order that the state and its counties and municipalities shall not continue to be endangered by areas which are focal centers of disease, promote juvenile delinquency, and consume an excessive proportion of its revenues because of the extra services required for police, fire, accident, hospitalization, and other forms of public protection, services, and facilities.

- *Section 163.335(2), F.S. ...certain slum or blighted areas, or portions thereof, may require acquisition, clearance, and disposition subject to use restrictions, as provided in this part, since the prevailing condition of decay may make impracticable the reclamation of the area by conservation or rehabilitation; that other areas or portions thereof may, through the means provided in this part, be susceptible of conservation or rehabilitation in such a manner that the conditions and evils enumerated may be eliminated, remedied, or prevented; and that salvageable slum and blighted areas can be conserved and rehabilitated through appropriate public action as herein authorized and the cooperation and voluntary action of the owners and tenants of the property in such areas.*
- *Section 163.335(3), F.S. ...powers conferred by this part are for public uses and purposes for which public money may be expended and police power exercised, and the necessity in the public interest for the provisions herein enacted is declared as a matter of legislative determination.*
- *Section 163.335(5), F.S. ...the preservation or enhancement of the tax base from which a taxing authority realizes tax revenues is essential to its existence and financial health; that the preservation and enhancement of such tax base is implicit in the purposes for which a taxing authority is established; that tax increment financing is an effective method of achieving such preservation and enhancement in areas in which such tax base is declining; that community redevelopment in such areas, when complete, will enhance such tax base and provide increased tax revenues to all affected taxing authorities, increasing their ability to accomplish their other respective purposes; and that the preservation and enhancement of the tax base in such areas through tax increment financing and the levying of taxes by such taxing authorities therefor and the appropriation of funds to a redevelopment trust fund bears a substantial relation to the purposes of such taxing authorities and is for their respective purposes and concerns.*
- *Section 163.335(6,) F.S. ...there exists in counties and municipalities of the state a severe shortage of housing affordable to residents of low or*

moderate income, including the elderly; that the existence of such condition affects the health, safety, and welfare of the residents of such counties and municipalities and retards their growth and economic and social development; and that the elimination or improvement of such conditions is a proper matter of state policy and state concern is for a valid and desirable purpose.

Under the Redevelopment Act, if an area is thought to be blighted, a resolution may be adopted by the local governing body finding that there are blighted conditions within the defined study area, and that the repair, rehabilitation, and/or redevelopment of such areas is in the interest of public health, safety, and welfare. If an area is found to have blighted conditions, the next step is to establish a Community Redevelopment Agency (CRA).

The CRA, as the legal unit acting for the City and County, would direct the preparation of the Community Redevelopment Plan for the study area. The Community Redevelopment Plan provides physical information on the redevelopment area and identifies potential project types that can diminish or eradicate the specified blighted conditions.

Under the Redevelopment Act, a Community Redevelopment Plan is then subjected to a compliance review conducted by the Local Planning Agency (LPA) before the city can submit the report to the County Commission for approval. After receiving recommendations from the LPA, the local governing body holds a public hearing on the approval of a Community Redevelopment Plan after public notice in a newspaper having a general circulation in the area of operation of the community redevelopment area.

The next step under the Redevelopment Act is the creation of a redevelopment Trust Fund, established by ordinance and adopted by the City Council, the governing body that created the CRA. The most recent certified real property tax roll prior to the effective date of the ordinance will be used to establish the tax base (the "Base Year") within the redevelopment area in order to calculate the tax increment.

After putting in place the redevelopment architecture described above, the CRA becomes funded upon the availability of tax increment revenues. Tax increment revenues become available as the result of increased property assessments associated with new development and redevelopment within the community redevelopment area beyond those of the Base Year. Funds allocated to and deposited into the Trust Fund are used by the CRA to fund, finance, or refinance any community redevelopment it undertakes pursuant to the approved Community Redevelopment Plan.

Before the governing body can adopt any resolution or enact any ordinance to create a CRA, approve a Community Redevelopment Plan, or establish a redevelopment Trust Fund, the governing body must provide public notice of proposed actions to each taxing authority which has the power to levy ad valorem taxes within the redevelopment area boundaries. Such notice alerts taxing authorities to any possible changes in their budgets as a result of a redevelopment action.

Declarations and Process

Determining if blight conditions exist within the study area is an initial step in ascertaining the appropriateness of an area as a community redevelopment area. This study analyzes and summarizes the extent of the blight conditions within the study area.

This report describes the physical and economic conditions within the study area that are associated with blight or its causes. Real Estate Research Consultant's staff, working with City of Deltona staff, analyzed government maintained statistics and reports, inspected the area, and prepared this report and the analysis contained within.

Historical Perspective and Integrity of the Study Area

Located in southwestern Volusia County, Deltona began as a planned unit development (PUD) in 1962, when the Mackle Brothers bought 17,203 acres and filed a PUD for a community of 35,143 lots. The Mackle Brothers developed communities all over the state of Florida. Many of these communities were developed after World War II as bedroom communities. These communities typically included thousands of speculative residential sized platted lots, many without the infrastructure in place to immediately develop the lots. Many of these communities today have similar deficiencies or development issues including a lack of contemporary commercial development and multiple parcels not connected to any city or county infrastructure.

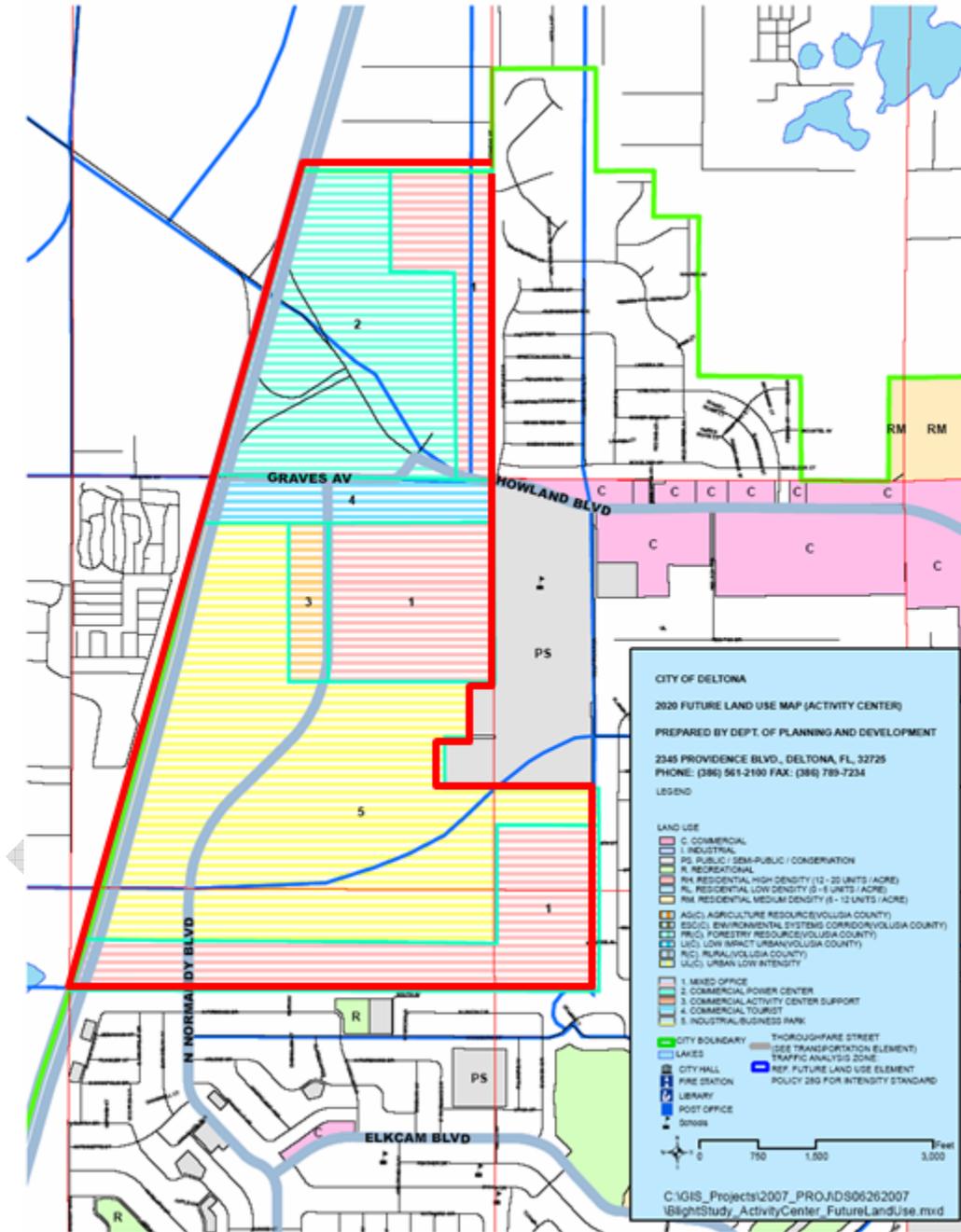
The first Deltonans took up residence in April of 1963. By the end of 1963, Deltona had a population of 180 people. In 1970, the U.S. Census recorded 4,868 inhabitants. By 1991, the population of Deltona reached more than 52,000. The residents of the unincorporated Deltona community voted in September 1995, to incorporate as the new City of Deltona. A seven-member Commission was elected, and in December of 1995, the City of Deltona was created. As part of the referendum for incorporation, the existing Deltona Fire District was dissolved, and on its first day as a City, Deltona had over 50 employees including firefighters, paramedics, and other emergency response personnel. By 2006, City staff had grown to over 310 employees encompassing services of Administration, Finance and Internal Services, Construction Services, Development Services, Enforcement Services, Parks and Recreation, and Public Works. The City continues to contract with the Volusia County Sheriff's Department via an interlocal agreement for law enforcement services in the City. The City currently owns its own utility. The City purchased the Deltona water and wastewater system from Florida Water Services.

With a current population of 85,484, Deltona is the largest municipality within Volusia County. Centrally located between Daytona Beach and Orlando, Deltona provides a large residential base for commuters to both cities.

This analysis focuses on a particular area within the City of Deltona, "the Activity Center". The Activity Center is located just east of Interstate 4 in the northwestern

section of Deltona. RERC's analysis of the conditions of the study area is confined to the specific geographic area within the City of Deltona generally shown in Map 1.

Map 1 – Activity Center Study Area



The study area is primarily made up of vacant parcels zoned for agriculture or industrial uses. Future land uses in the study area include: Mixed Office, Commercial Power Center, Commercial Activity Center Support, Commercial Tourist, and Industrial/Business Park. The area could potentially include 7,428,700 square feet of light industrial space, 6,795,400 square feet of office space, 3,032,600 square feet of retail space, 722 hotel rooms, 2,315 multi-family residential units, and 263 single-family residential units. The main portion of the study area that has been developed houses a concrete mixing plant. While this area has the potential to serve the needs of the growing population of the city, currently there is no commercial and almost no residential development within the study area.

Much of the study area has deficiencies. Infrastructure is not in place to adequately support the area's potential development or the area's Future Land Use Plan. In the northern portion of the study area, road stubs have been put into place, but the construction of the road network has not been completed. In the southern portion of the study area, many parcels cannot be accessed, because the planned road network has never been constructed. According to the Volusia County Public Works Department, there is no stormwater system in place in the study area boundaries. There are water and sewer lines along Howland Blvd, Graves Ave, and Normandy Blvd. It would likely be cost prohibitive for someone developing an individual lot to connect to the county water and sewer lines. It would be more feasible for developers planning larger projects to run lines from their properties and connect to the county system. However, the potable water capacity in this area is currently insufficient, so improvements would have to be made to the system before significant development can take place. Overall, the lack of investment in infrastructure in the area makes it difficult to develop the land in a significant way. This ultimately may threaten the long-term viability of the area.

The only developed parcels in the study area include one single family residence, a County owned property, and a concrete mixing plant. The cement plant includes deteriorating structures and was built in 1981. The area is hindered by inadequate infrastructure, small lots, and poor layout including lots not connected to any infrastructure including the road network. The area is in need of development in order to create a sense of place and nurture commercial development. Because multiple owners possess the lots scattered throughout the study area, lot consolidation is likely to be a major undertaking.

Because of these deficiencies, the City approved a study to examine the existence of blight in the area. Where there are blighted areas, it is in the interest of public health, safety, morals, and welfare of the residents of the City to establish a CRA. Improvements in the study area are important to the overall vibrancy of the City as a whole. A CRA would provide opportunities to encourage value-added businesses in the study area, upgrade and install contemporary infrastructure and facilities, and stimulate reinvestment and revitalization. These redevelopment programs would contribute to the City's general health and tax base.

Standards for Blight

Having identified the study area as a group of mostly undeveloped parcels adjacent to Interstate 4, the specific conditions that constitute blight as listed in the Redevelopment Act were considered.

The Redevelopment Act currently, in effect, establishes three discrete pathways to determine if a study area is a "blighted area", sufficient to warrant the full application of redevelopment powers conveyed under Chapter 163.

- "Alternative One" involves the layering of two tests. The first test is broadly conditional and the second test is criteria specific. Both tests must conclude that the described conditions exist affirmatively.
- "Alternative Two" involves a specific agreement among parties subject to a prospective Trust Fund agreement. Where such agreement exists, then the jurisdiction seeking to designate a redevelopment area needs to pass a less rigorous test. As in the first alternative, this test relates to specific criteria and it must conclude affirmatively. *Alternative Two is the focus of this report.*
- Notwithstanding the requirements for the first or second alternative, "Alternative Three" involves the Governor certifying the need for emergency assistance under federal law as a result of an emergency under s. 252.34(3), F.S.

Alternative One

The *first* of Alternative One's two tests requires that a study area identified as a blighted area contain a "substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property ". (Recent court decisions have affirmed that structures include infrastructure.)

The *second* of Alternative One's two tests is that the area must be one in "which two or more of the following factors are present".

- a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;
- b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;
- c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- d) Unsanitary or unsafe conditions;
- e) Deterioration of site or other improvements;
- f) Inadequate and outdated building density patterns;

- g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;
- h) Tax or special assessment delinquency exceeding the fair value of the land;
- i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;
- j) Incidence of crime in the area higher than in the remainder of the county or municipality;
- k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality;
- l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality;
- m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or
- n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.

Alternative Two

The Redevelopment Act also allows that a blighted area may be "any area in which at least one of the factors identified in paragraphs (a) through (n) of Section 163.40(8), F.S. are present and all taxing authorities (as such term is defined in the Redevelopment Act) subject to Section 163.387(2)(a), F.S. agree, either by interlocal agreement or agreements with the agency or by resolution, that the area is blighted.

Alternative Three

The Redevelopment Act also provides that "when the governing body certifies that an area is in need of redevelopment or rehabilitation as a result of an emergency under s. 252.34(3), F.S., with respect to which the Governor has certified the need for emergency assistance under federal law, that area may be certified as a "blighted area", and the governing body may approve a community redevelopment plan and community redevelopment with respect to such area without regard to the provisions of this section requiring a general plan for the county or municipality and a public hearing on the community redevelopment", Section 163.360(10), F.S. On September, 1, 2004, former Governor Jeb Bush declared a state of emergency for the entire State of Florida by Executive Order 04-192 because of Hurricane Francis. On September 4, 2004, FEMA designated Volusia County as a disaster area by FEMA-1545-DR.

Physical Environment Inventory

This section of the report documents the transportation systems, utilities infrastructure, land uses, and visual character of the study area.

Transportation, Road, and Traffic Conditions

According to Volusia County 2005 and 2006 historical traffic counts, the roads within the study area currently need capacity improvements or will need capacity improvements in the nearer term. Of the four road segments in the study area, one received an F for Level of Service (LOS), and three received Ds as their LOS.

The following streets are wholly or partially in this report's study area:

<u>Roadway Segment</u>	<u>AADT*</u>	<u>LOS</u>
Graves Ave.– Kentucky Ave. to Howland Blvd.	11,560	D
Howland Blvd.– 1-4/SR 472 to Wolf Pack Run	34,200	F
Normandy Blvd.– Graves to Rhode Island Ave.	6,710	D
Normandy Blvd.– Rhode Island to Elkham Blvd	7,550	D

*Average Annual Daily Traffic

While only one of the roads is actually failing, three of the roads received Ds as their LOS. While this may be acceptable, the available capacity is striking since there is almost a total lack of development in the area. In order for any major new development to occur, significant transportation improvements must be implemented.

Throughout the study area the majority of parcels cannot be accessed, because the planned road network has never been constructed. The one residential home in the study area can be accessed through an unpaved road. The inadequate street layout makes development of this area nearly impossible for potential users. Currently, in the northern portion of the study area, road stubs have been put into place, but the construction of the road network has not been completed.



Road Stub



Deteriorating Road Stub

Transportation improvements have been recommended for the study area, but currently there is no funding source in place. The following map identifies the recommended major road improvements. Parcel boundaries are indicated by the white lines, illustrating the numerous parcels with no road access.



Within the study area, there is no bus service. Currently, Volusia County's Public Transit System (VOTRAN) does not serve the area. Curbs, gutters, sidewalks, and bike lanes are absent in all but the most northern section of the study area. The study area is not conducive for pedestrian activity. The study area lacks infrastructure for forms of transportation except for vehicles. Other improvements, such as street light fixtures, landscaping, wayfinding and are also missing. Because the area has generally not yet been developed, expanding pedestrian infrastructure should not prove difficult.



No curbs, gutters, sidewalks, or lighting



Lack of landscaping and wayfinding

Stormwater, Wastewater, and Potable Water

According to the Volusia County Public Works Department, there is no stormwater system in place in the study area boundaries. The City of Deltona has not identified any ponding issues. Because of the current lack of development, no significant stormwater related infrastructure needs have been identified. If significant development were to take place in the area, significant stormwater upgrades in the area would be necessary.

Preliminary stormwater modeling was conducted in the area as part of the City's Adopted 2001 Stormwater Master Plan (SWMP). Starting in 2004, the City developed a plan to conduct refinement of the modeling completed in the SWMP using 1-foot Lidar topographic data. To date, the southwest portion of the Activity Center has been refined. There are portions of the area where no BFE has been established.

Water quality testing conducted in 2004 at the Lake Gleason Basin Outfall No. 1 and 2 indicates that Total Phosphorus and Total Nitrogen (limiting nutrients for Lake Monroe, which is classified by the State as an Impaired Water Body) are within acceptable concentration ranges for discharge into Lake Monroe. This is also supported by water quality data taken in Lake Gleason between 1991 and 1992. However, Best Management Practices can be implemented to reduce pollutant loading into Lake Monroe for these constituents.

Potable water in the Activity Center study area is delivered through a 6" water main that runs down Normandy Boulevard, Howland Boulevard, and Graves Avenue. While water quality is high, there is currently not enough capacity. Should new development start to take place in the study area capacity upgrades would be necessary. Volusia County currently has some plans for capacity improvements.

Currently water pressure for fire suppression is adequate for small businesses and single family homes at 1,000 gallons per minute. Presumably upgrades would be necessary to meet the demands of major commercial development.

Currently there are wastewater lines that run along Howland Boulevard, Graves Avenue, and Normandy Boulevard. While it would likely be cost prohibitive for someone developing an individual lot to connect to county sewer, it would be feasible for developers planning larger projects to run lines from their properties and connect to the county system.

Land Use

The physical characteristics of the area play key roles in the development or utilization of land based assets. The land use inventory provides more perspective regarding the pattern of development activity, the inventory of land uses, the compatibility of nearby uses, and the impact of uses that may assist or deter development activity within the study area.

The study area is primarily made up of vacant parcels zoned for agriculture or industrial uses. While this area has the potential to serve the needs of the growing population of the city, currently there is no commercial and almost no residential development within the study area. The only developed parcels in the study area include one single family residence and a concrete mixing plant. The areas directly to the east and to the south of the study area are developed and are suburban in nature.

Future land uses in the study area include: Mixed Office, Commercial Power Center, Commercial Activity Center Support, Commercial Tourist, and Industrial/ Business Park. The area could potentially include 7,428,700 square feet of light industrial space, 6,795,400 square feet of office space, 3,032,600 square feet of retail space, 722 hotel rooms, 2,315 multi-family residential units, and 263 single-family residential units.

Volusia County Property Appraiser 2007 tax roll records show that there are 3 *improved* properties within the study area (0.6% of all properties). Of the 3 improved properties, 1 is a homesteaded single family residence, 1 is governmental, and 1 is industrial.

The following table shows the number of building structures from the 2007 tax roll for each type of use.

Table 1 – Improved Properties in the Study Area Boundaries by Land Use

Single-Family	Multi-Family	Industrial	Institutional/Gov't
1	0	1	1

In all, there are currently a total of 506 properties (improved and unimproved) within the study area. Approximately 99% are unimproved. Vacant parcels make up the majority of

the study area. Some of the vacant properties are used as illegal dumping sites. Many of the trees in the study area have been damaged by hurricanes and other storms.



Storm Damage



Storm Damage



Illegal Dumping



Illegal Dumping

Although zoning maps indicate the majority of the area is zoned for agriculture or industrial uses, the Department of Revenue classifies most of the properties as vacant residential properties. Of these unimproved properties approximately 94% are classified as vacant residential. Around 2% are designated industrial or vacant industrial and 4% have a governmental designation. Table 2 shows the number of properties, improved and unimproved, from the 2007 tax roll for each type of land use designation.

Table 2 – Properties in the Study Area Boundaries by Land Use

Land Use	Improved	Unimproved	Total
Single-Family	1	475	476
Multi-Family	0	0	0
Commercial	0	2	2
Institutional/Gov't	1	18	19
Industrial	<u>1</u>	<u>8</u>	<u>9</u>
Total	3	503	506

The largest improved property in the study area is the Inland Materials concrete plant. The structures on the property were built in 1981, and there is some deterioration. The concrete manufacturing process is known to release the following toxic substances: Sulfur Oxides, Nitrogen Oxides, Volatile Organic Compounds, and Ground-level Ozone.

Other pollutants associated with the industry are: Carbon Dioxide, Total Particulate Matter, Carbon Monoxide, Methane, and Nitrous Oxide. In addition, the lime in cement and concrete products easily dissolves in water, which can be deadly to aquatic life.



Cement Plant



Cement Plant

Most of the lots throughout the study area are platted inadequate sizes, and the majority of properties have no access to the road network making development nearly impossible without extensive parcel consolidation.

Overall Site and Plat Conditions

The study area suffers from a lack of infrastructure. Basic infrastructure including, roads, stormwater systems, wastewater systems, sidewalks, curbs, and gutters are either entirely lacking or are deficient for contemporary development. These site deficiencies make development challenging if not impossible. Many parcels are not served by any sort of infrastructure including roads. The lack of infrastructure deters the property values in the area.

Visual Character

The study area is made up primarily of undeveloped properties with little to no infrastructure. While there are trees throughout the area, many have been harmed by storm damage. Many parts of the study area include overgrown grass and weeds, and some areas are being utilized to illegal dump trash. In part because of the undeveloped nature of the area, there is a lack of uniform landscaping and streetscape. The documented conditions are such that they combine to create a physical context that is not viable for long term stability.

Real Estate Development and Investment Activity

Reported Investment and Disinvestment Activity

Based on 2007 certified tax rolls, there are only 3 improved properties in the study area and a total of 506 parcels in the study area. In 2007, the total assessed value in the study area was about \$32.2 million with approximately 2% associated with improved properties.

The area has seen an increase in assessed value in the area, due to the speculation that the area may eventually be developed. Assessed values grew from \$5.3 million in 2002 to \$32.2 million in 2007.

Many of the parcels in the study area are owned by individuals or corporations outside of the City of Deltona. Of the 506 parcels only 14 parcels (3%) are owned by individuals or corporations with a Deltona address. Owners are scattered throughout the state and country with 34% of owners living outside the state of Florida.

Of the 506 parcels, there are approximately 229 different owners. Only four owners own 10 or more properties, and one of those owners is Volusia County. This fragmented ownership is due in large part to the speculative nature of the land when it was originally sold and the continual lack of infrastructure in the study area. Because of the diversity of ownership, a normal continue of exchange between buyers and sellers, does not exist while will ultimately lead to eroding economic values.

Fire and Medical Calls

The City of Deltona Fire Department calculated that from January of 2005 through the end of June of 2007, 31 requests for service were placed in the study area. While this is not a great number of calls, when compared to the number of residents in the study area, the number is exceptionally large.

Blight Findings

The following section outlines the blight factors present in the study area according to the criteria established under Chapter 163 of the Florida Statutes. As outlined in the "Standards for Blight" section of this report, three alternatives may be used to determine whether or not an area is blighted. Because of the continual lack of infrastructure in the study area that has led to a lack of development, this Finding of Necessity utilizes *Alternative Two* to evaluate the blight criteria.

The Redevelopment Act allows that a blighted area may be "any area in which at least one of the factors identified in paragraphs (a) through (n) of Section 163.40(8), F.S. are present and all taxing authorities (as such term is defined in the Redevelopment Act)

subject to Section 163.387(2)(a), F.S. agree, either by interlocal agreement or agreements with the agency or by resolution, that the area is blighted.

Should the City of Deltona and Volusia County agree to be the only two taxing authorities subject to Section 163.387(2)(a), F.S. then in order for the area to be determined to be blighted, the two governments would need to agree by resolution or interlocal agreement that the area is blighted, and the area would need to meet at least one of the factors identified in paragraphs (a) through (n) of Section 163.40(8), F.S. As outlined throughout this report and as summarized below more than one of the blight factors are present in the study area.

Criteria

Of the fourteen conditions indicative of blight listed in the Redevelopment Act, this analysis indicates that at least four such conditions exist in the study area and are retarding its immediate and longer term social, economic, and physical development. Below is a summary of the criteria that apply to the study area.

Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities.

The transportation system in the study area is severely deficient. Throughout the study area the majority of parcels cannot be accessed, because the planned road network has never been constructed. The one residential home in the study area can only be accessed through an unpaved road. The inadequate street layout makes development of this area nearly impossible for potential users. Currently, in the northern portion of the study area, road stubs have been put into place, but the construction of the road network has not been completed.

The existing roads within the study area either need capacity improvements or will need capacity improvements in the nearer term. Of the four road segments in the study area, one received an F for Level of Service (LOS), and three received a D and could be approaching failure. In order for any major new development to occur, significant transportation improvements must be implemented.

No bus service is provided within the study area. Curbs, gutters, sidewalks, and bike lanes are absent in the majority of the study area. The study area is not conducive for pedestrian activity. The study area lacks infrastructure for forms of transportation except for vehicles. Other improvements, such as street light fixtures, landscaping, wayfinding and are also missing. Existing conditions are not compatible with contemporary development. The overall transportation conditions outlined in this report contribute to the lack of investment in the area, because many parcels in the study area cannot be accessed through the road network making development difficult.

Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.

Most lots within the study area are vacant and completely inaccessible by road, because the planned road network has never been constructed. The lack of accessibility of lots has led to a distinctly deficient pattern of development. Lots in the study area suffer from a lack of infrastructure stripping away their usefulness. Basic infrastructure including, roads, stormwater systems, wastewater systems, sidewalks, curbs, and gutters are either entirely lacking or are deficient for contemporary development. These site deficiencies make development challenging if not impossible and inhibits maximum growth in property values. Because of the lack of accessibility to individual lots and lack of infrastructure in the area, development is nearly impossible without extensive parcel consolidation. The lack of investment and inadequate lot conditions threatens the long-term viability of the area.

Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.

Arguably, the study area's diverse ownership is among its most onerous and fractious problems. Many of the parcels in the study area are owned by individuals or corporations outside of the City of Deltona. Of the 506 parcels only 14 parcels (3%) are owned by individuals or corporations with a Deltona address. Owners are scattered throughout the state and country with 34% of owners living outside the state of Florida. Of the 506 parcels, there are approximately 229 different owners. Only four owners own 10 or more properties, and one of those owners is Volusia County.

Given the number of owners and the non-resident status of many of these owners, it will be difficult for private interests to acquire sufficient property to alter the established patterns of development and use. Intervention could be needed to facilitate the assemblage of parcels or holdings adequate in size to change the study area's social, physical, and economic character. It is difficult for private interests to mobilize the area for an assemblage that might counteract many of the conditions that have been described in this report.

Conclusions

Such evidence of deteriorated conditions gleaned from study and observation demonstrate a substantial record of blight existing throughout the study area. Thus review indicates that conditions in the study area demonstrate the earmarks of blight. The study area is one in which blighting factors are materially injurious to both the area's and community's overall sustainability. These deteriorated conditions are that such they "are leading to economic distress or endanger life or property" as described in the Redevelopment Act.

The study area is currently underutilized and improperly deployed, limiting the ability of the City of Deltona as well as adjacent portions of Unincorporated Volusia County to remain competitive in a larger economic context. This ultimately affects both the City and

the County's financial condition and their level of services. By utilizing the powers set forth in the Redevelopment Act, the City and the County can work to better prevent and eliminate blighted conditions detrimental to the sustainability of economically and socially vibrant communities or areas.

DRAFT

City of Deltona
Budget Amendment
 Fiscal Year 2014-2015

Amendment #: 2015-13 Date: March 18, 2015
 Fund: 001 General Fund Agenda Item: _____

	Increase	Decrease
Account #: 001155 523101	30,000	
Description: PROFESSIONAL SERVICES - OTHER		
Account #: _____	Amount:	
Description: _____		
Account #: _____	Amount:	
Description: _____		
Account #: _____	Amount:	
Description: _____		
Account #: _____	Amount:	
Description: _____		
Account #: _____	Amount:	
Description: _____		
Account #: _____	Amount:	
Description: _____		
Account #: _____	Amount:	
Description: _____		
Account #: _____	Amount:	
Description: _____		
Description: _____		

Reason: **Consultant for SW Volusia CRA. Funded from the Economic Development Reserve**

ATTEST:

 John C. Masiarczyk, Sr., Mayor

 Joyce Raftery, City Clerk



AGENDA MEMO

TO: Mayor & City Commission **AGENDA DATE:** 4/13/2015
FROM: Dale Baker, Acting City Manager **AGENDA ITEM:** 4 - C
SUBJECT: Review and discussion of proposed resolution to Volusia County for the citizens to have the right to vote on beach driving.

LOCATION:	N/A
BACKGROUND:	At the Regular Commission Meeting held on Monday, April 6, 2015 the Commission concurred to create a resolution to Volusia County for the citizens to have the right to vote on beach driving. The purpose of this item is for review of a proposed resolution and discussion as necessary before the resolution would be placed on a Regular Commission Meeting for adoption.
ORIGINATING DEPARTMENT:	City Manager's Office
SOURCE OF FUNDS:	N/A
COST:	N/A
REVIEWED BY:	Acting City Manager
STAFF RECOMMENDATION PRESENTED BY:	N/A - For discussion and direction to staff as necessary.
POTENTIAL MOTION:	N/A - For discussion and direction to staff as necessary.
AGENDA ITEM APPROVED BY:	<hr/> Dale Baker, Acting City Manager