



City of  
**Holly Hill**

Community Redevelopment Area  
**MASTER PLAN**

*October 16, 2007*

# **CITY OF HOLLY HILL COMMUNITY REDEVELOPMENT AREA MASTER PLAN**



*Prepared for*

***City of Holly Hill Community Redevelopment Agency***

*Prepared by*

***Herbert•Halback, Inc.(HHI)***

*in consultation with*

***TMH Consultanting (TMH)***

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***TEK Science and Engineering Corporation***

*Technical support provided by the*

***City of Holly Hill***

*October 2007*

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SECTION

1.0

**F O R W A R D**



## **1.0 FORWARD**

The City of Holly Hill retained Herbert-Halback, Inc. (HHI), to prepare the City's Community Redevelopment Area Master Plan. Adding additional expertise and supporting the efforts of HHI were the firms TMH Consulting, Inc. (TMH), Real Estate Research Consultants (RERC), and TEK Science and Engineering Corporation (TEK). Collectively these firms are referenced as the "Consultant Team".

The purpose of this Plan is to articulate a clear vision and produce inspired initiatives that establish a practical and flexible framework to guide future redevelopment activities. This Plan acknowledges previous redevelopment achievements and seeks to build and improve upon these assets. All diagrams, plans and photographs in this document are conceptual in nature and are provided to serve as visual interpretations of the vision for the CRA District. The concepts are flexible and will change as further details evolve.

The work presented in this document is led by the view that public involvement is the catalyst to stimulate redevelopment opportunities for the Holly Hill Community Redevelopment Area. Therefore, the City of Holly Hill desired to implement a planning approach that focused on an extensive public foundation and redevelopment structure.

The Consultant Team and City staff would like to express our gratitude to all the residents, property owners, interested parties, and local officials who participated in the impression exercises, group exercises, and presentations. Their ideas and feedback are the basis of this Plan.

The following section details the CRA District history, existing conditions, community involvement, initiatives, and implementation strategies.

### 1.1 Historical Overview

The City of Holly Hill is located in East Central Florida, along the scenic Halifax River, between the cities of Daytona Beach and Ormond Beach. Being a certified city for business, Holly Hill is known for its successful business environment embracing businesses from grassroots commerce to corporations. According to the City's web site, the City's vision for Holly Hill is to "provide a safe, vibrant, affordable and diverse community in which all generations can enjoy a secure quality of life".

In 1996, the local government established the Holly Hill Community Redevelopment Area (also known as the CRA District). The CRA District consists of residential, commercial, and industrial properties generally located between the Florida East Coast (FEC) Railroad and US 1 (Ridgewood Avenue); Mason Avenue and portions of LPGA Boulevard. Highlighted in yellow, Figure 1 shows the CRA District's boundary. The CRA District's purpose is to provide a mechanism to reduce or eliminate blight, improve the tax base, and encourage public and private investment.

Evaluating past accomplishments is one of the tools in the tool box when assessing the CRA District's milestones. These milestones range from community activities to utility improvements to new construction. According to the Annual Report of Activities October 2005 – September 2006, the Community Redevelopment Area's successes consist of business development activities, programs, and community events. Not only does the City of Holly Hill verbally support the safety and social welfare of their residents; the City supports them financially as well. Each of the community events held within the CRA District are sponsored or cosponsored by the City of Holly Hill. The following list details the Community Redevelopment Agency's accomplishments in 2005-2006.

#### Business Development

- Production of the Holly Hill Resource Guide
- Creation of the CRA Business Directory

#### Programs

- Two additional law enforcement officers (Fiscal Year 2005-2006)
- Adopted and updated the grant and matching grant programs: Commercial Property Improvement, Commercial Landscape Improvement, Demolition and Private Residential Improvement

#### Bricks and Mortar

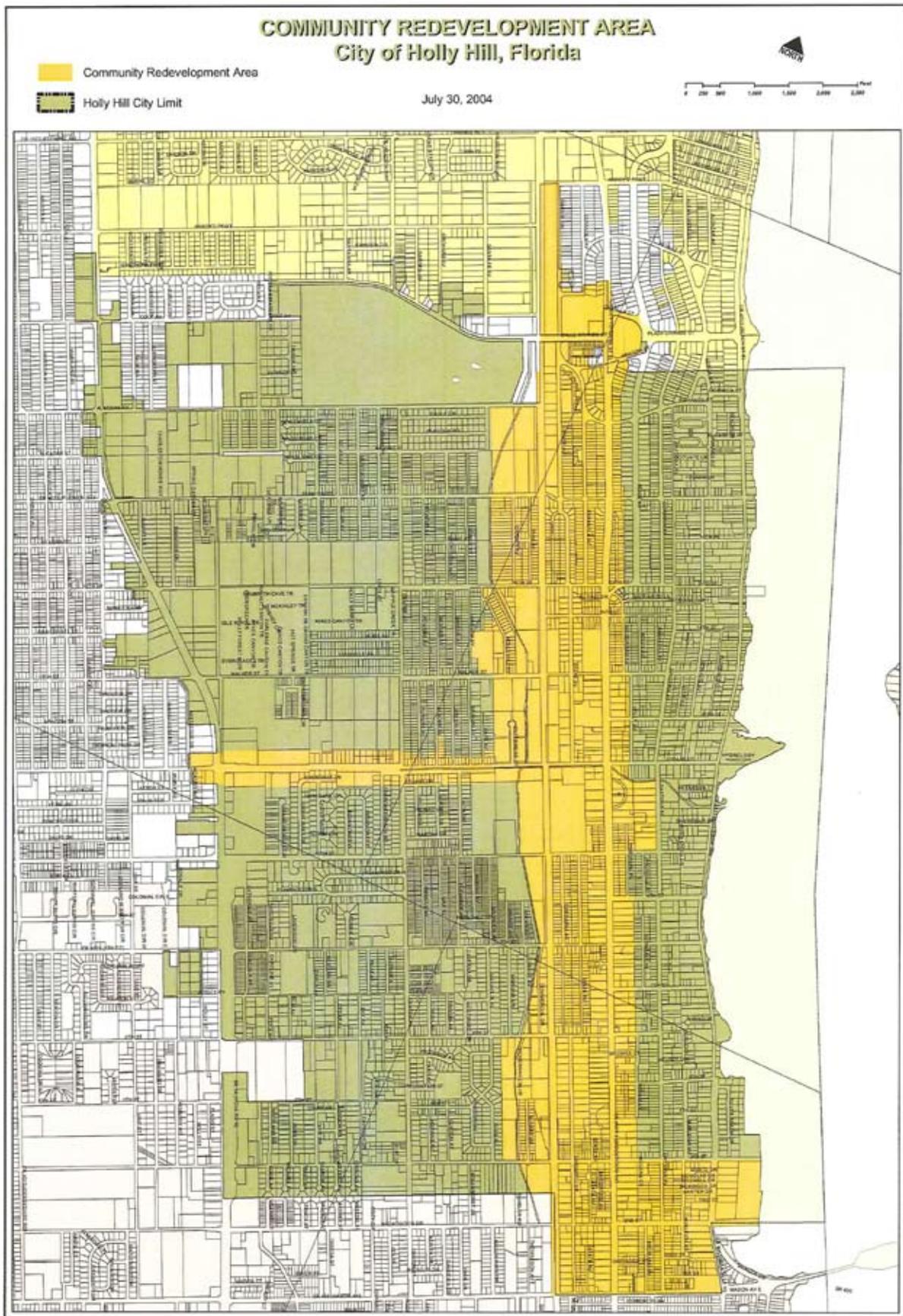
- Lift Stations #1, #2 and #3 improvements           \$974,525
- 23 Commercial Property Improvement Grants   \$102,116
- 7 Commercial Landscape Improvement Grants   \$82,557
- 4 Commercial Demolition Grants                 \$3,836

#### Community Activities (For more details see Section 2.7)

- Holly Hill Business Expo
- Annual Easter Egg Hunt
- Annual East Central Florida Antiques Festival
- Annual Halloween in the Park\*

**\*Co-presented with the Holly Hill Chamber of Commerce**

Within a five year period from 2001-2006, the CRA District had 11 new building construction projects and the remodeling of existing buildings. New construction and remodeling efforts signify stability, encourage growth,



Prepared by Volusia County MPO with map data from Volusia County Geographic Information Services, July 30, 2004.

Figure 1: Community Redevelopment Area Boundary

and enhance economic development. Below, Table 1 identifies the CRA District’s construction projects from 2001-2006.

**1.2 Master Plan Purpose**

<i>Table 1: CRA District Construction and Remodeling Project</i>		
<i>Month/Year Initiated</i>	<i>Business Type</i>	<i>Status</i>
November 2001	Publix Shopping Center	Opened April 2002
October 2002	Walgreen’s Drug Store	Opened February 2003
Summer 2004	Rivera Apartments	Opened February 2006
June 2004	Sonic Drive-In	Opened December 2004
September 2004	Sunshine Community Bank	Opened April 2005
July 2005	Existing Commercial structure	Occupied January 2006
August 2005	Marina Grande Condominiums	Ongoing Construction
April 2006	Madden’s Ace Hardware	Opened October 2006
Summer 2006	Kally K’s Café	Opened August 2006
October 2006	Existing Commercial Structure	Under Renovation
December 2006	5 T-Shirts for \$20	Opened February 2007

The Holly Hill Community Redevelopment Area Master Plan purpose is to clearly articulate a vision for future development and/or redevelopment activities, programs, and initiatives. This Plan prioritizes attainable implementation strategies, which are financially feasible. In addition to enhancing the City’s assets, this Plan focuses on Holly Hill’s identity and character while addressing prevalent needs and concerns of the community.

**1.3 Planning Process**

The initial phase in the preparation of this Master Plan, was to collect and analyze existing data, government documents, and the physical environment. The data collection and analysis phase included assessments of the CRA District’s Finding of Necessity Report and Community Redevelopment Plan, the City’s Comprehensive Plan, Historic Property Survey, and other related data. Through this assessment period, the Consultant Team was able to determine strengths and challenges of the physical environment as well as the regulations, which control development and improvements.

The City of Holly Hill government officials highly value the opinions and comments of its community, which incorporates the second phase of the planning process, public input. From the beginning of the planning process, interactive community involvement exercises were devised and executed. Four uniquely designed workshops were scheduled not only to provide the opportunity for the community to have a voice, but to actually guide redevelopment efforts.

Finally, the last phase involved assembling all the information from the previous two phases and drafting a Community Redevelopment Area Master Plan that is distinctively Holly Hill. Figure 2 illustrates the public involvement process.

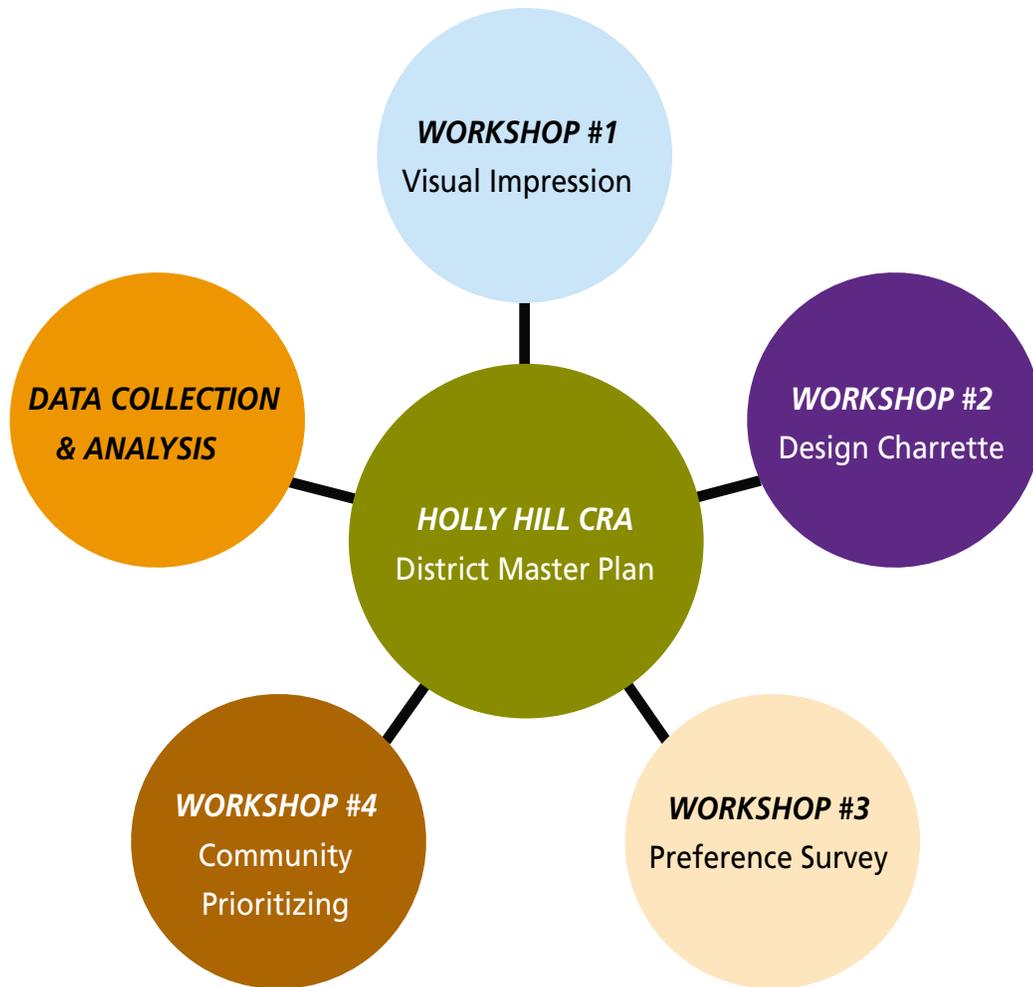


Figure 2: Public Involvement Process

SECTION

2.0

**ASSESSMENT OF EXISTING CONDITIONS**

## 2.0 ASSESSMENT OF EXISTING CONDITIONS

In 1996, the City of Holly Hill created the CRA District. Since that date, the Community Redevelopment Agency has seen steady progress by directing many improvements within the District. However to solve deficiencies regarding quality of life and economic viability, additional enhancements and upgrades are essential. The following inventory provides the basis for suggested redevelopment activities, which will lead to creating a more livable, sustainable, and attractive community.

### 2.1 Land Use

This land use analysis is based on data provided by the City of Holly Hill, RERC, Florida Department of Revenue, and the Volusia County Property Appraiser. There are four general land use categories within the CRA District boundary making up 1,105 parcels. These land use categories include residential, commercial, institutional, and industrial.

The largest land use group at 49 percent, approximately half of the 1,105 parcels of land, is residential. The second largest category at 29 percent is commercial. The remaining parcels are industrial at 19 percent and institutional at four percent (see Figure 3). Exploring how the land functions provides a clearer understanding of the actual use of the land. As stated above 49 percent (539 parcels) of all 1,105 parcels are classified as residential. Moreover, 51 percent of the 539 residential properties functions as single-family residential, 42 percent as multi-family residential, and six percent as vacant residential. The CRA District includes a total of 242 commercial parcels. Surprisingly, a significant proportion of these properties, 27 percent are vacant. Regarding the function of commercial properties, general retail is at 26 percent while repair/auto and office/financial are 16 percent and 15 percent respectively. Four percent of all parcels are institutional. Twenty-eight percent of the 40 institutional parcels are church related, 25 percent are municipal, and 15 percent are school-related.

Unfortunately, there are only a few structures within the CRA District that are considered to be above average or excellent condition. According to the Volusia County Property Appraiser, 23 percent of the institutional properties have buildings that are deemed above average. The bulk of the buildings in the District are classified as average. Having an average building rating is an indicator of a community's limited redevelopment and investment activity (see Table 2)

Figure 3: General Land Uses

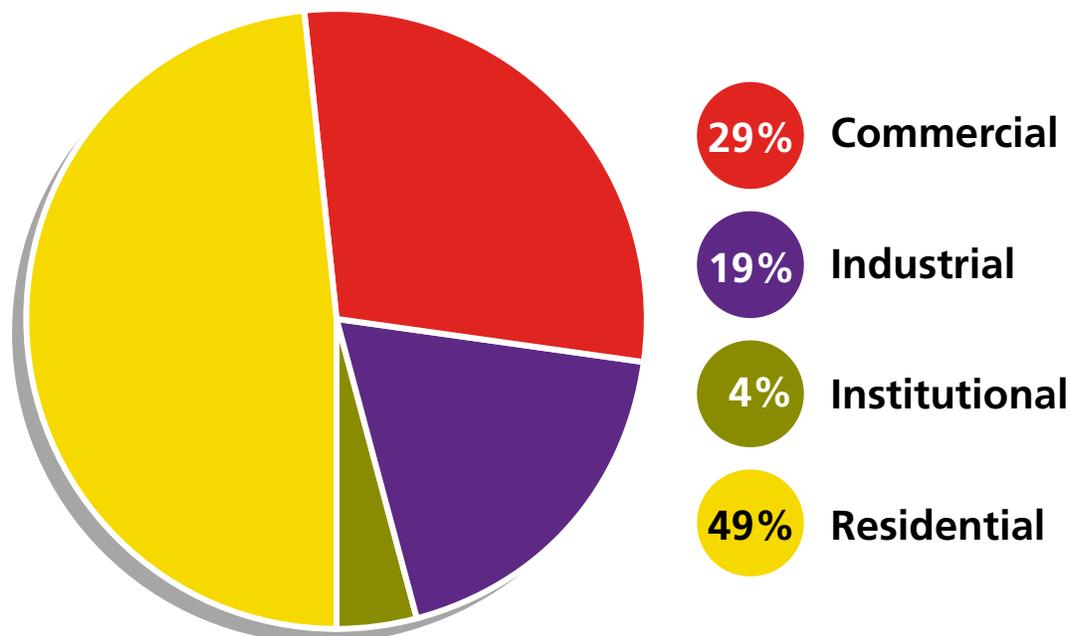


Table 2: Quality of Structures within CRA by Land Use			
General Use	Improved Quality	# Structures	Percentage%
Commercial	Excellent	2	1%
	Above Average	7	3%
	Average	183	76%
	Below Average	47	19%
	Minimal	3	1%
<b>TOTAL</b>		<b>242</b>	<b>100%</b>
Industrial	Above Average	1	1%
	Average	139	78%
	Below Average	35	20%
	Minimal	3	2%
<b>TOTAL</b>		<b>178</b>	<b>100%</b>
Institutional	Above Average	6	23%
	Average	19	73%
	Below Average	1	4%
<b>TOTAL</b>		<b>26</b>	<b>100%</b>
Residential	Average	294	73%
	Below Average	105	26%
	Minimal	4	1%
<b>TOTAL</b>		<b>403</b>	<b>100%</b>

The field survey conducted by the Consultant Team revealed a mixture of incompatible land uses, specifically in the industrial areas along State Avenue and Carswell Avenue. Although these properties are properly zoned, encroachments from commercial/industrial as well as residential cause conflicts between the right to reside peacefully and the right to operate a businesses efficiently. Most of the commercial land uses, which have a more defined pattern, are situated along the US 1 (Ridgewood Avenue) corridor. Generally, these business establishments are comprised of one story buildings such as antiques shops and auto sales. In addition, the US 1 land development pattern of “mom and pop” motels is a direct result of previous tourism, prior to the construction of Interstate 95 (I-95). Some of the types of commercial uses are no longer viable in Holly Hill due to the change in the tourism economy.

The Consultant Team’s economic specialist, RERC, identified the intersection of US 1 and LPGA Boulevard as a 100 percent commercial corner. This intersection is centrally located within the CRA District and the City as a whole; and is crucial in connecting Holly Hill to communities situated along US 1 and the traffic from I-95. Currently, this intersection has an active civic core including facilities such as City Hall, the Police and Fire Station, the Public Library, the Chamber of Commerce, and the Recreation Center.

**Finding**

The CRA District is primarily comprised of buildings which are considered to be of average to below average condition. This rating is a common indicator of the need for reinvestment and redevelopment. The data shows that the majority of the properties functions as single-family residential, and most of the business operations are retail based. To reposition the City, a diligent examination of reconfiguration and reuse of underutilized properties is crucial to the City’s stabilization, identity, and economics. Presently, the CRA District has a prime area at the intersection of US 1 and LPGA Boulevard to concentrate redevelopment activities. This prime area consists of an established 100 percent commercial corner as well as active government facilities.

## 2.2 Zoning and Development Regulations

The City of Holly Hill Zoning Land Use and Development Regulations direct the City's current and future development, allowable land use, and development pattern. Since the CRA District will encompass most of the City's future redevelopment effort, the regulations which rule development were studied to identify potential hindrances to appropriate development.

### 2.2.1 Zoning

The CRA District contains a variety of zoning districts ranging from single-family residential to heavy industrial. These zoning designations cover a whole gamut of permitted uses and special exceptions from pharmacies and news stands to auction sales and plumbing retail. In viewing the zoning map, it appears there are areas of "spot zoning". Unfortunately, "spot zoning" has created incompatible land uses, particularly within the industrial areas.

US 1 (Ridgewood Avenue) is the main commercial corridor of the City. Within the zoning regulations, this prominent corridor falls into four districts: CC-1, Commercial Corridor District; B-6, Ridgewood Avenue Business District; Mixed Use Development District; and the Redevelopment District Overlay. These districts assist and direct development; however, because of the permitted land uses within these districts, the future land use pattern has the legal potential of being very haphazard resulting in additional incompatibility issues. Inappropriate permitted land uses in the US 1 corridor are light manufacturing, warehousing and distribution, and paint and body shops. A significant asset of the CRA District is its park and recreation system. The zoning code does not have a designation for parks and/or open space. Hollyland Park and Centennial Park are zoned R-2, Low Medium Density Single-Family Residential District. Even though parks are permitted uses in the R-2 District, the areas are unprotected if the City happens to dissolve its ownership.

### 2.2.2 Land Development Regulations

Design standards, landscaping, and signage are suitable means of establishing the identity and perception of a community. The City of Holly Hill Zoning Land Use and Development Regulations address landscaping and signage in detail; however, the code only addresses design standards within the Redevelopment District Overlay (Ordinance No. 2721) through architectural styles consisting of Mediterranean, Spanish, Florida Vernacular, or Contemporary. The City's Redevelopment District Overlay encompasses the entire CRA District and some properties adjacent to US 1.

Design standards provide a unified vision for a community, raise the bar for development and redevelopment, and raise the quality of life as well. The landscaping standards within the code are slightly dated. Nevertheless, it seems as though existing regulations were not enforced, specifically regarding buffering and screening between rights-of-way and incompatible land uses. Quality landscaping affects the overall appearance of an area. To a driver, signs are the most effective means of communication. Yet, inappropriate sign standards produce massive visual clutter. Signage must be appropriately scaled to the development at hand. Although pole signs are permitted at a maximum height of 25 feet, Holly Hill's newer developments have eliminated the use of the pole sign for the more community friendly monument signs.

### Finding

A zoning boundary should be logically formed, whether from a natural barrier such as a water body or a physical barrier like a roadway. The process of establishing or amending the zoning classifications should not interrupt this logic nor produce conflicts in land uses and/or spot zoning. The City's zoning code has a multitude of zoning districts within one category. For example, the business/commercial designations have seven districts and US 1 falls into four zoning districts. When viewing the City's official Zoning Map, there is evidence of spot zoning and incompatibility adjacent zoning categories. However, with appropriate development tools of design, landscape, and sign standards, where incompatibility exists, there remains a level of protection of properties and property rights. Using development tools appropriately, such as establishing new sign regulations to address grandfathered signs on property assigned for redevelopment, sculpts the vision for the CRA District. Therefore, the City's Zoning Land Use and Development Regulations should be thoroughly reviewed to reduce the number of applicable zoning districts for the US 1 corridor, and crafted to institute proper development such as standards and/or guidelines that will create the desired urban form.

### **2.3 Transportation**

This transportation analysis separates the CRA District's roadways into two segments, primary (major) and secondary (minor). US 1 and LPGA Boulevard are considered primary roadways, and the remaining roads are regarded as secondary.

US 1 is the main north-south roadway corridor through the City of Holly Hill. Currently, US 1 is a four lane divided highway with two lanes running in both directions, a center landscape median, and turn lanes. Presently, the City is under contract to have landscaping and irrigation installed in all the medians along the length of US 1. This project is expected to take approximately one year to complete. US 1 is maintained by FDOT, and the right-of-way (ROW) is 100 feet.

LPGA Boulevard is a two lane east-west roadway. It is the major entry point to the City from I-95. According to discussions with the City of Holly Hill Department of Public Works, in the past there was a proposal by Volusia County to widen LPGA Boulevard to four lanes from Nova Road to US 1. Volusia County has improved sections of LPGA Boulevard from the I-95 interchange east towards the City of Holly Hill. However, the CRA District's portion of LPGA Boulevard has not been improved in recent years, and there are no future plans for improvement. The Volusia County project is to be completed in two phases (see Figure 4). The County is currently acquiring ROW to widen LPGA Boulevard from Nova Road to Derbyshire Road (Phase 1) and Derbyshire Road to Jimmy Ann Drive (Phase 2).

LPGA Boulevard is maintained by Volusia County, and the ROW is as follows:

From Nova Road running 132.0 feet east along LPGA Boulevard, the ROW is 100 feet; from the 132 foot mark east of Nova Road to US 1 the ROW is 125 feet; and US 1 to the CRA District's eastern boundary along LPGA Boulevard, the ROW is 60 feet.

The canal, which is located within the ROW, runs along the entire south side of LPGA Boulevard from US 1 to Nova Road. Any future widening of LPGA Boulevard would impact the canal at the east end of LPGA Boulevard, near US 1. Unless the commercial property on the north side of LPGA Boulevard is acquired, impacts to the canal are imminent. In addition to impacts to the canal, there would also be significant impact to the FEC Railroad crossing at LPGA Boulevard and the railroad bridge across the canal.

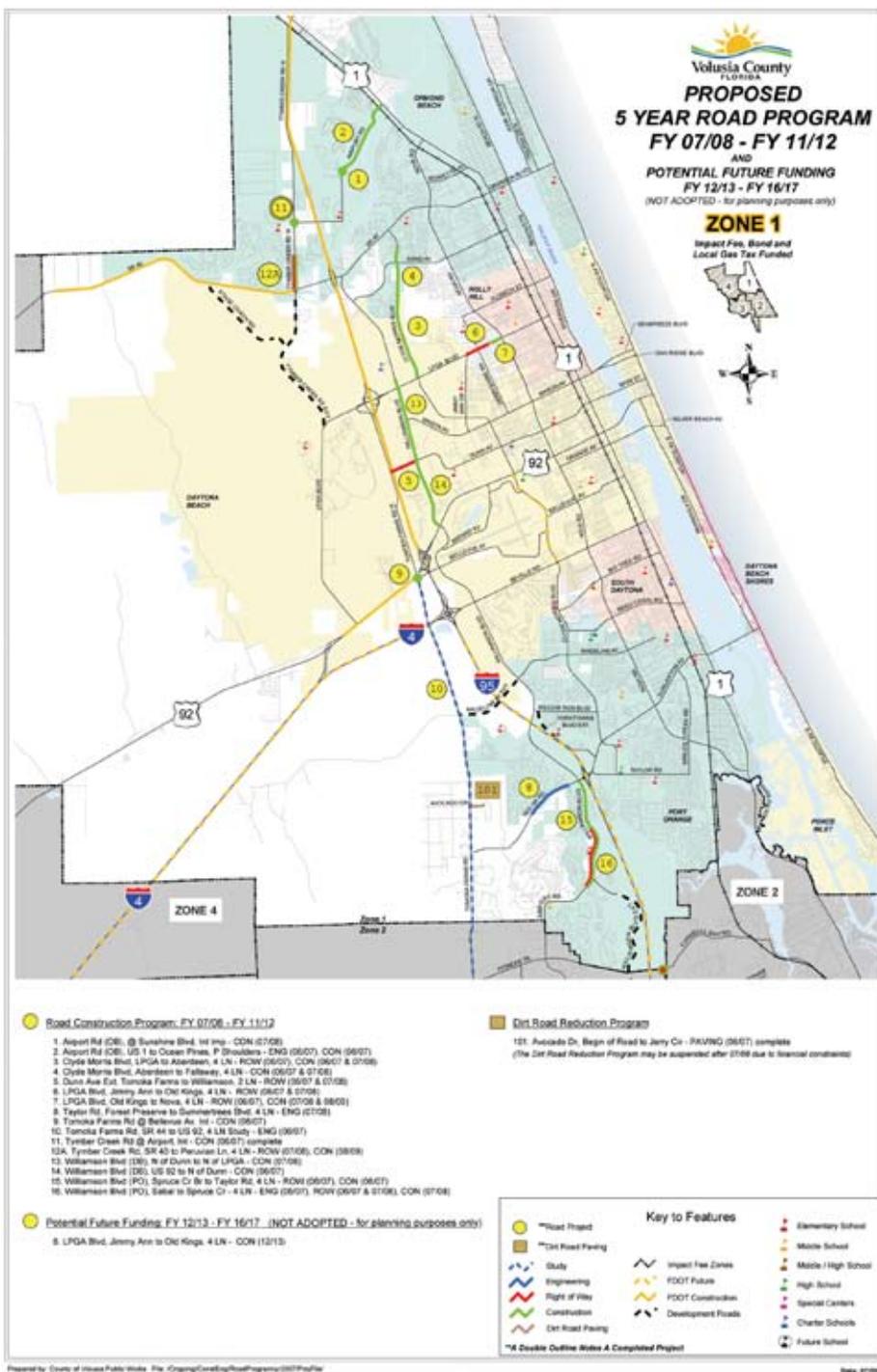
The secondary roadways are typical for local and residential streets. These roads are maintained by the City, and ROW ranges from 18 feet to 50 feet depending on the specific roadway. At this time, there are no capital improvement projects for secondary roadways under consideration by the City.

Just as significant is the lack of bicyclist and pedestrian amenities. A well-designed transportation network will include, minimally, sidewalks, streetlighting, and bicycle lanes. Within the CRA District, there are no opportunities for bicyclist to travel other than using vehicle traffic lanes, curbing, or sidewalks if they exist. There is a significant lack of sidewalks. Where sidewalks are installed they are not constructed in accordance to contemporary standards. The City has painted striped crosswalks at major intersections along US 1 and LPGA Boulevard. Even though painted crosswalks identify to the pedestrian a means of crossing the street, unlike constructed crosswalks, the driver of a moving vehicle can see a pedestrian crossing area from a distance and can make preparations to stop appropriately.

#### **Finding**

LPGA Boulevard is the chief entry point into Holly Hill from I-95. In Volusia County's Proposed 5 Year Program, the County plans to widen and improve LPGA Boulevard in two phases. Since LPGA Boulevard is a significant gateway into Holly Hill, this roadway should be improved by developing a greenway, possibly increasing the lanes, and using the canal as an amenity such as a Linear Park. Additionally, both US 1 and LPGA Boulevard are primary roadways. These corridors should be enhanced as a gateway presenting the City of Holly Hill to visitors and tourist. Bicycle lanes and sidewalks offer the community a healthier and environmentally sound transportation alternative. Therefore, the City should include appropriate streetscape enhancements such as decorative sidewalks and crosswalks, bicycle lanes, site furnishings, streetlighting, and street trees.

Figure 4: Volusia County Proposed 5 Year Road Program



## **2.4 Parking**

This section conducts an investigation of the CRA District's parking facilities. Based on public input, the two areas of concentration were the US 1 corridor and the industrial area, north of LPGA Boulevard.

### **2.4.1 US 1**

Historically on-street parking was available along US 1. With the addition of medians by FDOT and landscaping by the City, the on-street parking spaces were removed during the FDOT median project for traffic safety concerns. However, there is a perception that the removal of the on-street parking has limited the access to businesses along US 1; thus, decreasing business activity.

A majority of the businesses situated along the US 1 corridor front directly on the highway, with little to no space between the building front and the ROW. Many of the businesses appear to have adequate parking at the sides or rear of the property. In addition, most of the parking areas are associated with one business without interconnectivity between neighboring buildings or businesses. The City should look into requiring interconnectivity of business parking lots to allow movement between businesses without requiring re-entry onto US 1, which would promote easier access to commercial businesses.

### **2.4.2 Industrial Areas**

The CRA District has an intense and densely populated industrial and commercial area on several streets parallel and west of US 1, such as State Avenue and Carswell Avenue. While many of the businesses do not appear to have a large number of drive-up customers, there are a large number of employees in a relatively small area. Furthermore, the auto repair shops need to store the vehicles on which they are working. In some instances, parking is occurring within the ROW rather than on private property.

The ROW on State Avenue and Carswell Avenue varies between 35 feet and 50 feet. After accounting for the roadway width, shoulders, swales or stormwater areas, landscaping, and utility easements, little space remains for structured, paved parking areas within the ROW. Opportunities for shared parking may be created on vacant land, unused industrial space, or through the conversion of old industrial space to parking areas.

### **Finding**

Through this analysis it has been determined that parking is more of a perception than reality problem. Many of the businesses along US 1 have a small parking area in the front and additional parking on the side and/or in the rear. Generally, these parking facilities service one business, and do not provide for connectivity. When redevelopment occurs, opportunities to connect parking areas either through front, rear, or side frontage roads should be considered. Likewise, due to the industrial area congestive development pattern, the City should examine the feasibility of shared employee parking to alleviate some of the vehicle over crowding within the industrial area.

## **2.5 Infrastructure**

This section assesses the viability of the infrastructure within the CRA District boundary. This infrastructure analysis encompasses five areas wastewater, potable water, stormwater, fire flow, and reuse.

### **2.5.1 Wastewater**

The City of Holly Hill is served by one wastewater treatment plant. The entire CRA District is adequately serviced by this wastewater system, which includes 12 lift stations, force main lines ranging from 1 inch to 16 inches, and sanitary sewer lines varying from 6 inches to 18 inches. The wastewater treatment plant has a capacity of 2.4 mgd. The plant is scheduled to be refurbished, and currently there is a public bid for these services. The proposed improvement will expand the plant's capacity from 2.4 mgd to 3.0 mgd, and hydraulic flow capacity will increase to 6.0 mgd. In addition, associated with the new Marina Grande condominium project, lift stations 1, 2 and 4 located within the district were recently upgraded along with the addition of a new force mains and new sanitary sewer lines.

Because of the age of the existing wastewater system, the City has been involved in an ongoing project to visually inspect the entire system. According to the Department of Public Works, the City has inspected approximately 66 percent of the entire system and about 30 percent of the inspected lines have been repaired or replaced. A significant portion of these inspections and repairs lies within the CRA District.

Also, the existing system has considerable issues with inflow/infiltration, which initiated the on-going Capital Improvements Project (CIP) to inspect and repair the sanitary sewer system lines. The City's Department of Public Works stated the current repairs have improved the inflow/infiltration problem, but it has not resolved it. The department is unsure why the inspections and repairs have not made a positive impact in resolving the inflow/infiltration issues. However, the department will suspend the current activities and re-examine the previously inspected portions of the system to identify problems which need to be addressed.

### **2.5.2 Potable Water**

The CRA District's extensive water system includes water lines ranging from 1.5 inches to 12 inches in diameter. The majority of existing water lines are 6 inches. Holly Hill is served by 1 water treatment plant with a capacity of 2.3 mgd. Presently, there is a bid for the refurbishment of the plant, although the bid does not include a capacity expansion. The contract includes refurbishing the softener units as well as adding a walkway bridge to the aerator. It has been determined that the current plant capacity is sufficient for any projected future increases.

The CRA District area has complete water service. The entire system is looped with the exception of a small amount of unavoidable dead ends. The system is in good condition, and only one major capital improvement project is out for bid. The current project out for bid is for the installation of an 8 inch main running along the west side of US 1, and a 2 inch main running along the east side of US 1. At this time, there are no other projects planned in the future.

### **2.5.3 Stormwater**

Stormwater maintenance for Holly Hill is handled by the Streets and Drainage Department. The stormwater system is comprised of catch basins, storm pipes, storm water ponds, ditches, and swales. The stormwater pipes range in size from 4 inches to 48 inches.

In 1980, the City of Holly Hill enacted the Stormwater Management Ordinance, which provides for stringent rules requiring stormwater discharge from the development or redevelopment of a site shall not exceed by more than 10 percent, in terms of peak flow and total volume, the stormwater produced by conditions existing before development or redevelopment for a 25-year frequency storm. Since the enactment of the ordinance, there have been numerous studies conducted on the effects of stormwater runoff within the City and the CRA District. As outlined in the Comprehensive Plan Update April 2007, the City has taken several steps to improve the stormwater management system after the extensive flooding associated with Tropical Storm Gordon in 1994.

Within the CRA District there are a few areas of concern for localized flooding during heavy rain events. The area in the CRA District west of US 1 is subject to flooding. The roadway can be inundated with as much as 3 inches of water. The cause for the flooding stems from not having a catch basin, inadequate size pipes, improper construction of ditches, or a combination thereof. The Department of Public Works commented that this level of flooding is usually not an issue given the type of commercial vehicles that normally transverse on this roadway are not affected by the higher water levels. The intersection of US 1 and 6th Street experiences flooding with every heavy rain. The pipes associated with this intersection are inadequate to carry the stormwater runoff.

### **2.5.4 Fire Flow**

There are approximately 77 fire hydrants in the CRA District, which average about one fire hydrant per 9.23 acres. These hydrants are connected to a minimum 6 inch water line. The City utilizes EPANet to model the flows, and conducts hydrant pressure tests. The current fire flow pressure is 1,000 gpm. According to the Department of Public Works, there is sufficient pressure for fire protection.

### **2.5.5 Reuse**

The current reuse water availability is limited to government facilities, recreational facilities, and schools within the City of Holly Hill. There are plans to extend a reuse main to Nova Road to service a proposed subdivision. The City of Ormond Beach has expressed an interest to use this system, but has not expressed an interest to pay for the reuse water provided by the City of Holly Hill.

### **Finding**

Although there are points of concern, the infrastructure assessment revealed overall the wastewater, potable water, and stormwater systems are adequate for current and future demands. Also, there are no issues with fire flow or reuse water. Because of the age of the wastewater system, the City has an on-going project to inspect and repair the entire system. However, it appears the wastewater system has issues with inflow/infiltration. Steps should be taken to find the source of inflow/infiltration and correct the problem. As redevelopment takes place, the City should seek to extend the reuse water lines to encourage green and sound environmental practices. Furthermore, there are areas of localized flooding during heavy rain. These flooding issues stem from not having a catch basin, inadequate size pipes, improper construction of ditches, or a combination thereof to carry the stormwater runoff. The City should construct and install the proper drainage facilities to rectify the flooding issues and promote the CRA District's redevelopment initiatives.

## **2.6 Public Safety**

Whether real or perceived, safety issues lead to community and visitor fear, disinterest, and disinvestment. During the site analysis, the Consultant Team noted several physical and social concerns. The physical safety issues involve pedestrian and bicyclist circulation, stormwater management, and traffic access. Nonetheless, property maintenance appears to be the dominant physical public complaint regarding residential, commercial and industrial properties; whereas homelessness is the chief social dilemma.

As a whole, the City of Holly Hill has 30 sworn police officers. A Special Response Team (SRT) was formed to patrol and protect the residents, business owners, and properties of the CRA District. There are no officers specifically hired to be a member of the SRT. Personnel selected for the SRT come through the ranks of experienced officers. Currently, the SRT is made up of five officers including one sergeant and one corporal. The SRT focuses on the unseemly motels as well as other fragile areas within the CRA District. The Fire Department has 15 full-time employees and one (1) full-time inspector. According to the Fire Department, within the CRA District in 2006 there were 120 fire or fire related incidents, 819 medical emergencies, 15 hazardous conditions, and 153 motor vehicle accidents. The assessment of public safety uncovered many physical safety issues relating to human and vehicle movement, access management, drainage, and fire emergencies. The primary social issues involve the homeless population and code enforcement. The fact is well-maintained properties present a space that is secure. On the other hand, properties that are not maintained invite an undesirable clientele. A solid, proactive application of code enforcement regulations and community policing activities will facilitate a personal sense of wellbeing.

### **Finding**

A concrete plan to solve the physical safety issues is easier to manage and implement than to develop appropriate solutions for social concerns. In cooperation with the Community Redevelopment Agency's and the City of Holly Hill's initiated programs, many if not all of the physical safety issues such as drainage, access management, and human circulation can be solved or minimized as redevelopment emerges. However, social safety concerns are more of a community effort, are time-consuming, and may not have immediate results. As previously mentioned, the CRA District has two leading social issues: the maintenance of properties and the homeless. To ensure property maintenance happens, the City should implement clear and decisive code enforcement regulations, streamline the due diligence process, and hire an additional code enforcement officer to oversee property maintenance within the CRA District. The homeless dilemma is a difficult challenge, and will take a multi-faceted, multi-jurisdictional effort and approach. In proximity to Holly Hill, there is the Volusia/Flagler County Coalition for the Homeless, Inc. The City of Holly Hill should seek partnerships with corporations, non-profits, and religious institutions to assist in resolving the homeless plight.

## 2.7 Parks and Recreation

A well-planned park system increases the quality of life of its residents and property values of nearby land uses as well as providing areas for wellness and fitness. Per the City's Park Inventory, the CRA District contains four park types in its midst: one community park, Hollyland Park; two neighborhood parks, Centennial Park and Shirley Heyman Park; and one mini park, Ivanhoe Park.

A community park characteristic may contain areas with a prominent environmental quality like a lake, and/or areas of intense recreation facilities such as athletic fields. On the other hand, a community park may emphasize its natural quality and have activities more passive in nature like walking, picnicking, and sitting. Generally, neighborhood parks serve the immediate residents and not the community at large. These parks are usually less than five acres and consist of passive recreation such as open lawn seating, picnic areas, sitting areas, and walking paths, with the possible exception of a preschool playground. Mini parks, also may be known as pocket parks, usually are less than five acres and characteristically may include walking paths, benches, and gardens. The CRA District Park Inventory is described in Table 3 on page 10.

### Finding

Evaluating the CRA District's park system the following assessments were identified:

**Hollyland Park**, a community park, is well-maintained and appears to meet current regulatory safety features. However, the pavilions are dated and showing signs of deterioration; and the ball fields are not configured to promote competitive play. Due to its center location, proximity to the 100 percent commercial corner, and limited funding, the Hollyland Park parcel is a primary area of focus for redevelopment. Therefore, in the long run, it may be more expedient and financially practical for redevelopment purposes to move ball fields to an alternate location such as the current middle school site, and maintain the five acres of open space.

**Centennial Park** is classified as a neighborhood park, and is used to observe the natural environment. Based on its use, location, and other factors, this park should be reclassified as a community park. Centennial Park identifiable issues are minor but if not corrected and managed will lead to deterioration. The assessment revealed that the park has no paved parking facilities. There is invasive vegetation along the shoreline and worn grass in walking areas that must be maintained. The restroom structure is dated, and its orientation does not meet Crime Prevention Through Environmental Design (CPTED) "visual" standards. Due to its proximity, accessibility, and maneuverability, a connection to Hollyland Park needs to be provided.

**Shirley Heyman Park** is a dedicated retention area with benches and a display fountain. This park is classified as a neighborhood park, but it is not inviting for human activity. By providing shade trees, a walking path, and suitable site furnishings, this site can offer the residential neighborhoods to the north and west a place to gather. In addition, with appropriate gateway signage and the aforementioned improvements this park will act as a gateway into Holly Hill from the beach area.

**Ivanhoe Park** has been designated as a mini park. It is .04 acres in size and contains a bench. Because of its natural setting, this park can be easily enhanced by installing a scenic view of wildflowers or a garden comprised of specific material to attract certain wildlife such as a butterflies. Even though this park is small, it has the potential of being a focal point for the surrounding community.

Furthermore, the City has an opportunity to provide a Linear Park along LPGA Boulevard (east-west) and meandering between the industrial uses (north-south). Not only would this Linear Park offer additional recreation options as well as health and fitness opportunities, but it will provide connectivity to Hollyland Park, Centennial Park, Sunrise Park, and the civic core. In addition to the park system, the CRA District has a Recreation Center, which is used as a multipurpose facility. This community resource consists of a wellness center, tennis courts, racquetball courts, gymnasium, two multipurpose rooms, and a seven lane pool. Primarily, the Recreation Center serves the youth population; however, adult programming typically begins in the evening hours. The Holly Hill Recreation Center programs are comprised of sport leagues: baseball, basketball, racquetball, and flag football; youth activities: cheerleading, boxing, swimming lessons, and summer camp; adult programs: oil painting, yoga, belly dance, water aerobics, duplicate bridge, and jazzercise. Furthermore the Police Athletic League (PAL), a national organization for police officers and kids working together for a better tomorrow to prevent juvenile crime and violence, uses the Recreation Center as their base of operations. The actual structure itself is well-maintained and appears to be in good condition.

Table 3: Community Redevelopment Area (CRA) District Park Inventory

Acres	Park Name	Park Type	Park Class	Park Activities	Playground	Pavillions	Volleyball Courts	Basketball Courts	Baseball Fields	Restrooms	Trails	Display Fountain	Grills	Rental Structures	Picnic Areas	Boat Launch	Fishing	Open Space	Benches
5.8	Centennial Park	Neighborhood Park	R	A	X	X				X	X				X		X		
15.0	Hollyland Park	Community Park	A	A	X	X	X	X	X	X			X		X				
.04	Ivanhoe Park	Mini Park	R	P															X
1.5	Shirley Heyman Park	Neighborhood Park	R	P								X							X

KEY: Park Class: A = Activity-based, R = Resourse-based, U = Undeveloped; Park Activities: A = Active Recreation, P = Passive Recreation

## 2.8 Special Events Assessment

Special events are an excellent way in bringing a community together for a single purpose. These activities may be artistic, cultural, and/or social. The CRA District prides itself on conducting events that serve businesses, residents, and visitors. The CRA District's Annual Report of Activities 2005 – 2006, included Holly Hill Business Expo, Easter Egg Hunt, East Central Florida Antiques Festival, and Halloween in Park, which is co-presented with the Holly Hill Chamber of Commerce. The Easter Egg Hunt is a free event for children ages 4 – 10. The estimated attendance reaches 250 children and 150 adults. The Halloween in the Park is a safety program for children 12 years and older who are “trick and treating” or in this case, “trunk and treating”. For this free event, local merchants display decorated automobile trunks and hand out wrapped candy. The Antiques Festival is a regional event, where approximately 30 or more vendors display their merchandise of jewelry, furniture, glassware etc. The Community Redevelopment Agency receives in-kind funding from the Halifax Area Advertising Authority to promote the festival. With the exception of Halloween in the Park, which began in 2003, the other events launching year was 2004.

### Finding

Great events have the ability to provide community identity, community pride, and perhaps economic benefits. Excluding the Antiques Festival, the CRA District's events are family-oriented by design and focus on residents of Holly Hill. Although the City's special events rely on estimated participation and word of mouth to confirm their success and continuation, there is no hard evidence, such as evaluation forms or attendance records to gauge if the events have accomplish their goals. If the City chooses to seek outside funding, the maintenance of accurate records may be required to obtain grant funding.

## 2.9 Market Trends and Potential

This section of the Plan examines the feasibility of future potential residential and commercial development. This trends and potential analysis is based on research and models that study real estate variables, movement, and proclivity.

The total assessed value for the 2006 fiscal year in the Holly Hill CRA District was approximately \$223.8 million. The largest portion of the assessed value is attributed to commercial properties and is followed by industrial properties.

Many buildings in the district are beginning to reach the end of their useful life. Building value to land value ratios are comparatively low, particularly for various commercial and industrial properties. Overall, properties in the CRA District basically have a 1:1 building value to land value ratio. This is a common signal indicating a need for reinvestment or redevelopment. The following table represents assessed values and taxable values for the Holly Hill CRA District.

**Table 4: Holly Hill Community Redevelopment Area (CRA) Property Values**

General Use	# Parcels	Total Assessed Value	% CRA Value	Total Land Value	Total Building Value
Commercial	317	\$93,442,935	42%	\$57,021,157	\$36,401,778
Industrial	209	\$64,289,608	29%	\$27,177,898	\$37,111,710
Institutional	40	\$25,527,031	11%	\$9,480,822	\$16,046,209
Residential	539	\$40,511,315	18%	\$19,833,948	\$20,677,367
<b>TOTAL</b>	<b>1,105</b>	<b>\$223,750,889</b>	<b>100%</b>	<b>\$113,513,825</b>	<b>\$110,237,064</b>



### **2.9.1 Residential (Housing) Analysis**

The CRA District has a total of 1,105 parcels, of which approximately 539 or 49 percent is used as residential. In addition, 51 percent of the residential properties function as single-family, 42 percent as multi-family, and 6 percent as vacant. The Volusia County Property Appraiser has categorized the majority of the City of Holly Hill's building stock as average. Due to the limited number of single-family lots, over the past ten years there have only been six single-family residential homes constructed within the CRA District. Prior to the Marina Grande there was no new multi-family construction since 1988. Upon completion, the Marina Grande will be a four-tower, riverfront multi-family condominium project that contains 976 units. The City's Community Redevelopment Plan addresses its residential housing impact by promoting the rehabilitation of residential units through private and public resources; strict code enforcement; restricting the conversion of residential units to a commercial; and encouraging residential above commercial developments. Currently, the City offers the Private Residential Improvement Grant to its residents totaling \$250,000 over a four year period.

An inspection of the CRA District, revealed diversity in housing type, architectural style, and size. Almost in equal balance, poorly maintained housing is adjacent to well-maintained housing. More importantly; however, there are residential uses located in industrial areas. By their very operational existence, these uses generate a myriad of conflicts.

While residential parcels make up almost half of all parcels in the CRA District, they represent a much smaller share of the sales volume (in dollars) each year. Commercial and industrial sales make up the majority of the sales volume almost every year, with residential real estate representing, depending on the year, 9 percent to 23 percent. Table 7 on page 14 illustrates CRA District’s sales data from 2000 through 2006.

Many of the owners of properties within the CRA District live outside of the City of Holly Hill. As represented in the Table 5 below, only 51 percent of property owners live inside the City limits.

<b>Table 5: Number of Property Owners Living in Holly Hill</b>		
<b>Parcel Owner Location</b>	<b># Parcels</b>	<b>%</b>
Holly Hill, FL	559	51%
Other City	546	49%
<b>TOTAL</b>	<b>1,105</b>	<b>100%</b>

A majority (61 percent) of single-family homes within the CRA District have homestead exemptions, while only 3 percent of condominiums have homestead exemptions. Approximately 21 percent of other multi-family properties have homestead exemptions. Table 6 demonstrates the number of improved residential properties with and without homestead exemptions.

<b>Table 6: Homestead Exemptions for Improved Residential Properties</b>			
<b>Use</b>	<b>Exemption</b>	<b>Homesteaded</b>	<b>Percentage%</b>
<b>Single Family</b>	No	108	39%
	Yes	168	61%
<b>TOTAL</b>		<b>276</b>	<b>100%</b>
<b>Condominium</b>	No	114	97%
	Yes	4	3%
<b>TOTAL</b>		<b>118</b>	<b>100%</b>
<b>Other Multi-Family</b>	No	78	79%
	Yes	21	21%
<b>TOTAL</b>		<b>99</b>	<b>100%</b>

Table 7: Community Redevelopment Area (CRA) District Sales Data 2000-2006				
Year	Use	# Sold	Total Sales Price	% Sales Volume
2000	Commercial	12	\$3,085,110	57%
	Industrial	11	\$1,799,800	33%
	Residential	19	\$515,359	10%
<b>TOTAL</b>		<b>42</b>	<b>\$5,400,269</b>	<b>100%</b>
2001	Commercial	15	\$3,555,060	35%
	Industrial	16	\$5,347,421	53%
	Residential	32	\$1,274,914	13%
<b>TOTAL</b>		<b>63</b>	<b>\$10,177,395</b>	<b>100%</b>
2002	Commercial	23	\$15,969,136	67%
	Industrial	24	\$5,406,231	23%
	Institutional	1	\$215,000	1%
	Residential	48	\$2,095,778	9%
<b>TOTAL</b>		<b>96</b>	<b>\$23,686,145</b>	<b>100%</b>
2003	Commercial	21	\$6,308,430	47%
	Industrial	22	\$4,972,131	37%
	Residential	33	\$2,094,651	16%
<b>TOTAL</b>		<b>76</b>	<b>\$13,375,212</b>	<b>100%</b>
2004	Commercial	37	\$18,163,463	82%
	Industrial	9	\$405,340	2%
	Institutional	1	\$450,000	2%
	Residential	52	\$3,218,810	14%
<b>TOTAL</b>		<b>99</b>	<b>\$22,237,613</b>	<b>100%</b>
2005	Commercial	34	\$10,326,400	43%
	Industrial	20	\$8,025,500	33%
	Institutional	1	\$210,000	1%
	Residential	74	\$5,622,801	23%
<b>TOTAL</b>		<b>129</b>	<b>\$24,184,701</b>	<b>100%</b>
2006	Commercial	25	\$4,131,400	21%
	Industrial	9	\$1,103,410	6%
	Institutional	2	\$10,425,000	54%
	Residential	42	\$3,653,700	19%
<b>TOTAL</b>		<b>105</b>	<b>\$19,313,510</b>	<b>100%</b>

### 2.9.2 Projected Future Commercial Demand

In order to project commercial demand in the City of Holly Hill into the near future RERC employed a proprietary model calibrated for the Volusia Metro Area that estimates the demand for commercial space based on projected population growth between 2006 and 2012. The trade area for the study was the City of Holly Hill based on the assumption the majority of spending that could be captured within the CRA District would be local in nature. It should be noted, while a significant portion of the existing development in the Holly Hill CRA District is residential, RERC did not estimate any new residential development in the five year demand analysis beyond the 486 condominium units under construction at Marina Grande on the Halifax River. This is due to a limited number of developable single-family lots, limited single-family growth in the CRA District over the past ten years (only six new homes); no new multi-family development within the CRA District since 1988, except for the Marina Grande condominium project; and the current downturn in the residential real estate market. Although the Marina Grande project plans on starting sales of two additional towers in 2008, because of current residential real estate market conditions, it is unlikely to come online within a five year horizon. In addition, the projected future commercial demand involves retail and service industries only and does not include industrial uses, because industrial uses consist of a different market structure and have a different market base.

The retail, service, and restaurant model outputs are based upon the growing population within the trade area. The models estimate the quantity of square footage supportable in the submarket based upon the spending power of the resident population. Estimates of population growth were made using data from third party vendors (ESRI® and the Volusia County Department of Economic Development). RERC used the estimates made to 2011 and established an average annual growth to project to 2012.

The following table summarizes the total estimated retail, restaurant, and services demand generated within the City of Holly Hill between 2007 and 2012.

<b>Table 8: Projected Future Commercial Square Footage Demands 2007-2012</b>			
<b>Use</b>	<b>Holly Hill 2007</b>	<b>Holly Hill 2012</b>	<b>Holly Hill 2007 -2012</b>
<b>Grocery Store</b>	54,472	67,806	13,334
<b>Other Convenience Goods</b>	38,349	47,736	9,387
<b>Destination Retail</b>	330,688	411,634	80,946
<b>Restaurant</b>	61,165	76,137	14,972
<b>Retail TOTAL</b>	<b>484,674</b>	<b>603,313</b>	<b>118,639</b>
<b>Finance, Insurance &amp; Real Estate</b>	49,037	53,011	3,974
<b>Personal Services</b>	25,596	27,670	2,074
<b>Medical Services</b>	38,663	41,796	3,133
<b>Legal Services</b>	8,344	9,020	676
<b>Social Services</b>	13,224	14,296	1,072
<b>Professional &amp; Business Services</b>	25,327	27,428	2,056
<b>Services TOTAL</b>	<b>160,236</b>	<b>173,221</b>	<b>12,986</b>
<b>Commercial TOTAL</b>	<b>644,910</b>	<b>776,534</b>	<b>131,624</b>

### 2.9.3 Tax Increment Financing Projections

RERC projected annual tax increment revenues for the City of Holly Hill CRA District from 2007 through the CRA’s sunset date in 2027. These projections were based on the growth of the existing tax base, the addition of new retail development projected between 2007 and 2012, and the addition of the first phase of the Marina Grande condominium project located on the Halifax River.

The projections made in this analysis are generally based on Florida’s property tax structure prior to the passage of HB 1-B. RERC incorporated the initial reductions in tax collections in its analysis, but did not factor in the limits on future growth of collections. The proposed constitutional amendment which would change the taxing structure for homesteaded properties also was not taken into consideration.

The assumptions made throughout the analysis for the purpose of projecting annual tax increment revenues are conservative, in part so as to not over estimate future revenues in light of the changes to Florida’s property tax structure. Still, the initial reduction in collections was taken into account, and the proposed constitutional amendment is likely to have less of an impact due to the already limited taxable value of homesteaded properties within the CRA District. The new Marina Grande condominium project, which will almost double the assessed value of the CRA District, is unlikely to include a large number of homesteaded properties.

Under the current tax structure in the state of Florida, residential property values can be limited through Homestead Exemptions and Saves Our Homes. A homeowner can qualify for a \$25,000 homestead exemption for a dwelling unit which is a permanent residence. Save Our Homes (formally Amendment 10) is a Constitutional Amendment that was approved by Florida voters in 1992. It limits the annual increase in assessed value of property that has a homestead exemption. The increase cannot exceed the lesser of 3 percent or the Consumer Price Index (CPI) for the previous year. Furthermore, in no event can the assessed value be greater than the market value. Based on these limiting factors, it is commonly expected that the residential properties in any given area in Florida will appreciate at a rate fairly close to 3%. Sales of property allow the taxable value to be realigned, but the frequency is not expected to be enough to have a significant impact on the overall growth rate.

The general procedures for calculating tax increment revenue are summarized in the following equations.

1. Assessed values LESS exemptions or exclusions EQUAL current taxable values.
2. Current taxable values LESS established base year taxable values EQUAL net valuations subject to applicable jurisdictional millages and available to the CRA.
3. Net valuations TIMES applicable) EQUAL tax increment revenue.

By Florida law, the maximum revenue actually available to the Community Redevelopment Agency is 95% of the calculated tax increment revenue.

Table 9 below presents the current adopted millages for the 2008 fiscal year in Volusia County and the City of Holly Hill. The tax increment revenue derived in this analysis is directly tied to these millages.

<b>Table 9: Applicable Millages for Fiscal Year 2008</b>	
Volusia County General Fund	3.89564
Holly Hill	3.68177
Volusia County Echo	.18306
East Volusia Mosquito Control	.17856
Port Authority	.06750
Halifax Hospital	2.59800
<b>TOTAL</b>	<b>10.6045</b>

The objective of this analysis is to estimate prospective future tax increment revenue that will be generated within the entire CRA District through Fiscal Year (FY) 2027. Changes in the underlying tax base occur through the addition of new construction and the appreciation of existing land or improvements. Even in the absence of new development, it is possible for the tax base to show increases in valuation, but such growth is cyclical and tied to external economic forces such as inflation.

For the purposes of trending the appreciation of property values into the future, a conservative average annual growth rate of 3 percent was used. RERC assumed commercial development would grow by 131,624 square feet as projected in the “Projected Future Commercial Demand” section of this report. New commercial construction’s taxable value was projected to be \$75 per square foot based on a market price of \$90 per square foot and an assessed value equal to 85% of the market price. The only new residential development factored into the projections was the first phase of the Marina Grande. The 486 units were assigned a table value of \$335,000 per unit. This conservative estimate is based on an average sales price of \$425,000, an assessed value of 85% of the sales price, and a \$25,000 homestead exemption for each property. Half of the units were projected to close in 2007, and half were projected to close in 2008.

Annual tax increment revenue from each of the taxing authorities is calculated by applying the projected millage rates to the projected increase in taxable value. Under Florida law, only 95% of the incremental increase in ad valorem revenue(s) is actually available to the benefiting redevelopment agency. The projections indicate that tax increment revenue will increase from \$1,179,150 in the 2006 fiscal year to approximately \$5,811,880 in 2027. The annual projected revenues through 2027 are summarized in Table 10.

**Table 10: Projected Tax Increment Revenues**

Year	Total Taxable Value	Base Year Taxable Value	Subject To Tax Increment Financing	Volusia County Millage*	City of Holly Hill Millage	Total TIF Revenue Generated	95% of Collections
2007	\$200,676,978	\$88,342,219	\$112,334,759	\$777,667	\$413,591	\$1,191,257	\$1,131,694
2008	\$288,102,287	\$88,342,219	\$199,760,068	\$1,382,891	\$735,471	\$2,118,362	\$2,012,444
2009	\$382,626,096	\$88,342,219	\$294,283,877	\$2,037,257	\$1,083,486	\$3,120,742	\$2,964,705
2010	\$396,199,478	\$88,342,219	\$307,857,259	\$2,131,222	\$1,133,460	\$3,264,682	\$3,101,447
2011	\$410,242,898	\$88,342,219	\$321,900,679	\$2,228,441	\$1,185,164	\$3,413,605	\$3,242,925
2012	\$424,772,345	\$88,342,219	\$336,430,126	\$2,329,025	\$1,238,658	\$3,567,683	\$3,389,299
2013	\$439,804,357	\$88,342,219	\$351,462,138	\$2,433,088	\$1,294,003	\$3,727,091	\$3,540,736
2014	\$452,998,488	\$88,342,219	\$364,656,269	\$2,524,428	\$1,342,581	\$3,867,008	\$3,673,658
2015	\$466,588,442	\$88,342,219	\$378,246,223	\$2,618,508	\$1,392,616	\$4,011,123	\$3,810,567
2016	\$480,586,096	\$88,342,219	\$392,243,877	\$2,715,410	\$1,444,152	\$4,159,562	\$3,951,584
2017	\$495,003,679	\$88,342,219	\$406,661,460	\$2,815,220	\$1,497,234	\$4,312,454	\$4,096,831
2018	\$509,853,789	\$88,342,219	\$421,511,570	\$2,918,023	\$1,551,909	\$4,469,932	\$4,246,435
2019	\$525,149,403	\$88,342,219	\$436,807,184	\$3,023,911	\$1,608,224	\$4,632,135	\$4,400,528
2020	\$540,903,885	\$88,342,219	\$452,561,666	\$3,132,976	\$1,666,228	\$4,799,204	\$4,559,244
2021	\$557,131,001	\$88,342,219	\$468,788,782	\$3,245,312	\$1,725,972	\$4,971,285	\$4,722,720
2022	\$573,844,931	\$88,342,219	\$485,502,712	\$3,361,019	\$1,787,509	\$5,148,528	\$4,891,102
2023	\$591,060,279	\$88,342,219	\$502,718,060	\$3,480,196	\$1,850,892	\$5,331,089	\$5,064,534
2024	\$608,792,088	\$88,342,219	\$520,449,869	\$3,602,950	\$1,916,177	\$5,519,126	\$5,243,170
2025	\$627,055,850	\$88,342,219	\$538,713,631	\$3,729,385	\$1,983,420	\$5,712,805	\$5,427,165
2026	\$645,867,526	\$88,342,219	\$557,525,307	\$3,859,614	\$2,052,680	\$5,912,294	\$5,616,679
2027	\$665,243,551	\$88,342,219	\$576,901,332	\$3,993,749	\$2,124,018	\$6,117,767	\$5,811,879
<b>TOTAL</b>				<b>\$58,340,292</b>	<b>\$31,027,442</b>	<b>\$89,367,734</b>	<b>\$84,899,348</b>
<b>ANNUAL AVERAGE</b>				<b>\$2,778,109</b>	<b>\$1,477,497</b>	<b>\$4,255,606</b>	<b>\$4,042,826</b>

**Finding**

The City's Comprehensive Plan Housing Element goal is to provide sound, sanitary, and secure housing in a range of types, styles, costs, and locations to meet the varied needs of all existing and projected residents of Holly Hill. Although the majority of the building stock within the CRA District is categorized as being of average condition, it is aging. However due to the CRA District residential area having a variety of architectural styling and several residential structures considered to be potential contributing historic resources, the City should examine the opportunity of emphasizing neighborhood themes and establishing a Historic District. Also, because of the current concentration of commercial development within the CRA District and the coordinated effort to revitalize the area, the Consultant Team believes it is reasonable to assume the CRA District will absorb a majority of this new commercial development. Due to limited funding, the City should target redevelopment efforts within the 100 percent commercial intersection of US 1 and LPGA Boulevard.

SECTION

3.0

**ROLE OF THE COMMUNITY**



## **3.0 ROLE OF THE COMMUNITY**

### **3.1 Community Participation Events Overview**

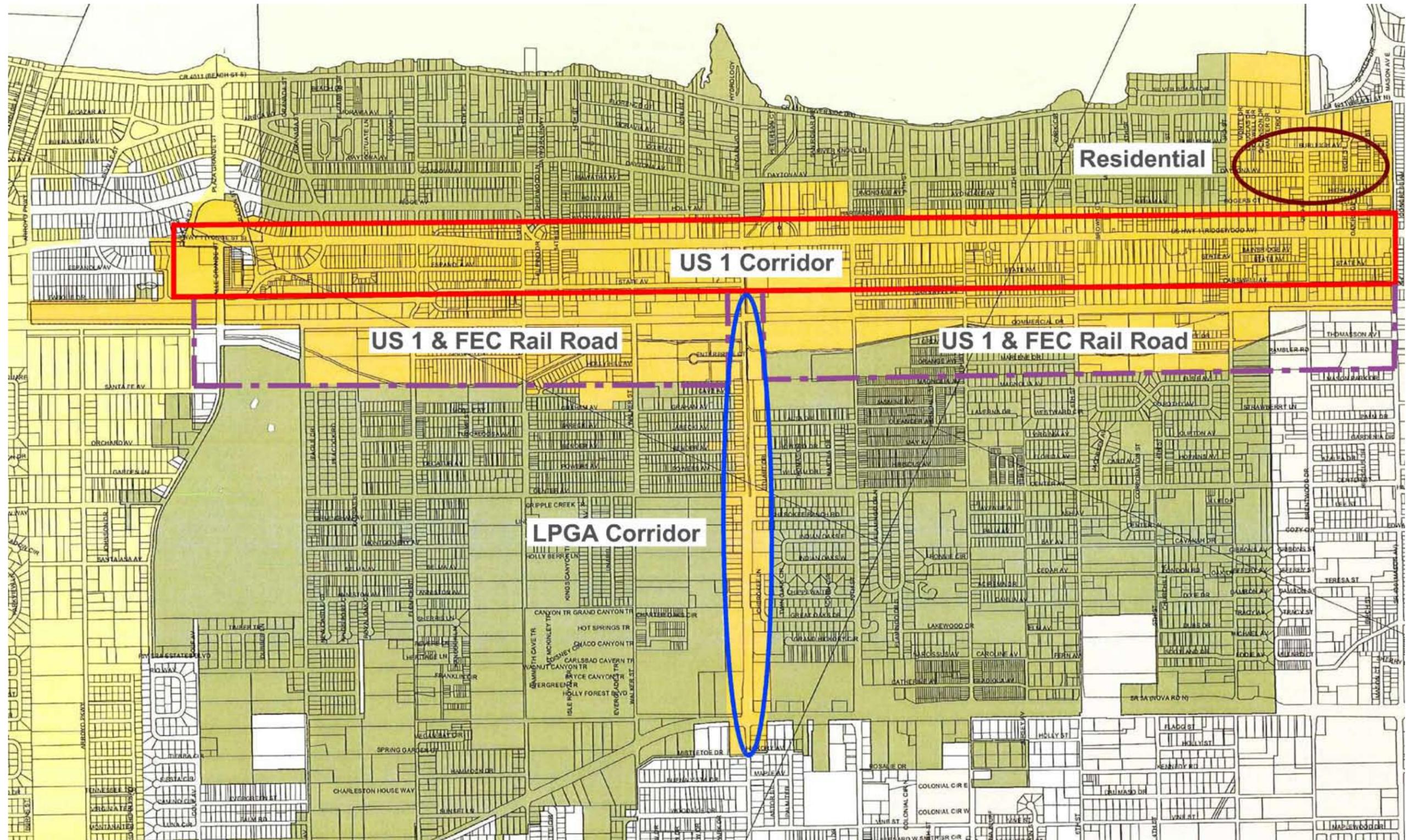
This master planning process highly valued the opinion and guidance of the community. From the onset, the Consultant Team facilitated the community through every phase of the planning process by conducting public interactive events. Some of these events were workshops in which the community actually set the tone for the redevelopment projects and priorities, and other public meetings were presentations of accomplished tasks that required validation to ensure goals and objectives were met. To guarantee that the project is community driven, the Consultant Team established four distinct public events including workshops, presentations, a design charrette, and a preference survey. The first of the four was the visual impression exercise, which involved a bus tour, break-out sessions, and a camera exercise. The visual impression exercise participants recorded their ideas regarding opportunities and weaknesses of the CRA District. The opportunities and design charrette was the second public involvement activity in which the community illustrated important factors regarding future redevelopment and current issues. The third public forum was the concept presentation, which required the participants to complete a preference survey to select design options and themes. Lastly, the presentation of the draft master plan was presented to the public for support and validation. For the community's convenience, the second, third, and fourth public participation events included both an afternoon and an evening presentation. To ensure that the public were satisfactorily notified of these events, the City used a variety of means some of which included reverse telephone calls, postal mailings, the City newsletter, and the City's web site. Overall, approximately 252 attendees participated in these events. Residents, business owners, and interested parties who were unable to physically attend the public workshops, were able to obtain the events' information and/or voice their opinions through a variety of means such as the City's web site, e-mail correspondence, and CRA public hearings.



### **3.2 Community Impressions – Strengths and Challenges**

On June 9, 2007, the Consultant Team in cooperation with the City of Holly Hill and the Community Redevelopment Agency conducted a Community Impression Exercise with approximately 43 attendees. The Community Impression Exercise's sole purpose was to capture and record the positive and negative impressions, opportunities, and items of interest or concern from the area's residents, property owners, and business owners. The visual impression exercise had three components: the bus tour, the break-out session, and the camera exercise. The bus tour was divided into four areas: the US 1 corridor, LPGA Boulevard, the industrial area, and the residential area. Immediately after the bus tour participants were divided, by their color coded name tags, into 4 groups. The following page is a map showing the route of the Community Redevelopment Area bus tour.

Figure 5: Community Impressions Exercise Bus Tour Route



The following results are a compilation of the break-out session's prevailing themes or consensus for each category.

### **Residential**

- Need proactive code enforcement
- Provide and improve sidewalks and bike lanes
- There is an inconsistency in property maintenance
- Examine parking issues
- Better promotion of residential grant programs and home improvement activities
- Appreciative of the diverse architectural styles

### **US 1 Corridor**

- Need better maintenance and upgrade of older hotels
- Create an unified appearance/design theme
- Establish a gateway and identity
- Perception of inadequate parking
- Outdated buildings and inappropriate uses
- Prefer building height restrictions; 4 to 5 stories maximum
- Seek mixed-use developments such as a town center/entertainment district
- Enhance corridor streetscape

### **LPGA Boulevard**

- Is the gateway into Holly Hill from I-95
- Continue the streetscaping and provide gateway signage
- Clean the canal and design it as a visual/physical amenity
- Landscape the south side of the canal to buffer residential area
- Enhance landscaping of the commercial and industrial uses
- Clean-up the area in general

### **Industrial Area (between US 1 and FEC Railroad)**

- Need general maintenance and clean-up
- Provide assistance for aesthetic enhancements (building facades, landscaping, fencing, etc.)
- Improve public environment such as street condition, sidewalks, access to front doors





**Visual clutter from overhead power lines**



**Improper buffering and screening from the right-of-way**



**Discarded items along the right-of-way**

The visual impression's camera exercise gave the participants, on a voluntary basis, the chance to develop a photographic record of their impressions and ideas. Fifteen cameras were signed out and 11 cameras were returned to the City.

The following is a consensus of photographed negative impressions and improvements.

- Enhance screening/buffering
  - Improper screening from the street portrays a negative image
  - Provide better screening of junkyards
  - Lack of buffering between the residential areas and the commercial/ industrial uses
- Improve overhead utilities
  - Overhead utilities are unsightly
  - Need to underground utilities
  - Provide more streetlights and appropriate standards
- Examine signs
  - Condition and the number of signs causes extensive visual clutter
  - Develop appropriate sign standards



***Businesses having out of control outdoor displays***

- Strengthen code enforcement/property maintenance
  - Both residential and commercial properties are unkempt
  - Improve code enforcement efforts
- Institute guidelines for outdoor display
  - Outdoor junk sales create visual clutter
  - Remove outdoor junk sales
  - Provide outdoor display standards
- Perceived social problems and associated land uses
  - Vacancies
  - Automobile Services
  - Motels
  - Pawn Shops
  - Loitering
  - Homeless



***Improper maintenance of dilapidated sign***



***A social concern - the homeless***



***Area showing gateway features, streetscaping and underground utilities***



***Historical reference to the coquina construction on the municipal building***



***A dry retention area landscaped and beautified with suitable trees***

The following list is a consensus of photographed positive impressions and opportunities:

- Establish a gateway
  - Create an identity and define the City limits
- Create a civic core
  - Create a Town Center
  - Great for public gathering
  - Provide an attraction for residents
- Require quality landscaping
  - Provide quality landscaping in front of businesses
  - Continue to install street trees in medians
  - Design retention ponds as a visual amenity
- Initiate property assemblage
  - Demolish outdated buildings and assemble properties for redevelopment
- Reuse vacant lots
  - Redevelop for mixed use; parks or parking lots
- Upgrade stormwater swales
  - Supply curbing to improve drainage and roadway appearance



***Roadway constructed using Miami curbing and appropriate drainage basin***

- Create Neighborhood Theming
  - Provide distinctive street signs and decorative street lighting to distinguish neighborhoods
  - Maintain existing trees and install additional street trees
  - Establish a Historic District
- Improve parks and canals
  - Insufficient use of Hollyland Park
  - Provide canal walk
  - Create pedestrian connection to Sunrise Park
- Develop commercial development standards
  - Maintain building facades
  - Provide interior landscaping
  - Encourage various architecture styles
- Maintain diverse residential development
  - Preserve historic buildings
  - Maintain architectural diversity
  - Incorporate a variety of housing types



***Pedestrian friendly and scaled area detailing sidewalk, landscaping, lighting and signage***



***Development with Mediterranean architectural styling and proper landscaping***

### **3.3 Design Charrette**

On June 21, 2007, the Consultant Team presented to the public the results of the Visual Impression Workshop Exercises held on June 9, 2007; and conducted a design charrette to gain additional input from residents, business owners, and interested stakeholders regarding the Holly Hill Community Redevelopment Area Master Plan. Approximately 112 residents, business owners, and local officials participated in the design charrette.

The majority of the workshop attendees agreed with the results of the Visual Impression Exercises, which included the bus tour, the break-out sessions and the camera exercises. Listed below are the general themes developed from the Visual Impression Exercises.

#### **General Themes**

- There is a significant difference between uptown and downtown
- Establish an image for Holly Hill
- Create a walkable community
- Provide park enhancement and connectivity
- Create a sense of community
- Need to strengthen code enforcement activities
- Examine parking inadequacies

After reviewing the June 9, 2007 workshop PowerPoint presentation, the workshop attendees participated in a design charrette. The design charrette examined opportunities and issues from the following topics:

- Character/aesthetics
- Housing
- Traffic management
- Parking
- Safety
- Special events
- Revitalization
- Initiatives
- Land use/development patterns
- Transportation
- Infrastructure
- Streetscape
- Arts/culture
- Open/public spaces

Similarly to the meeting on June 9, 2007, the June 21, 2007 workshops yielded comparable findings. This section is a consensus of all groups from both the afternoon and the evening workshops.

#### **US 1 Corridor**

- Relocate the ball fields and create a town center/mixed use district, which will have public gathering spaces, restaurants, and entertainment
- Provide accessibility for all city residents to walk along US 1; wider sidewalks
- Create a street canopy and possibly plant holly trees to emphasize Holly Hill
- Acquire obsolete and/or problem commercial sites and assemble for redevelopment; consolidate driveways and provide joint parking
- Need to underground utilities
- Develop architectural, design and sign standards with strong enforcement
- Provide a trolley system with stops at public facilities, commercial nodes, and residential areas

## Industrial

- Provide proper screening from the road
- Upgrade streets and provide efficient drainage and stormwater management
- Social issues must be addressed (homeless, crime, education, etc.); “walk-in” service should be eliminated at the salvage yard
- Support general maintenance and clean up
- Create buffers between industrial and residential uses

## LPGA

- Develop the canal into a water feature; possibly provide a bridge connection to Hollyland Park
- Improve traffic flow by increasing the lanes to 3 or 4 and design as a parkway
- Provide a gateway into Holly Hill at Nova Road

## Residential

- Purchase the historic coquina building from the county and provide retail and restaurant; create a historic and retail district
- Provide a neighborhood commercial node along Riverside Drive, between 2nd Street and 3rd Street to complement the retail uses at Marina Grande and to connect to the historic district

## Programming and Special Events

- Use Hollyland Park for more special events such as jazz festivals, art shows, parades, BBQ/pie baking and other events that speak to Holly Hill’s identity
- Community base policing through programs such as baseball cards to kids and best officer award program
- Establish youth programs to correct behaviors

## General Themes

- Address overall clean up and maintenance
- Streamline the code enforcement due diligence process; if codes are not strong enough or lack direction they should be revised
- Address social issues
- Upgrade landscape standards; commercial areas should be based on “x# of feet = x# of landscaping”
- Provide park connectivity

### **The following topics were not discussed at the June 9, 2007 workshop but were relevant during the design charrettes:**

- Develop architectural and design standards for the City of Holly Hill
- Provide a bridge connection to Hollyland Park
- Purchase and reuse the historic coquina building from the county
- Provide a neighborhood commercial node along Riverside Drive between 2nd and 3rd Streets
- Establish behavior correcting youth programs, community base policing
- Designate special events which assist in forming Holly Hill’s identity
- Redevelopment the existing middle school and add it to the CRA District
- Practice green building
- Provide workforce and affordable housing
- Consider a tourist attraction such as a water park
- Provide a trolley system with stops at public facilities, commercial nodes, and residential areas
- Future passenger rail options

### 3.4 Preference Survey Results

Based on the results from the community impression workshop and the design charrette, the Consultant Team developed a conceptual master plan ( see Figure 6 on page 15 ) and produced redevelopment concepts for the Town Center, US 1 and LPGA Boulevard streetscapes, gateway studies, and site furnishing family series. On July 26, 2007, the City held a public involvement workshop in order for the community to select their preference concerning the proposed concepts and themes, and to identify their top five projects. There were approximately 45 attendees, and 42 completed and returned the Preference Survey. Summarized in the Table below is the participant’s survey response assessment. The complete Preference Survey results are attached to this Master Plan as an Appendix.

Table 11: Preference Survey Results	
Redevelopment Areas	Opportunities
<b>Primary Corridors</b> (US 1 and LPGA Blvd.)	<ul style="list-style-type: none"> <li>Enhance corridors as a gateway entry into the Town Center and Entertainment District</li> <li>Provide decorative sidewalks, crosswalks, bicycle lanes, site furnishing, street lighting, and street trees</li> </ul>
<b>Secondary Corridors</b> (2nd St., 3rd St., 6th St., 8th St., 10th St., 15th St., Walker St., and Flomich St...)	<ul style="list-style-type: none"> <li>Connect neighborhoods to the mixed-use and commercial activities</li> <li>Provide sidewalks, street lighting, and street trees</li> </ul>
<b>Gateway</b>	<ul style="list-style-type: none"> <li>Welcome sign and landscaping at LPGA Boulevard and Nova Road, at US 1 at the City limits between the City of Daytona Beach and the City of Holly Hill, and at US 1 and Calle Grande Street</li> <li>Create a sense of arrival through a Banner Program along US 1 and LPGA Boulevard</li> </ul>
<b>Neighborhood Protection</b>	<ul style="list-style-type: none"> <li>Enhance buffering/screening between residential and commercial/industrial areas</li> <li>Strengthen community policing initiatives</li> <li>Practice Crime Prevention Through Environmental Design (CPTED) philosophies</li> <li>Encourage neighborhood programs such as Neighborhood Watch and active neighborhood associations</li> </ul>
<b>Industrial Areas North of LPGA Blvd.</b>	<ul style="list-style-type: none"> <li>Support business employment opportunities</li> <li>Improve pedestrian access to the businesses</li> <li>Designate site access points</li> <li>Provide off-site employee parking</li> <li>General clean-up</li> <li>Provide sidewalks</li> </ul>
<b>Industrial Areas South of LPGA Blvd.</b>	<ul style="list-style-type: none"> <li>General clean-up</li> <li>Provide landscaping</li> <li>Provide sidewalks</li> <li>Improve pedestrian access to businesses</li> </ul>
<b>School Sites</b>	<ul style="list-style-type: none"> <li>Potential for joint use</li> <li>Explore opportunities for inclusion into the CRA District boundary</li> </ul>
<b>FEC Railroad Property</b>	<ul style="list-style-type: none"> <li>Potential for development</li> </ul>

Redevelopment Areas	Opportunities
<b>Commercial Areas</b>	<ul style="list-style-type: none"> <li>• Improve landscape screening</li> <li>• Regulate outdoor displays</li> <li>• Develop design guidelines</li> <li>• Create a pedestrian friendly environment</li> <li>• Review land uses for compatibility</li> <li>• Eliminate outdated and/or improve land uses</li> </ul>
<b>Mixed Use Entertainment District (US 1)</b>	<ul style="list-style-type: none"> <li>• Provide mixed use activities</li> <li>• Develop streetscape/aesthetic uniform theme</li> <li>• Limit building heights from 3 to 5 stories with built in flexibility</li> <li>• Create a walkable/pedestrian friendly environment</li> <li>• Provide bicycle lanes</li> <li>• Create a regional destination attraction (day trip)</li> <li>• Incorporate additional public parking with the mixed-use developments to connect to City Hall</li> <li>• Offer public open spaces and gathering areas</li> <li>• Underground and/or relocate utilities</li> </ul>
<b>Roadway Improvements</b>	<ul style="list-style-type: none"> <li>• Possible road widening at LPGA Boulevard to 3 or 4 lanes; needs to include sidewalks and bike lanes</li> <li>• Possibly culvert canal if roadway is improved to 4 lanes</li> </ul>
<b>Canal</b>	<ul style="list-style-type: none"> <li>• If canal remains, create a visual and physical amenity</li> <li>• Clean-up, landscape</li> <li>• Establish greenway connection to parks</li> </ul>
<b>Town Center/Central Park</b>	<ul style="list-style-type: none"> <li>• Enhance public facility</li> <li>• Provide mixed-use activities</li> <li>• Create a Central Park with botanical gardens and trails</li> <li>• Enhance the intersection at LPGA Boulevard and US 1 as a major node</li> <li>• Underground utilities</li> <li>• Implement Green Building Standards</li> </ul>
<b>Residential Areas</b>	<ul style="list-style-type: none"> <li>• Preserve the contributing historic buildings</li> <li>• Provide better maintenance – more code enforcement</li> <li>• Provide sidewalks and bicycle lanes</li> <li>• Promote and provide financial assistance programs for home improvements</li> <li>• Create identifiable neighborhoods</li> <li>• Protect neighborhoods from commercial/industrial intrusion</li> </ul>
<b>Vacant Property</b>	<ul style="list-style-type: none"> <li>• Potential mixed-use development</li> </ul>

Figure: 6

**CITY OF HOLLY HILL  
COMMUNITY REDEVELOPMENT AREA  
CONCEPTUAL MASTER PLAN**

**Future Land Use Categories**

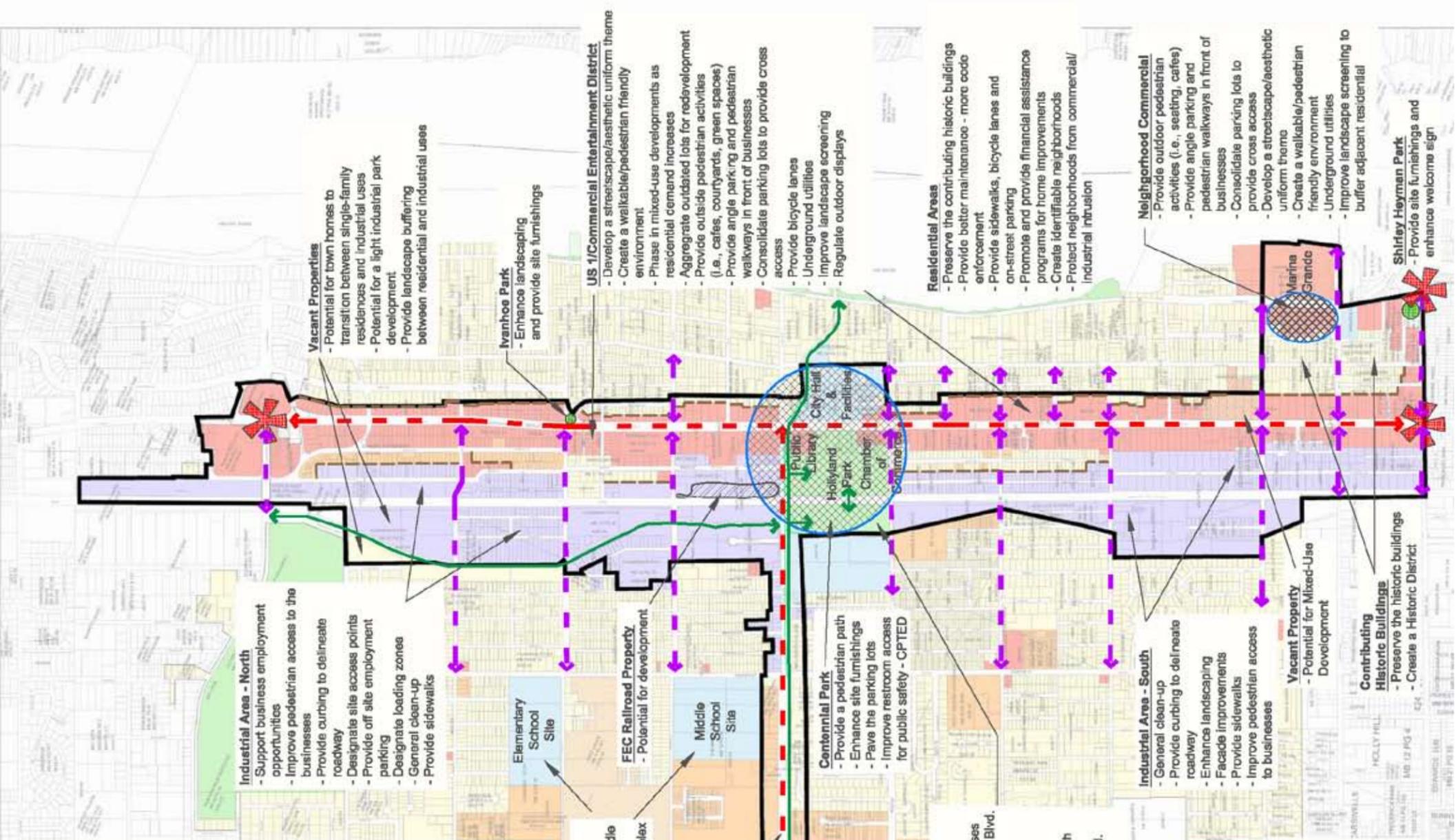
- High Density Residential
- Low Density Single Family Residential
- Low/Medium Density Residential
- Medium Density Residential
- Residential Based Mixed Use
- General Retail Commercial
- Wholesale Commercial & Industrial
- Churches, Schools & Institutions
- Parks and Open Space
- Conservation
- No City Future Land Use

**Scale:** 0, 400, 800, 1,200, 1,600 Feet

*This map will not constitute the official Public Works Map. Users should always refer to the official Public Works Map for accurate information.*

**LEGEND**

- Linear Park** (Green double-headed arrow)
  - Clean up canals
  - Include pocket parks, exercise stations, interpretive signs and entrance features
- Primary Corridors** (Red dashed arrow)
  - Enhance corridors as a gateway entry into the Town Center and Entertainment District
  - Provide decorative sidewalks, crosswalks, bicycle lanes, site furnishings, streetlighting and street trees/landscaping
  - Underground and/or relocate utilities
- Secondary Corridors** (Purple dashed arrow)
  - Connect neighborhoods to the mixed-use and commercial activities
  - Provide sidewalks, streetlighting and street trees
- Gateway** (Red starburst)
  - Welcome sign and landscaping
- Neighborhood Protection** (Dashed line)
  - Enhance buffering/screening between residential and commercial/industrial uses
- Area of Focus** (Blue hatched circle)
  - Encourage redevelopment to create destination nodes
- School Sites**
  - Potential for joint use
  - Expand CRA boundary to the Middle School site
  - Possible relocation of sports complex
- LPGA Boulevard Improvements**
  - Possibility of road widening to 3 or 4 lanes
  - Improve sidewalks and bicycle lanes
  - Treat as parkway
  - Access management
- Linear Park**
  - Provide a linear park to connect to parks and the River Walk
- TOWN CENTER/CENTRAL PARK**
  - Create a regional destination
  - Enhance public facilities/commercial uses at the intersection of U.S. 1 and LPGA Blvd.
  - Relocate sport facilities
  - Create a Central Park with botanical gardens
  - Connect to Centennial Park
  - Opportunity for mixed-use activities with live work units above commercial
  - Enhance the intersection at LPGA Blvd. and US 1 as a major node
  - Underground utilities
- OVERALL IMPROVEMENTS**
  - Develop commercial/industrial design standards
  - Provide and improve sidewalk/bicycle connections
  - Provide a trolley system along U.S. 1
  - Provide/improve citywide wayfinding signage
  - General clean-up/maintenance of properties and canal
  - Proactive code enforcement
  - Provide more special events and youth programs
  - Enhance community policing
  - Neighborhood protection



### **3.5 Community Prioritization**

On September 13, 2007, the City held a public involvement workshop in order for the community to review the draft master plan. There were approximately 35 attendees, and 33 of those attending completed the Master Plan Priorities Workshop comment card. Summarized in Table 12 is the assessment of actual discussions from the workshop and the responses from the comment card. A compilation of the information collected from the comment cards is attached to this Plan as an Appendix and as a table on the next page.

- The projects and programs discussed are supported by the vast majority of those attending.
- Gateways and image factors such as streetscape improvements are seen as high priority projects.
- The majority of those attending the workshop still support the concept of the Town Center and the importance of its early implementation. There is a concern about losing green space and the ball fields by about 35% of those responding. It appears that live/work residential is still desired by the majority of the respondents but only by a slight margin.
- There appears to be public sentiment from those at the workshop to move up LPGA in the priority list and to fully consider the 4-laning design alternative. HHI is updating its streetscape design to include a specialty intersection design incorporating the holly leaf as an option.
- We are changing the language and descriptions of the canal walk in the Master Plan to more properly reflect a linear park. The recreation improvements do not seem to be as important as previously discussed in past workshops.
- Respondents clearly felt that clean-up/maintenance, improvements to industrial areas and crime/police enforcement should be ranked higher than they are listed in the chart.
- There appears to be support for the City to work with private properties and/or acquire rundown properties in the Redevelopment District. The first course of action being to develop partnerships with the private sector.

Each of the community events served to further refine the redevelopment vision, initiatives, projects, and programs that are recommended in the following sections. The goal in drafting this Plan was to fully engage the community in the planning process. The individuals who chose to participate have truly guided the final form of this document.

**Table 12: Master Plan Priorities Results**

Category	Assessment of Response
<b>Redevelopment Statement</b>	The responses demonstrated that the vast majority of those attending the workshops concur with the overall redevelopment statement. It also demonstrated that there needs to be additional educational components on explaining urban design planning principles.
<b>Area Wide Recommendations</b>	The vast majority of the responses agreed with the area wide recommendations. Community clean-up, proactive code enforcement, enhance community policing, creating recognizable identity, and improve sidewalks/bicycle facilities were the top priorities. Additional comments included flexible architectural design guidelines, central location for community facilities, and distinguishable banners to differentiate from adjacent municipalities.
<b>Design Alternative for Public Infrastructure</b>	The "Heritage" theme only had a slight edge over "Holly". However it appeared that either theme is acceptable. The monument gateway was favored by the majority of those responding to either theme.
<b>Primary Roadway and Streetscape Improvements</b>	The majority of the responses preferred Option A for the roadway and streetscape improvements along US 1. For LPGA Boulevard, there was almost an even split between the 4-lane and 3-lane options, with the 4-lane roadway slightly favored. During the workshop, it was commented that if we choose the 3-lane option, we need to design the roadway to be easily transformed into a 4-lane roadway for future traffic demands and to reduce construction costs down the road.
<b>Recreation Area</b>	The majority of the responses desired a greenway system connecting to the City parks and to the Riverwalk and enhancing the site furnishings, landscaping, signage, and maintenance of the City parks.
<b>Holly Hill Town Center</b>	The majority of the responses welcomed a Town Center with a central park and mixed-use development using a modified new urbanism approach at the southwest corner of US 1 and LPGA Boulevard. The preferred Town Center concept is option 2, with a phasing plan to relocate businesses and the ball fields over time.
<b>School Sites</b>	The majority of responses were receptive to working with the local school board for joint use activities, the relocation of the ball fields, and expanding the redevelopment boundary to include the middle school site.
<b>US 1 Commercial/Entertainment District</b>	The overall responses wanted improvements to enhance the US 1 corridor through design guidelines, uniform streetscaping, pedestrian friendly environment, and redevelopment of outdated land uses and lots.
<b>Residential Areas</b>	The majority of the responses favored residential improvements through code enforcement to clean-up the properties. There was support to provide, enhance, and promote financial assistance programs for home improvements, as well as, developing educational workshops to show residents how to maintain their homes. Another suggested improvement was to provide a land use transition (i.e., medium density residential) between the commercial and single-family homes.
<b>Neighborhood Commercial</b>	The overall responses suggested that a neighborhood commercial area is a good idea; however, the development needs to be phased in, as the market demand dictates, and must be sensitive to the surrounding neighborhoods.
<b>Industrial Areas</b>	The responses overwhelmingly supported industrial area clean-up and maintenance improvements, strengthening code enforcement, and support business employment opportunities. The other industrial area improvements were also favored. However, the high priority improvements should be focused on the US 1 and LPGA corridors.
<b>The Top Five (5) Projects</b>	1) Develop the Town Center, 2) Establish an identity through gateway/signage, 3) Clean-up/maintenance, 4) Improve roadway and streetscapes, and 5) Stronger code enforcement

SECTION

4.0

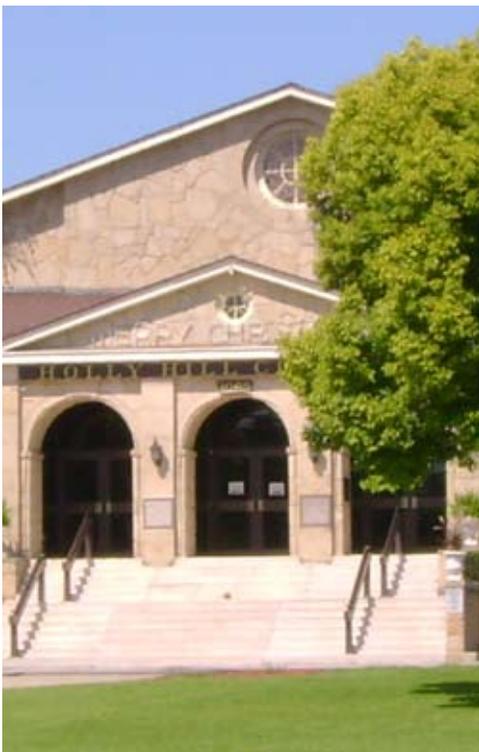
**VISION AND INITIATIVES**

## 4.0 VISION AND INITIATIVES

A community's vision statement should be crafted by the people who live, work, and invest in it. During the public involvement process, Holly Hill's residents and business owners skillfully created a comprehensible vision for the CRA District. The vision states:



***“The City of Holly Hill will be redeveloped as a City that has a strong urban and civic core which reflects traditional and family values; is business friendly supporting employment opportunities and services; protects and enhances residential areas; is environmental sensitive, supporting green building and resources conservation initiatives; and provides quality parks, recreation programming, and open spaces.”***



To accomplish this vision, six primary initiatives were developed from public input and are technically tested based on research of market trends and potential, urban design/planning principals, and engineering analysis: 1) Preserve and Enrich the Character of Holly Hill; 2) Establish an Identity; 3) Improve Stormwater and Utilities; 4) Enhance Transportation and Access; 5) Launch Social and Community Safety Activities; and 6) Staffing Necessities. These six initiatives serve as recommendations to implement the community's vision, which will move the City of Holly Hill from the drive by or drive through town into a purposefully developed, walkable, and livable destination place. The implementation strategies for each of the initiatives are divided into five year increments over a 20-year period. They include Short-Range Actions (2008 to 2012), Mid-Range Actions (2013 to 2017 & 2018 to 2022), and Long-Range Actions (2023 to 2027).

### 4.1 Initiative 1 – Preserve and Enrich the Character of Holly Hill

The coquina stone... the archways... the traditional architectural styling... the hometown environment... presents the City of Holly Hill with a distinctive character and enriching style. With today's mentality of cheapest and quickest means to development, a community like Holly Hill will get lost in the shuffle. Therefore, the City must ensure that certain policies are in place to encourage the preservation and enrichment of Holly Hill.

#### 4.1.1 Comprehensive Plan

Comprehensive Planning is a tool for local governments to guide their community's projected future growth for approximately 20-25 years. In 1975, the state of Florida passed the Local Government Comprehensive Planning Act, which required local governments to develop specific elements to be evaluated from a long-term inclusive perspective. Policies within the Comprehensive Plan have the effect of law; therefore, developments must be consistent with the City's adopted plan. Because of the proposed changes to the Zoning Land Use and Development Regulations and the vision set by the community, the City should amend their Comprehensive Plan and incorporate goals, objectives, and policies that will act as law for compliance and consistency with the Plan's framework by implementing the redevelopment vision and initiatives.

### Short-Range Action Steps (2008 to 2012)

- Adopt the CRA Master Plan, which includes the redevelopment vision statement, and the framework for area-wide and specific land use area improvements.
- Revise the City’s Comprehensive Plan to be consistent with the CRA Master Plan.
- Amend the CRA District boundary to include the Middle School site, upon agreement by the Volusia County School Board.
- Update the CRA Redevelopment Plan to be consistent with the vision of the Master Plan, in accordance with Volusia County’s applicable ordinance and Florida Statutes.



### 4.1.2 Land Development Regulations

Land Development Regulations (LDR) are rules adopted by a City to control how land is used, maintained, and developed. The City of Holly Hill has several land development regulations in place; however, there appears to either be a disconnection between controls and enforcement, or the policies are not well-defined. The City should revise the current regulations in the Zoning Land Use and Development Regulations to implement the Plan’s framework of an economically viable, environmentally sensitive, pedestrian friendly, livable community identified in the City’s Comprehensive Plan. Additionally, the City should amend the same to include the newly formed Design/Development Standards and Green Building Guidelines.

#### 4.1.2.1 Overlay District Framework and Design/Development Standards

Design standards are a means to assist developers in adhering to a desired form of community design expressed by their goals, policies, plans, and regulations. They can also reduce incidents and fear of crime and improve quality of life through the proper design and effective use of the built environment, known as Crime Prevention Through Environmental Design (CPTED). In other words, design standards will set the tone for the redevelopment vision of Holly Hill. To encapsulate a particular area that has defined goals, in 2005 the City adopted the Redevelopment District Overlay, which encompasses the CRA District boundary and properties adjacent to Ridgewood Avenue. An overlay district is an additional regulatory tool with specific guidelines that vary from the remainder of the community. For the Redevelopment Overlay District to be effective, the City should develop design/development standards to compliment the current architectural styles and set the tone to properly and efficiently manage development and redevelopment efforts.

The overlay district and design/development standards should include public and private urban design standards, as well as, green building guidelines to promote a holistic approach to redevelopment, which would create a “Green” identity for the City.

#### A. Public Urban Design Standards

The Public Urban Design Standards are to focus on strengthening the image of the CRA District by visually unifying the US 1 Corridor, LPGA Boulevard, State Avenue, and Carswell Avenue; and the commercial, industrial, and residential areas to create a “Heritage” theme that is pleasant, attractive, and pedestrian-friendly, and also where local businesses can flourish.

**Paving** – The paving pattern used for sidewalks and walkways in the City shall be consistent with the “Heritage” theme using paver banding at the edges and at regular intervals (100 feet on center) to divide the sidewalk/walkway. The concrete surface shall consist of coquina aggregate with a holly icon etched at intermittent intervals along the sidewalk/walk.



**Landscaping** – The City needs to enhance the streetscape by providing shade, a consistent rhythm pattern, and improving landscaping in public gathering areas by implementing the following standards:

- Minimum 10-foot wide landscape easements behind sidewalk with shade trees, shrubs, and groundcover; tree wells/grates along the back of curbs with accent/understory trees along US 1 and LPGA Boulevard.
- Minimum 7-foot wide planting areas for street trees along all other streets.
- Minimum of 30 percent of the total square footage of the public gathering area (i.e., pedestrian plazas, parks, etc).
- Canopy trees or clusters of palms shall be planted near seating areas to provide shade at appropriate plant spacing.
- Implement a Xeriscape policy and develop a preferred plant list to promote good horticultural practice, and the economic and efficient use of water.



**Lighting** - The streetlights and area lighting shall be consistent with the “Heritage” theme by using a historic style with a “teardrop” light fixture and decorative pole and base. The roadway lights shall be installed along the primary corridors (US 1 and LPGA Boulevard), State Avenue, and Carswell Avenue) at approximately 100 feet on-center with attached dual pedestrian light fixtures. The pedestrian lights shall be installed in the residential neighborhoods and in high pedestrian active areas at approximately 50 feet on-center.



**Traffic Signals Mast Arms** – The design, location, and specifications for the traffic signal mast arms shall be according to the Florida Department of Transportation (FDOT) Design Standards and all related indexes. The mast arms shall have a decorative pole and base located along the primary corridors. The controller cabinet assembly shall not impede pedestrian movement.



**Site Furnishings** – The family of pedestrian site amenities shall be consistent with the “Heritage” theme using metal picket style benches and trash receptacles, aggregate planters, and decorative bicycle racks. These site furnishings shall be located in high pedestrian activity areas next to public facilities, building entrances, and promenades/plazas under shade. Lighted decorative bollards shall be provided along the Linear Park, where adjacent to residential homes.

**Crosswalks and Intersection Treatments** – Decorative intersection treatments shall be provided along the primary corridors (US 1 and LPGA Boulevard) to enhance the visual appearance and to serve as traffic calming devices. The crosswalks shall consist of stamped concrete pavers. An identity icon shall be sandblasted into the center of the intersections at the gateway entrances near the city limits and at the intersection of US 1 and LPGA Boulevard. The pedestrian landings shall consist of decorative pavers and detectable warning tiles at the handicap ramps.



Figure 7: Site Furnishings



**Transit Facilities** – Transit stops with the highest usage shall be provided with a bench and a trash receptacle located at the back of sidewalks to maintain pedestrian thoroughfares, where feasible. This may require partnerships with private property owners to acquire transit stop easements. The transit stop areas shall be defined with decorative pavers and a detectable warning strip. Landscaping shall be installed around the transit shelter to enhance the visual attractiveness and to provide additional shade. Decorative bicycle racks shall be provided next to transit shelters behind sidewalks to promote multi-modalism.

**Public Signage** – Directional signs, information signs, interpretive signs, and street name signs shall be consistent with the “Heritage” theme using decorative poles, base, and name plates. The locations of public signs shall comply with the intersection approach and advance sign requirements of FDOT. Banners shall be attached to the inside edge of the light pole, underneath the light fixture along the primary corridors (US 1 and LPGA Boulevard).

**Gateways** – To create a sense of entry and arrival to Holly Hill, the primary gateways shall be located at LPGA Boulevard and Nova Road; US 1 and Mason Avenue; US 1 and Calle Grande Street; and Mason Avenue and Riverside Drive. Depending on the location, the “Heritage” monument or tower design shall be installed. The City may need to develop partnerships with private property owners at the intersections to acquire additional corner clips to locate gateway signage and landscaping.

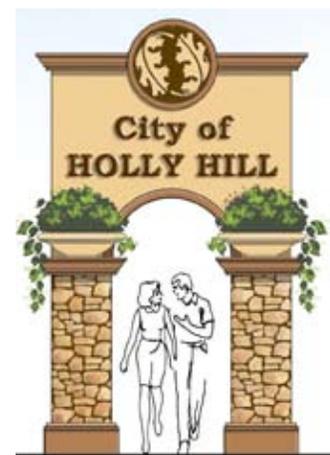
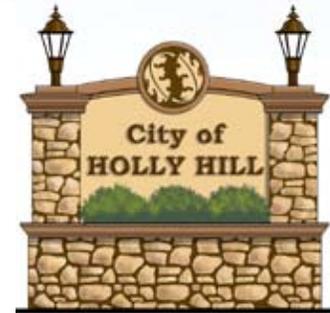
**Park Signs** – The parks shall be identified by the “Heritage” monument sign located near the right-of-way at Hollyland Park, Centennial Park, Shirley Heyman Park and Ivanhoe Park if applicable. The Linear Park along the canals shall also be identified by the “Heritage” pedestrian archway at the entrances.

**B. Private Urban Design Standards**

The Private Property Design Standards are focused on guiding new and existing property owners to develop their property in a manner consistent with the redevelopment vision of the CRA District, which will distinguish the City of Holly Hill as a unique and desirable community in which to live, work, and play.

**Driveways and Parking Areas** – In order to reduce the visual impact of parking lots, parking structures, and loading docks and to require, where feasible, cross-access easement for property connectivity to create a pedestrian-friendly street by reducing vehicular access onto the roadway.

- Parking shall be located to the side or to the rear of the building(s) with a maximum of one bay of angle parking and a one-way aisle located between the building(s) and the street right-of- way.
- Parking structures along street frontages shall incorporate liner buildings with active ground floor uses and architectural design features. Additional public parking shall be required as part of the mixed-use development.
- Loading docks and service areas for commercial areas shall be hidden from view with complimentary architectural features, such as walls, public art, landscape, or pergolas.





- Provide driveway consolidation and cross-access easements (i.e., development sites with less than 200 feet of street frontage).
- Provide public parking facilities adjacent to the Town Center/Hollyland Park.
- Provide centralized employee parking lots and loading zones in the industrial areas.

**Walkways and Plazas** – Pedestrian connections to the street and to adjacent properties shall be provided to create a sense of entry and for public safety.

- Pedestrian walkways shall be at least 6 feet wide.
- A direct pedestrian access shall be provided from the sidewalk on the closest street right-of-way to the main building entrance or storefront.
- Pedestrian access shall be provided from parking facilities to the ground floor uses, either through building entrances, pedestrian ways along the perimeter of buildings, or by pedestrian throughways which connect the parking lots to the sidewalks along the front street. Pedestrian throughways may be exterior and located between buildings or may be incorporated into the interior design of a structure.
- Pedestrian amenities shall be permitted to encroach into the required front and side corner setbacks to the right-of-way line (i.e., outdoor eating and/or drinking establishments, patios/open-air porches, seating for a bus stop, pedestrian plazas, sculptures, fountains, or other visual amenities). Pedestrian access shall be provided to these amenities.

**Landscape Areas** – The landscaping shall complement the building and site design and improve buffering, interior, perimeter, and parking lot landscaping by implementing the following:

- Require landscape treatment to enhance architectural features, strengthen views, and provide shade.
- Limit stormwater retention/detention ponds to the side or to the rear of the building(s), except for retail shopping centers (i.e., over 30,000 square feet of gross floor area), in which the ponds shall serve as a visual amenity.
- Develop shade coverage requirements for buildings sites and parking areas.
- Enhance the landscape buffer requirements to increase the separation distance and amount of landscaping, and/or require wall/fence between commercial/industrial and residential uses.
- Specify height standards for initial installation of trees, shrubs, and groundcover.
- Implement a Xeriscape policy and develop a preferred plant list to promote good horticultural practice and the economic and efficient use of water.

**Site Lighting** – All light fixtures, including security lighting, shall be cut-off fixtures and shall be incorporated as an integral design element that complements the architectural style and design of the building or project through style, material or color of the light fixture, pole, and base.

**Site Furnishings** – The site furnishings (benches, trash receptacles, planters, bicycle racks, and bollards) shall complement the “Heritage” theme of the CRA district and the design of the building or project.

- The benches and trash receptacles shall be located in high pedestrian activity areas (i.e., near retail shops, promenades/plazas, walkway systems, etc.), so as not to impede pedestrian movement and under shade (i.e., trees and canopy/awning).
- The planters shall be located in high pedestrian activity areas to accentuate the entranceways and seating areas, and to enhance the streetscape.
- The bicycle racks shall be located in high pedestrian areas, so as not to impede pedestrian movement next to building entrances, promenades/ plazas, etc.
- The bollards shall be located in specific areas to separate pedestrian and vehicular movements and to delineate pedestrian spaces.



**Fences and Walls** – The fences and walls shall complement the “Heritage” theme of the CRA district and the design of the building or project.

- Fences located between the building and the street shall not exceed 4 feet in height. The fence may be installed on top of a knee wall in proportionate scale (i.e., 1/3 or 1/2 ), not to exceed a total height of 4 feet.
- Walls located between the building and the street shall not exceed 3 feet in height to prevent potential hiding places and to provide natural surveillance “eyes on the street.”
- Fences and walls greater than 30 feet in length shall have columns, pilasters, or offsets at least every 30 feet.



**Outdoor Storage and Display** – To reduce the visual impact of outdoor storage and visual clutter of outdoor display from the street, the following standards shall be implemented:

- All outdoor storage along the commercial areas shall be located behind the principal building and shall be limited to 50% of the lot frontage in the industrial areas.
- All outdoor storage shall be effectively screened by a solid wall or wood fence at least six feet in height but in no case lower in height than the material being stored.
- The wall or fence must be kept in good repair and sanitary conditions must be maintained within the storage area.
- Restrict the location of outdoor displays so as not to impede pedestrian thoroughfare and limit the duration to end of business day.



**Building Placement** – The site development standards provide the basis for an overall urban design framework to ensure proper site development meets the redevelopment vision of the CRA District to create a pedestrian-friendly and vibrant street.

- All principal structures shall be orientated toward the street and for double frontage lots the principal structure shall be oriented to both streets.





- Buildings at street intersections need to be strong architecturally to visually anchor the corners by providing a two-story volume and/or articulated roofs (i.e., cupola, pitched roof, parapet, etc.).
- Provide various setbacks to permit plazas, porches, or arcades in the commercial areas.
- Enhance the entranceway and provide pedestrian access in the industrial areas.
- Loading docks and service areas shall be located at the rear of the buildings in the commercial areas and shall be limited to 50% of the lot frontage in the industrial areas.

**Architectural Design** – The design of the buildings shall reflect the “Heritage” theme and the City’s architecture: Mediterranean, Spanish, Florida Vernacular, and Contemporary styles. Additional design requirements shall include:

- Specific facade treatments for each of the architectural styles to supplement the City’s Architectural Styles/Design Standards.
- Maximum 5-story mixed-use buildings mixed; however, additional stories may be permitted through recessing of upper stories away from the street and providing articulated rooflines to enhance the skyline.
- No uninterrupted length of façade in the commercial areas shall exceed 100 feet. If greater than 100 feet, projections or recesses shall be incorporated along at least 20% of the length of the façade.
- Doors shall be decorative and designed to encourage visibility for the pedestrian and from the street area.
- Ground-Floor Commercial - The front and side corner ground floor exterior building wall areas shall contain a minimum of 60% transparent glass storefront.
- Ground-Floor Office - The front and side corner ground floor exterior building wall areas shall contain a minimum of 15% transparent glass storefront windows.
- Upper stories (higher than 20 feet above grade) shall contain a minimum of 35% transparent glass windows.
- Awnings and arcades shall complement the architectural style to break-up the linear image of the façade.

**Signage** – The overall impression of a place is reflected through the collective image of signs in the area. The signs are to be compatible with the “Heritage” theme and the architectural style of the building with respect to design, material, and color. The signs shall encourage a festive and pedestrian-oriented, yet cohesive, image for the CRA District and shall be secondary in visual importance to a building’s architecture.

### C. Green Building Guidelines

Green Building Guidelines promote a holistic approach through design and building techniques that will minimize environmental impacts and energy consumption; yet, contribute to the health of its occupants. Green Building Guidelines should include energy efficiency solutions for new construction of commercial/industrial or residential, retrofits for existing buildings, street lighting, and, if possible, the combining of heat and power. The City of Holly Hill should adopt either the nationally accepted Leadership in Energy and Environmental Design (LEED) standards created by the United States Green Building Council ([www.usgbc.org](http://www.usgbc.org)) or the standards created by the Florida Green Building Coalition, Inc. ([www.FloridaGreenBuilding.org](http://www.FloridaGreenBuilding.org)), whose intent is to establish a state-wide standard for Green Development Designations in Florida.

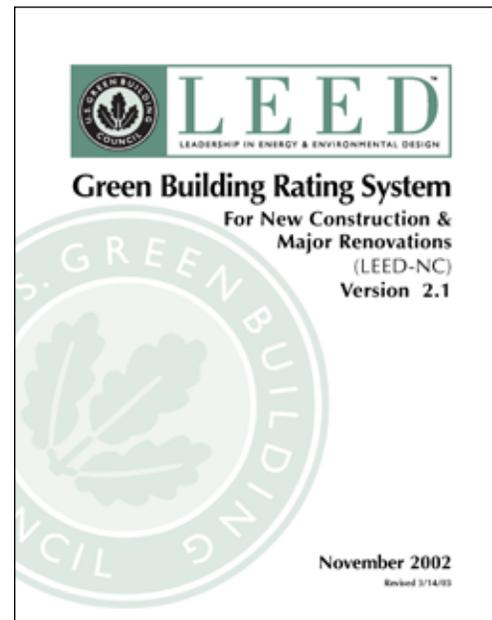
There is no single technique for designing and constructing a green building, but more than likely, in some form or another, a green building will contain all or a portion of the following principles:

- Preserve the natural environment
- Contain non-toxic and recycled content building material
- Maintain good indoor air quality
- Use water and energy efficiency techniques
- Conserve natural resources
- Feature natural lighting
- Include recycling facilities
- Provide access to public transportation
- Feature flexible interiors
- Recycle construction and demolition waste
- Increase energy efficiency
- Establish renewable energy
- Provide techniques for water reduction
- Prefer environmentally friendly building materials and specifications

The private sector could apply for financial assistance through the U.S. Environmental Protection Agency's national funding programs at [www.epa.gov/greenbuilding/tools/funding.htm](http://www.epa.gov/greenbuilding/tools/funding.htm). In addition, the City could provide specific incentives such as: establishing a green building matching grant to assist in the construction cost of implementing green building; apply density or intensity bonuses to increase the number of units or increase the floor area ratio; provide credit against sewer and water impacts for green design that reduces demand; and/or provide reduction in impact fees to motivate and increase green development within the City and the CRA District boundaries.

#### Short-Range Action Steps (2008 to 2012)

- Revise the City's Zoning Land Use and Development Regulations to establish the Overlay District Framework and Design/Development Standards to implement the vision of the CRA Master Plan.





### 4.1.3 Development Review Committee

Once the Comprehensive Plan development policies are in place and the Zoning Land Use and Development Regulations have been amended, there needs to be a committee to ensure compliance with the Overlay District Framework and Design/Development Standards.

#### Short-Range Action Steps (2008 to 2012)

Currently, the City has a Development Review Committee (DRC) to administer and apply regulations contained in the City's codes pertaining to private and public development. The DRC members consist of the Building Official, Public Works Director, Community Development Director, Fire Inspector, and the City Manager (optional). However to fulfill the vision of CRA District, the DRC should include the CRA Executive Director or his/her designee.

### 4.1.4 Code Enforcement

During the public involvement portion of the planning process, clean-up and maintenance as well as code enforcement were major complaints and were listed as number three and five on the Preference Survey top five projects the City should undertake. Code enforcement violations decrease property values and may encourage defiant behaviors. The City should strengthen its Code Enforcement Ordinance with clearly defined violations and stricter penalties. In addition, the City should develop a code compliance program to educate citizens on the Code Enforcement Department services, performance, and personnel.

#### Short-Range Action Steps (2008 to 2012)

- Revise the City's Code Enforcement Ordinance to strengthen the common code violations within the CRA District and enforce stricter penalties for violations such as:
  - poor building/landscape maintenance, appearance, and unsafe conditions
  - lot cleaning to prevent accumulation of trash, junk and debris, excessive growth of weeds, undergrowth, or dead plants
  - parking vehicles on grass, right-of-way, sidewalk, or unimproved surfaces, and disabled and junk vehicles.
- Develop a Code Enforcement Compliance Program to help educate citizens to understand the services, performances, and personnel, within the Code Enforcement Department. This could be accomplished by developing a code enforcement web site, brochures and workshops for voluntary compliance, housing repairs and landscape maintenance, and encourage lessees or renters to take pride in the place, in which they reside.
- Develop more frequent trash pick-up program for bulk items, hazardous materials, construction debris, and yard wastes in the commercial, industrial, and residential areas. These activities do not have to be on a regular basis, possibly every 4-months, 6-months or annually, and specifically to the CRA District.
- Promote neighborhood clean-up events where the City supplies the equipment, disposal of the garbage, food, and drinks (i.e. coincide with Earth Day).

- Modify and enhance the Private Residential Improvement Matching Grant to be financially easier and more accessible for the applicants. Funding has been allocated in 10% increments every five years, approximately \$345,000.00 to \$460,000.00 over the next 20 years.
  - Draw system that provides a partial payment based on the work done
  - City to provide a more frequent pay schedule (twice/month)
  - One-Bid Approach to shorten the process by providing a list of pre-qualified contractors

## 4.2 Initiative 2 – Establish an Identity

Like many small cities adjacent to larger ones, traveling US 1 you don't know when you enter or exit Holly Hill's city limits. The City of Holly Hill has no obvious distinction such as architectural styles, gateways, or streetscaping, just a jurisdictional boundary. To create a sense of arrival, it is crucial for the City to pay attention to its image. By validating itself as a brand, the City of Holly Hill, in essence, is establishing a convincing case for positive growth and economic development.

### 4.2.1 Gateways

A great gateway program provides the City with the opportunity to define itself visually in positive terms and share that definition with residents and visitors alike. It is the introduction to what is yet to come once therein. The City should develop appropriate gateways and banners as well as enhance the landscaping at the City limits to create a sense of entry and arrival to Holly Hill. The primary gateways should be located at LPGA Boulevard and Nova Road; US 1 and Mason Avenue; US 1 and Calle Grande Street; and Mason Avenue and Riverside Drive, traveling west from the beach area. Additionally, the City should institute a hierarchy of gateways by providing signs along the Linear Park (pedestrian archway), park signs (monument style), and wayfinding signs and residential neighborhood street signs.

### Short-Range Action Steps (2008 to 2012)

- Develop partnerships with private property owners at the intersections of Nova Road and LPGA Boulevard, Mason Avenue and US 1; and Calle Grande Street and US 1 to acquire additional corner clips to locate gateway signage and landscaping.
- Design, construct and install gateways at the four intersections using the "Heritage" theme.

### 4.2.2 Streetscape Themes

Whether driving or walking, streetscape design, or the lack thereof, is the first impression of a community. Great streetscape design is both functional and aesthetically pleasing to the user. It provides the driver with an immediate identity of place, the pedestrian with walkability, and the resident with a sense of community. Properly designed streetscapes should include, but are not limited to, site furnishing, pedestrian-scale streetlighting, comfortable walking surface, shade trees, and other plant materials. The City should incorporate the "Heritage" Theme, which is a traditional-craftsman style theme consisting of coquina stones and archways, and provide appropriate streetscape elements to US 1, LPGA Boulevard, and State Avenue and Carswell Avenue.

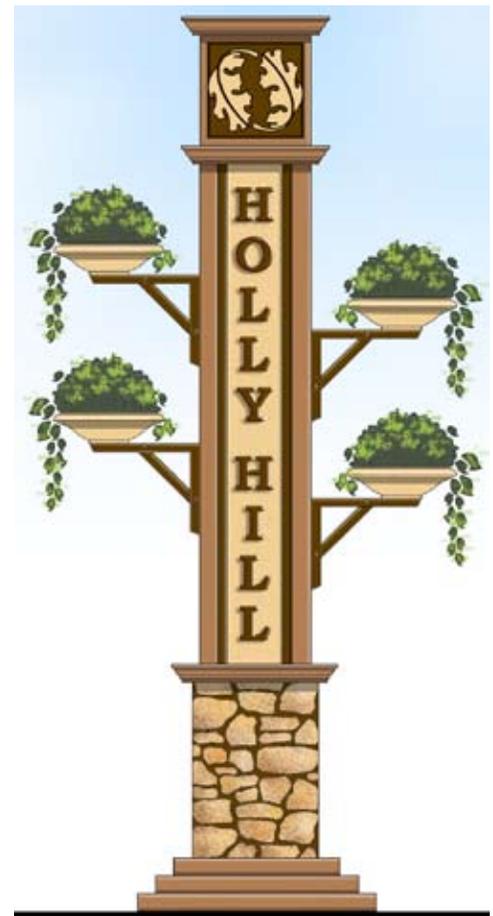
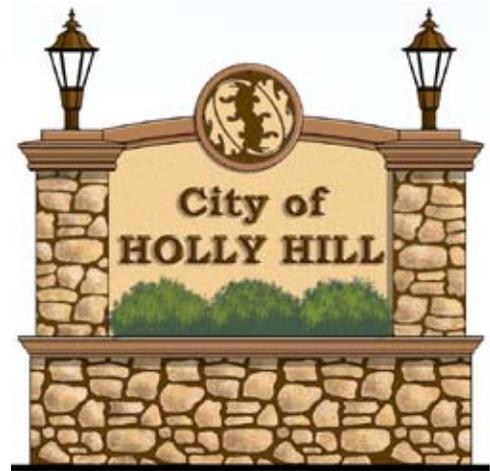
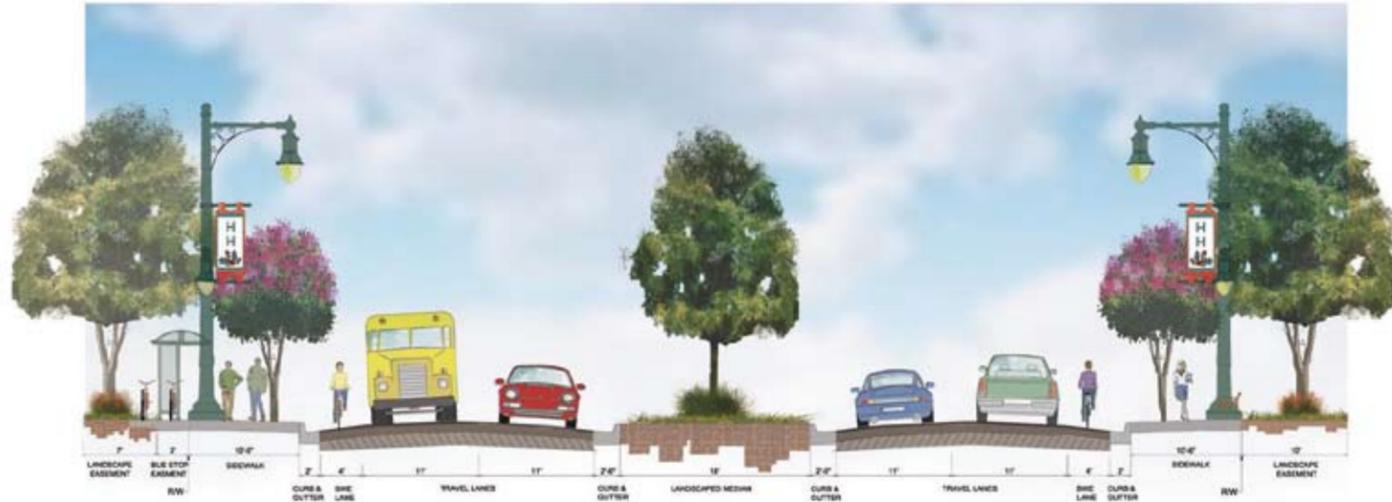
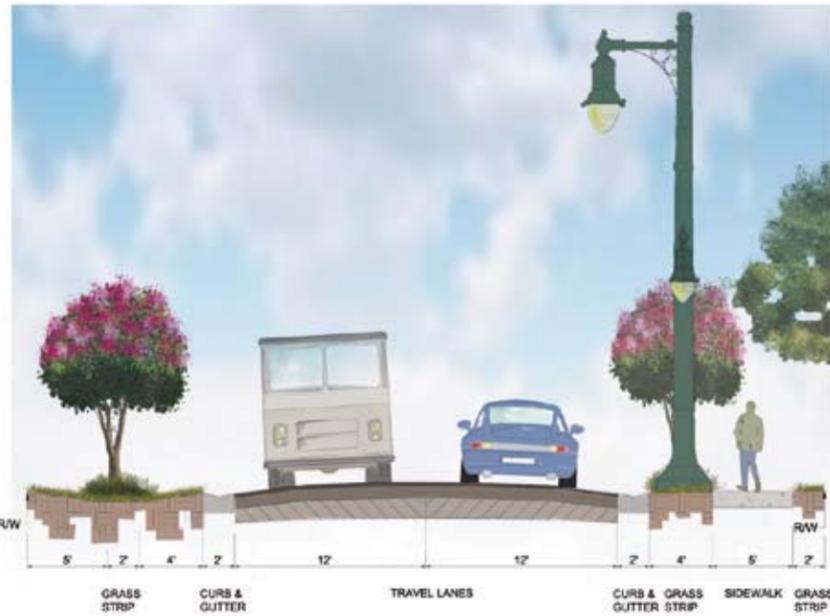
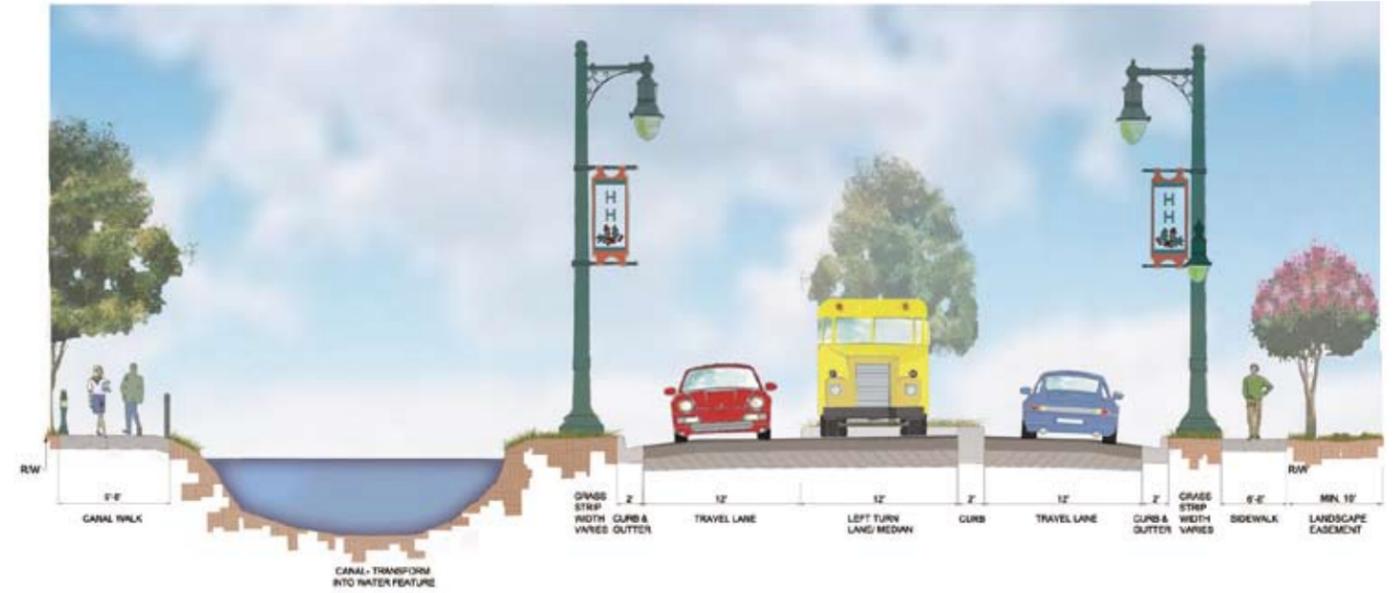


Figure 8: Streetscape Design

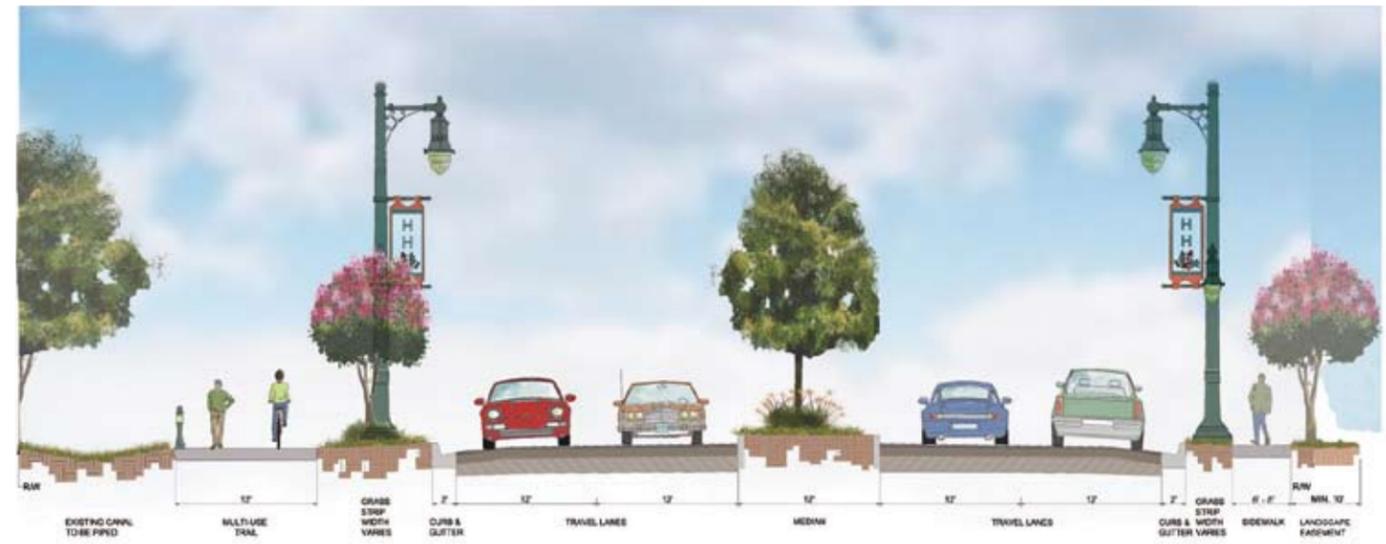
US1 Corridor



LPGA Boulevard-3 Lane Roadway



State Avenue & Carswell Avenue



LPGA Boulevard-4 Lane Roadway

### Short-Range Action Steps (2008 to 2012)

- Design and construct the “Heritage” pedestrian amenities along the US 1 corridor.
- Coordinate the US 1 sidewalk paving design with the water main replacement project.
- Develop a banner program on the existing utility poles to be phased-in with the streetscape projects along US 1 and LPGA Boulevard. Banner poles may be used in the interim, if FPL does not permit banners on the existing light poles.

### Short to Mid-Range Action Steps (2008 to 2022)

- Develop financial options to either purchase the decorative streetlights or lease the streetlights from Florida Power Light.
- Along US 1 install the “Heritage” roadway lights and site furnishings.
- As redevelopment occurs along US 1 and LPGA Boulevard, the enhanced landscape requirements adjacent to the right-of-way and in the parking lots would eliminate the landscape easements.

### Mid-Range Action Steps (2013 to 2022)

- Install the “Heritage” roadway lights, sidewalk, and planting areas, and underground and/or relocate utilities during the roadway widening along LPGA Boulevard.

### Long Range Action Steps (2023 to 2027)

- Develop partnerships with private property owners to acquire sidewalk easements between 6th Street and 8th Street along State Avenue and Carswell Avenue.
- Conduct an accurate survey for State Avenue and Carswell Avenue, and install the “Heritage” decorative streetlights, sidewalks, and street trees.

#### 4.2.3 Town Center/Hollyland Park

Developing a traditional urban core is a successful answer to the automobile focused suburban lifestyle. A well-designed Town Center will have elements of a traditional downtown such as a main street with on-street parking, pedestrian amenities, and public gathering spaces. The proposed Town Center for the City of Holly will incorporate the traditional elements with an emphasis on passive play. Fortunately the City has a firm base with the existing civic core comprising of the City Hall, Recreation Center, and the library; and the major intersection of US 1 and LPGA Boulevard, which form a 100 percent commercial corner; thus, economically creating the ideal location for the development of a Town Center. The City should actively pursue the avenues stipulated in this Plan such as negotiations with the School Board, the United States Post Office, and the land acquisition from private property owners regarding the 12 parcels involved in creating the Town Center, and implement other development strategies in order to construct a functional and economically feasible destination place. Moreover, the Town Center will be implemented in phases. The initial phase should include the redevelopment of Hollyland Park open space area, and the ball fields should only be relocated upon the acquisition of suitable land to establish competitive play.





The proposed commercial square footage for the Town Center is approximately 129,700, and projected future commercial square footage for the CRA District is 131,624 (2007-2012). The full development of the Town Center would absorb the majority of the commercial demand for the projected five years. Since this is a 20-year Master Plan, additional commercial development would be necessary to accommodate future residents and regional visitors. When opportunities arise, the City should further develop the 100 percent corner, the US 1 Commercial/Entertainment District, and the Neighborhood Commercial area by developing partnerships with property owners in order to eliminate outdated uses and the aggregation of lots. The Town Center/Hollyland Park Phasing Plan (Figure 9) is conceptual to illustrate potential redevelopment opportunities for the site. The concept is flexible and will change as further details evolve.

### Short-Range Action Steps (2008 to 2012)

- Open dialogue with the school board on a joint use agreement that will give the City the opportunity to access the middle school site for recreation improvements and for relocating the ball fields regardless of the outcome on rebuilding the middle school versus shifting to a K-8 program.
- Open discussion with Volusia County to locate the public library in the Town Center.
- Open dialogue with the United States Postal Service to locate the Post Office in the Town Center.
- Open discussion with the Chamber of Commerce to locate in the Town Center.
- Open dialogue with the Florida East Coast Railway to provide a pedestrian crossover, and design and construct a crosswalk and signalization to meet their safety requirements.
- If deemed appropriate by all parties, amend the CRA boundary to include the middle school site, which will require a series of hearings, a findings report, and review and approval by the City, Volusia County and the School Board.
- Amend the Comprehensive Plan, Future Land Use, and Zoning Land Use and Development Regulations to permit the Town Center development comprising of a park, commercial and institutional uses with flexibility for a mixed-use residential component (live/work units). This would require a series of hearings and review and approval by the City and the Department of Community Affairs.
- Develop partnerships with private property owners at the 100% corner of LPGA Boulevard and US 1 to be part of the Town Center development.
- Explore the option to acquire properties, where the City becomes the master developer in which the City seeks request for proposals from private developers to implement the Town Center/Hollyland Park concept. Development incentives would be provided such as: reducing the land price, waving permitting fees, providing tax breaks, and intensity/density bonuses.

Figure 9: Town Center/Hollyland Park Phasing Plan

Phase 1



Phase 2



Phase 3



Figure 10: Town Center/Hollyland Park Elevations





### Short to Mid-Range Action Steps (2008 to 2017)

- Redevelop Hollyland Park as a catalyst project to include an open lawn, a botanical garden, picnic pavilions, and an amphitheater by developing partnerships and applying for various funding sources such as Florida Recreation Development Assistance Program, Land and Water Conservation Fund, and Volusia ECHO Grants.
- Relocate the ball fields, once a site has been selected.
- Conduct a parking management study of the proposed public surface parking lots and/or parking garages adjacent to the Town Center.
- Implement the Overlay District Framework and Design/Development Standards (See Section 4.1.2.1).



#### 4.2.4 US 1 Commercial/Entertainment District

Holly Hill's commercial and entertainment district is another part of establishing a brand for the City. Presently, the City's main business catalysts are associated with the automobile. Because of its traffic generation, US 1 has the opportunity to be an economic generator for the City. The City should seek to develop US 1 as a commercial and entertainment district. To create a vibrant and lively street experience, this district should provide a well balanced mixture of commercial uses with the flexibility for residential above the ground floor. To create the US 1 Commercial/Entertainment District acquiring land is imperative. Acquisition should include blighted area conditions properties, vacant land, underutilized and outdated building patterns, and severe incompatible land uses. Properties identified for acquisition should have one or more of the following purposes:

- To remove buildings which are structurally substandard.
- To remove buildings which are economically infeasible of rehabilitation.
- To remove buildings in order to effectively eliminate blighting influences which are exerted on the area and assemble land into parcels of adequate size and shape to meet contemporary development needs and standards.
- To hold, improve, or prepare buildings for urban renewal.
- To purchase unimproved parcels necessary to hold, improve, or prepare for redevelopment or reuse.
- To purchase parcels unimproved or improved for the development of public uses including open space, roadways, and parking areas.

### Short-Range Action Steps (2008 to 2012)

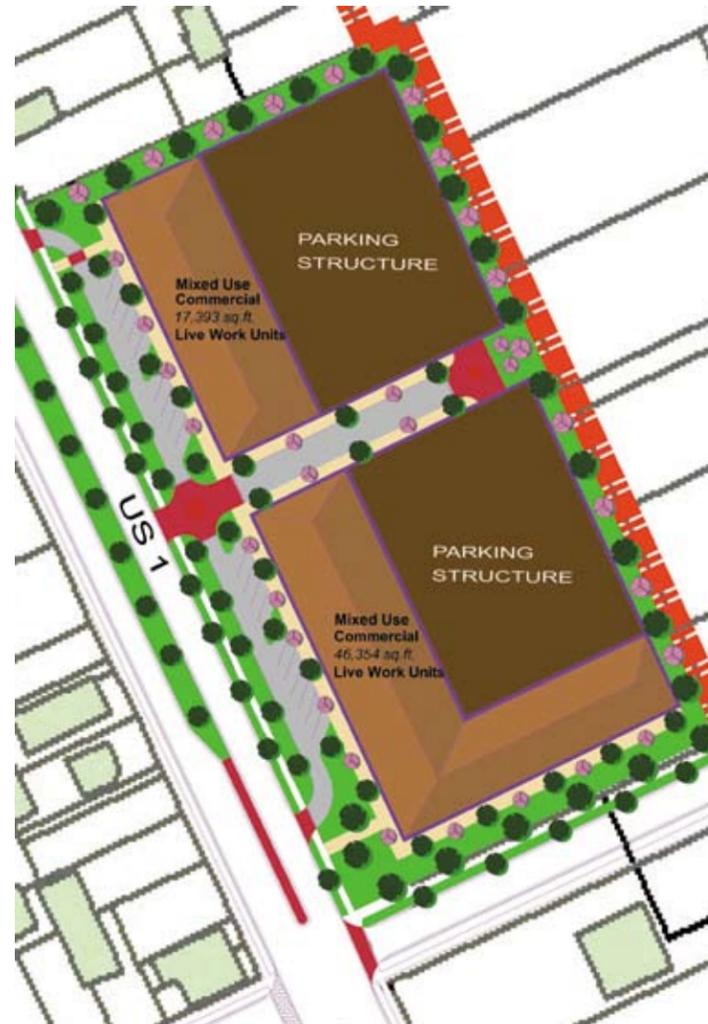
- Amend the Zoning Land Use and Development Regulations to create a vibrant and lively street experience, and provide a well-balanced mixture of commercial uses with flexibility for residential above the ground floor (3 to 5 stories preferred). Encourage neighborhood-serving commercial uses, such as: antique shops, eating and drinking establishments (drive-through facilities shall not be permitted), specialty shops, apparel and accessory stores, and miscellaneous shopping goods stores.
- Implement the Overlay District Framework and Design/Development Standards (See Section 4.1.2.1).

Figure 12: Prototypical Commercial Site Plans

Commercial



Mixed-Use



Neighborhood Commercial



Prototypical Commercial Elevations



Commercial/Neighborhood Commercial



Mixed-Use

- Develop residential transition areas to protect adjacent residential neighborhoods from commercial intrusion.
- Develop partnerships with private property owners to eliminate outdated uses and aggregate lots for redevelopment.
- Develop marketing brochures/publications and provide development incentives to entice new businesses to locate in the CRA District.

### Short to Long-Range Action Steps (2008 to 2027)

- Support commercial/mixed-use projects through development incentives, such as: density or intensity bonuses to increase the number of units or increase the floor area ratio and/or reduction in impact fees.

#### 4.2.5 Historic District

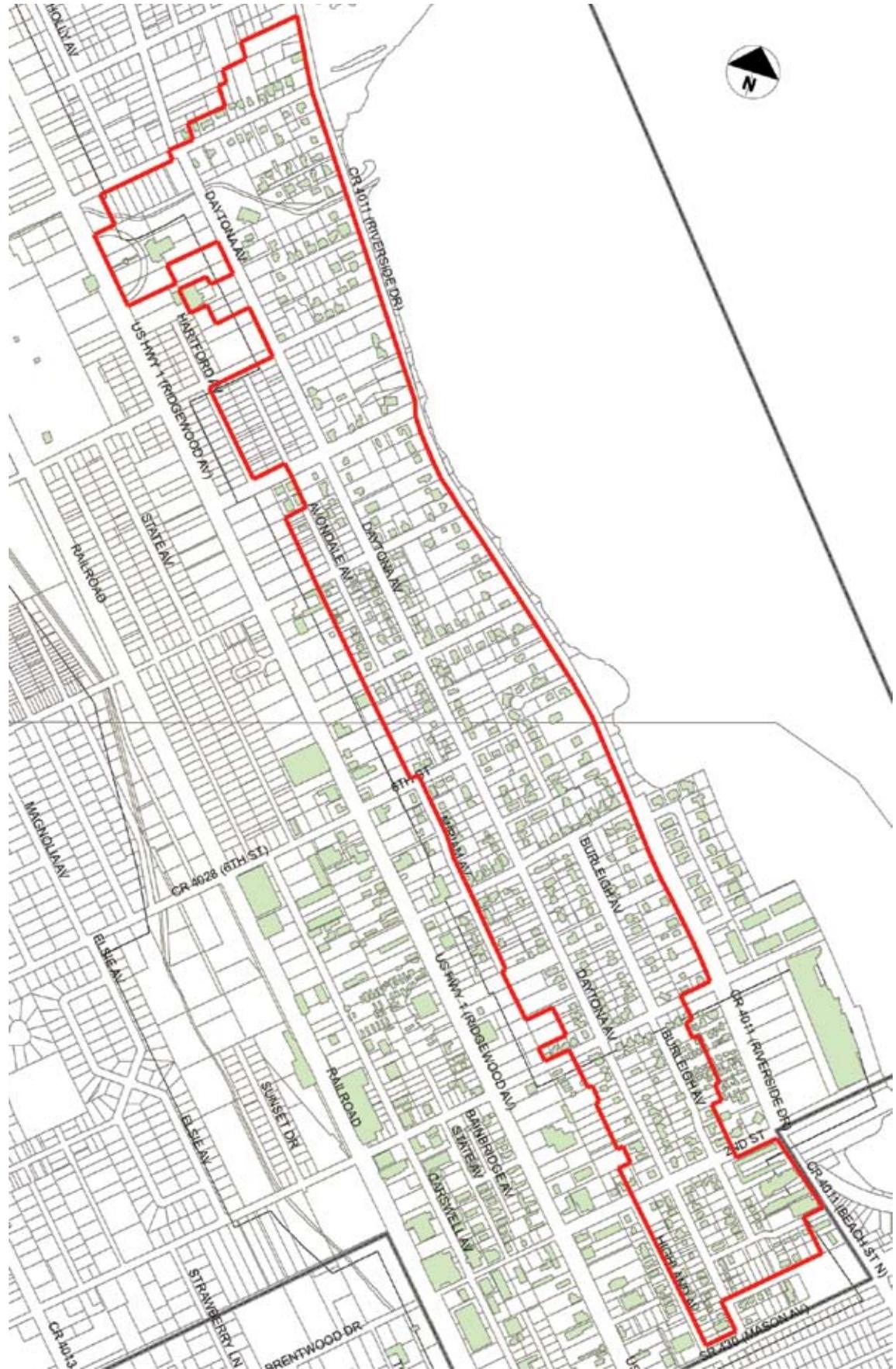
Historic preservation is the act of maintaining and repairing existing historic materials and the retention of a property's form as it has evolved over time. Historic Districts not only preserve architectural heritage, but they also preserve a community's heritage and identity. During the public involvement process, the community stated housing architectural diversity as a strength and rated historic preservation high on the Preference Survey. According to the City's Historic Properties Survey, the CRA District has several residential structures considered to be a potential contributing resource. These contributing resources are included within the proposed Historic District's boundary. Historic preservation results in the intangible benefit of linking the preservation of building with the preservation of community values. In other words, residents often view their neighborhoods and themselves in a more positive light. Unfortunately, residential units do not receive the same federal tax benefits as commercial facilities, but in the tourism industry historic facilities or sites rank very high among American travelers who spend more money per person at historic sites than other vacation locations. The City should establish a Historic District and preserve contributing resources and protect these neighborhoods from commercial intrusion. In developing a tourism program, the City should develop brochures, publications such as calendars as well as contacting the National Trust's Heritage Tourism Program at 303-623-1504 or e-mail [cht@nthp.org](mailto:cht@nthp.org) to further create an identity and economic benefit.

### Short-Range Action Steps (2008 to 2012)

- Reevaluate the establishment of a historic district for the residential neighborhoods along the east side of US 1. This would allow funding programs to preserve the contributing buildings.
- Promote the historic district to encourage tourism by developing brochures, publications, and historic calendars.
- Due to its historic and heritage significance, the City should negotiate with Volusia County regarding the coquina County building (formally City-owned) located in the proposed Historic District.



Figure 13: Potential Holly Hill Historic District



### 4.2.6 Parks and Recreation Facility and Connectivity

A well-planned park system increases the overall quality of life of its residents and property values of nearby land uses as well as providing areas for wellness and fitness. For many years, parks and recreation departments all over the country understood the benefits of viable parks and recreation programming. According to the Nationwide Study of the Perceptions of the American Public, the economic benefits of local parks and recreation encompass attracting investments, boosting tourism, and safeguarding the environment. The CRA District has four parks within its boundaries: Hollyland Park, Centennial Park, Ivanhoe Park, and Shirley Heyman Park. The City should redesign and upgrade the parks to include beneficial and appropriate human amenities.

In addition, the City should develop a Linear Park along the existing east-west and north-south canals to provide a trail system that also serves as a connection between the residential neighborhoods, Town Center/Hollyland Park, Centennial Park, and Sunrise Park. The Linear Park may include exercise stations, pocket parks, and a wildlife interpretative station as well as entrance features such as the pedestrian archway.

#### Short-Range Action Steps (2008 to 2012)

- Enhance site furnishings and landscaping, and provide identity signage (monument sign) at Centennial Park, Shirley Heyman Park and Ivanhoe Park using the “Heritage” theme by developing partnerships and applying for various funding sources, such as: Florida Recreation Development Assistance Program; Land and Water Conservation Fund, and Volusia ECHO Grants.
- Open dialogue with the school board on a joint use agreement that will give the City the opportunity to access the middle school site for recreation improvements and for relocating the ball fields.
- Open dialogue with the Florida East Coast Railway to provide a pedestrian crossover from Centennial Park to the Town Center.

#### Mid-Range Action Steps (2013 to 2017)

- Conduct an accurate survey to determine the limits of the canals for the Linear Park.
- Design, construct, and install exercise stations, pocket pocks, wildlife interpretation stations along the Linear Park, and pedestrian archways, where feasible.
- Design, construct, and install site furnishing, landscaping and park signs at Centennial Park, Shirley Heyman Park, and Ivanhoe Park.
- Redevelop Hollyland Park as a catalyst project to include an open lawn, a botanical garden, picnic pavilions and an amphitheater by developing partnerships and applying for various funding sources, such as: Florida Recreation Development Assistance Program, Land and Water Conservation Fund, and Volusia ECHO Grants.
- Design and construct a pedestrian crosswalk over the railroad and signalization to meet Florida East Coast Railway requirements.



Figure 14: Potential Recreational Facilities at Middle School Site



With Middle School



Without Middle School

### 4.2.7 Neighborhood Theming

Many cities claim architectural charm and unique character. Although small, the City of Holly Hill has both attributes within the CRA District's residential community. The public involvement participants cited architectural diversity as the single most opportunity within the residential area. To continue this diversity, the community suggested a variety of human elements and protection of commercial intrusion. The City should examine the code to ensure regulatory measures are in place to protect residential areas from commercial intrusions. Within residential areas the City should incorporate streetlighting, street signs, sidewalks, and other pedestrian-scaled improvements.

#### Short-Range Action Steps (2008 to 2012)

- Conduct an accurate survey to determine areas of deficient street lights, sidewalks, and street trees.

#### Short to Long-Range Action Steps (2008 to 2027)

- Install the "Heritage" decorative pedestrian lighting and street signs in six block increments every five years.
- Design and construct sidewalks in the deficient areas in six block increments every five years.
- Implement a street tree planting program.

### 4.2.8 Create a "Green" Identity

To promote the CRA District as a Green Destination, the City must conduct extensive public relations activities. Fortunately, the City is a current member of the Florida Redevelopment Association (FRA). The FRA has made available to their membership the following public relations tools: a Sample Media Kit, Customizable Power Point Presentation, Shameless Promotion, and Redevelopment: Building Better Communities.

The City should use the promotional tool kit available to the CRA District by the Florida Redevelopment Association (FRA) and invest time and energy in creating an identifiable brand public relations tool kit to emphasize the District's Green Designation. In addition, the City should become a member of the Florida Green Building Coalition, Inc. (FGBC) and use its logo on promotional material. The FGBC purpose is to promote green building in the state of Florida. Furthermore, FGBC assists local governments in formulating incentive programs. For more information contact:

Florida Green Building Coalition, Inc.  
[www.FloridaGreenBuilding.org](http://www.FloridaGreenBuilding.org)  
[info@FloridaGreenBuildingCoalition.org](mailto:info@FloridaGreenBuildingCoalition.org)  
 239-263-6819

#### Short-Range Action Steps (2008 to 2012)

- Adopt Green Building Guidelines which reflect the CRA District's vision.
- Become a member of the Florida Green Building Coalition, Inc. by completing a membership application form.
- Work with the Chamber of Commerce to establish Holly Hill as an environmentally friendly destination by creating a clear brand identity to emphasize the nature-based recreational opportunities and eco-friendly development standards.





- Incorporate green building and resource conservation initiatives into the Comprehensive Plan and the Zoning Land Use and Development Regulations.
- The City may use the nationally accepted Leadership in Energy and Environmental Design (LEED) standards or guidelines created by the Florida Green Building Destination. Green Building should include energy efficiency in new commercial and industrial construction and existing building retrofits.
- Provide incentive programs to residents and the private sector in practicing green development (i.e. density and intensity bonuses, credit/reduction in impact fees, Green Building Matching Grant, technical assistance for National Funding Program).
- Ensure compliance through development review and during the site inspection process.

#### 4.2.9 Industrial Areas

Unlike many communities, the City of Holly Hill has a vibrant industrial area. The area is made up of small industries such as auto repair and services, to larger industrial uses like fabrication and structural steel. Although vibrant, most of the industrial properties do not have adequate parking for employees or customers. Also, sparingly located into the industrial area are residential units. By the very nature of both of these uses, conflicts are formed in areas such as noise, hours of operation, and pollutants. The code should detail appropriate buffering and screening techniques between adjacent incompatible uses as well as the type of industrial use itself. For example, even though a salvage or junk yard may be adjacent to another industrial business, the intensity of a salvage or junk yard would require proper screening and buffering. Also, the industrial area has inadequate size lots and outdated land uses. The City should develop partnerships with property owners to eliminate outdated uses and aggregate lots for redevelopment purposes into industrial parks.

#### Short-Range Action Steps (2008 to 2012)

- Implement the Overlay District Framework and Design/Development Standards (See Section 4.1.2.1) to enhance the architectural façade and site development standards for the industrial areas.

#### Short to Long-Range Action Steps (2008 to 2027)

- Support industrial projects through development incentives such as: intensity bonus to increase the floor area ratio and/or provide reduction in impact fees.
- Develop partnerships with private property owners to eliminate outdated uses and aggregate lots for redevelopment.
- Develop partnerships with private property owners to acquire sidewalk easements along State Avenue and Carswell Avenue between 6th Street and 8th Street.
- Provide adequate roadway access to undeveloped properties. This may require the extension of the roadway (i.e. Alabama Avenue).

Figure 15: Prototypical Industrial Park Development





### 4.3. Initiative 3 – Improve Stormwater and Utilities

The priority of developing a Town Center and solving the flooding issues in the industrial area cited in Section 2.5.3 will require a thoughtful and well engineered plan to improve the stormwater and utilities serving the CRA District.

To implement the redevelopment efforts of the Plan; to promote and accommodate the Town Center, commercial, mixed-use, and industrial developments; and to create an attractive street environment along US 1 and LPGA Boulevard, the City needs to provide a regional stormwater retention system and to underground or relocate utilities. Also, even though the canal’s current capacity is sufficient to handle the majority of stormwater runoff events, clean up/maintenance of the canal will improve efficiency and enhance the aesthetics.

#### 4.3.1 Upgrade Stormwater Retention System

Even though, the City has taken several steps to improve the stormwater management system, the City needs to develop a series of stormwater ponds to implement the vision of the Master Plan, and to promote and entice redevelopment within the CRA District. The two stormwater graphics show a number of potential sites that include City owned property and private property that may be suitable for locating additional retention ponds. The proposed stormwater ponds – three on the north side and six on the south side of LPGA Boulevard are located close to the commercial and industrial areas to reduce on site stormwater retention.

#### Short-Range Action Step (2008 to 2012)

- Conduct a stormwater management study of the proposed stormwater ponds.
- Incorporate the stormwater ponds into the Stormwater Management Ordinance.
- Develop partnerships with private property owners for the locations of the stormwater ponds.
- Develop site development and landscape standards to enhance the visual amenity of the stormwater ponds.

#### Mid-Range Action Steps (2013 to 2022)

- Design and construct the stormwater ponds.

#### 4.3.2 Feasibility of Undergrounding or Relocating Utilities

To create a visual identity and a walkable/pedestrian friendly environment along US 1 and LPGA Boulevard, the overhead utilities need to be placed underground or relocated to reduce the visual clutter and to accommodate the “Heritage” pedestrian amenities and shade trees. The cost to underground and/or relocate the utilities is approximately \$2.7 million along US 1 and \$1.3 million along LPGA Boulevard. There is a higher priority to improve the streetscape along US 1, especially to coincide with the recently approved water main replacement project. The undergrounding and/or relocating of the utilities along LPGA Boulevard is more likely to occur after the US 1 streetscape improvements, preferably to coincide with future road widening projects (i.e. 3-lane or 4-lane expansion). At this time, there is not a recommendation to underground utilities and/or relocate utilities in other areas.

Figure 16: Potential Stormwater Pond Locations



North of LPGA Boulevard



South of LPGA Boulevard

### Short to Mid-Range Action Step (2008 to 2022)

- Coordinate the undergrounding and/or relocating of the utilities along US 1 with the water main replacement project, as much as possible. Phasing may be necessary due to the timing of the water main replacement project.

### Mid to Long Range Action Steps (2018-2022)

- Coordinate the undergrounding and/or relocating of the utilities along LPGA Boulevard with the 3-lane or 4-lane roadway widening project.

## 4.4 Initiative 4 – Enhance Transportation and Access

To enhance the existing transportation and access within the CRA District, the Master Plan envisions pedestrian-friendly streets, safer driveway access, multi-modal systems, on-street parking, public parking areas, designated loading zones, and potential roadway projects to meet future traffic demands.

### Short-Range Action Step (2008 to 2012)

- Coordinate with FDOT to re-stripe the travel lanes to provide a sufficient bike lane on both sides of the roadway US 1. The reduction in lane width will serve as a traffic calming device to slow down traffic. Also, discuss with FDOT the possibility for commercial loading zones.
- Discuss with VOTRAN or private company regarding the feasibility of a trolley system along US 1.
- Develop partnerships with private property owners to acquire transit stop easements behind the right-of-way to maintain pedestrian thoroughfare along US 1.
- Implement the Overlay District Framework and Design/Development Standards (See Section 4.1.2.1) to improve driveways and parking areas along US 1 and LPGA Boulevard to reduce the number of vehicular access onto the roadways.
- Conduct an accurate survey and a PD&E study for future road widening projects on LPGA Boulevard to either a 3-lane roadway, which includes a landscaped median with restricted access or a 4-lane roadway, which includes the piping of the canal.

### Long-Range Action Steps (2023-2027)

- Develop partnerships with the private property owners in the industrial areas to locate and construct a centralized employee parking and loading zone.
- Designate truck access roads with adequate turning radii, etc. within the industrial area.

### Short to Long-Range Action Steps (2008-2027)

- Conduct an accurate survey to determine the feasibility for residential on-street parking with minimum 50-foot right-of-ways (i.e., Carswell Avenue, State Avenue, Daytona Avenue, and Miriam Avenue).
- Design and construct residential on-street parking (where available).



Figure 17: Potential Employee Parking and Loading Zones for the Industrial Areas (NORTH of LPGA Boulevard)

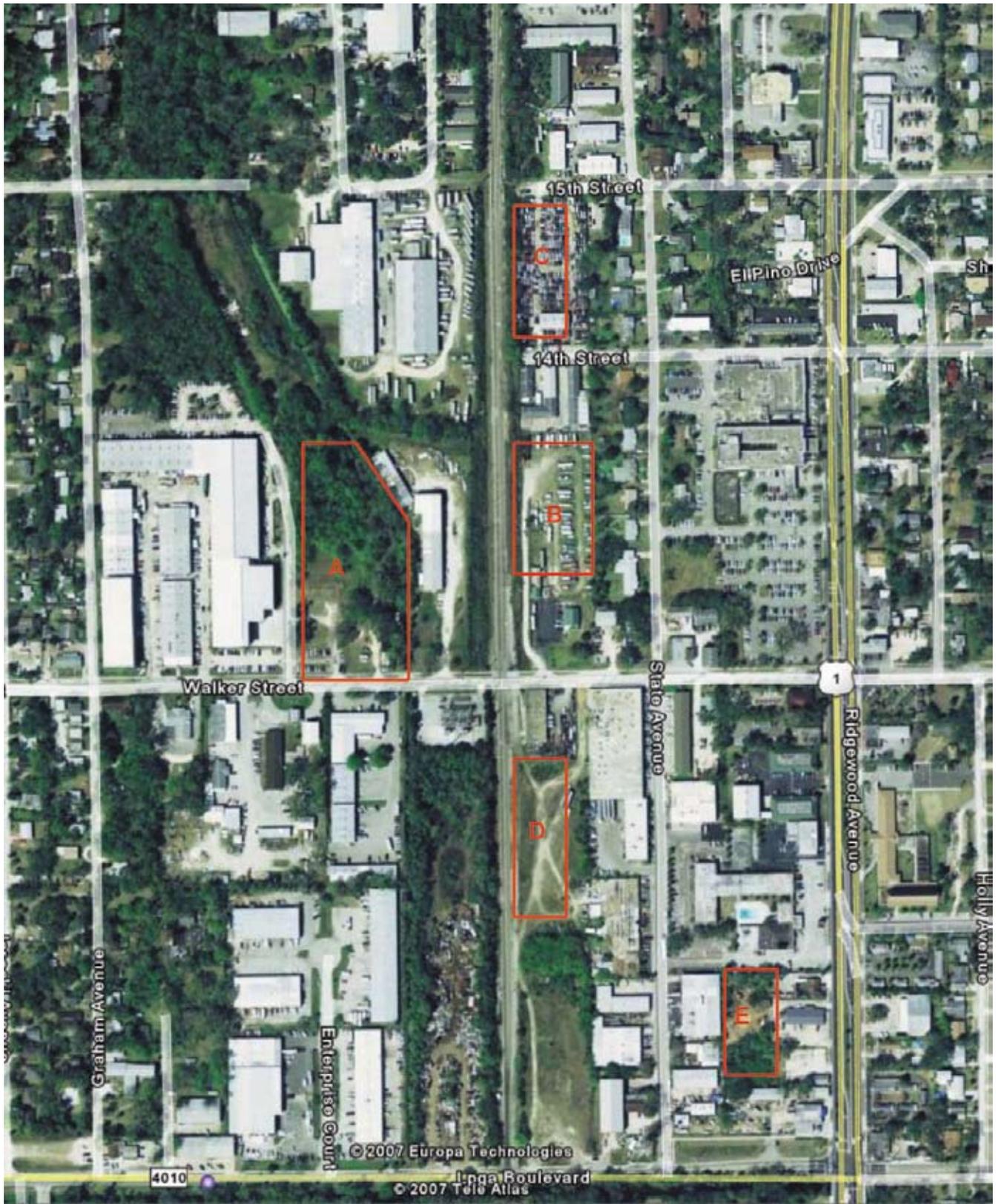


Figure 18: Potential Employee Parking and Loading Zones for the Industrial Areas (SOUTH of LPGA Boulevard)



## 4.5 Initiative 5 - Launch Social and Community Safety Activities

More and more communities are benefiting from the positive results from social events and community policing. Community policing programs reduce and solve crime while social events unify a community. According to the public involvement workshops, the homeless population is an area of immense concern, particularly to business owners on Carswell Avenue who deal with the issue daily. Unfortunately, the homeless population is a community safety issue that has the ability to shape a community's definition and perspective.

### 4.5.1 Heritage and Cultural Activities

In today's society, a sense of community is not something that can be taken for granted. Cities and communities are interconnected and rapidly changing. Areas that once were agricultural or rural are now developed into subdivisions or commercial units. Whether performed by the City, religious institutions, or non-profits, heritage and cultural activities assist in the celebration of shared experiences, traditions, identities, struggles, and aspirations. More importantly, these activities' primary goal is to build and sustain a sense of community.

The City should create a heritage and cultural matching grant for individuals and groups that want to aid in the identity and heritage of Holly Hill. These activities may be formal such as a barbershop quartet or grassroots in nature like a Know Your Neighbor block party. Criteria for this grant must be clearly defined, with required documentation, and deadlines. Each grant application should be reviewed and selected by the Community Redevelopment Agency and/or designee.

### Short-Range Action Step (2008 to 2012)

- Initiate a CRA District Heritage and Cultural Grant program for individuals and/or groups to incorporate a sense of community, and assist in the celebration of shared experiences, traditions, identities, struggles, and aspirations.
- Properly monitor attendance for sponsored and co-sponsored City and CRA District's special events in order to obtain future grant funding.

### 4.5.2 Community Policing

Community policing is a proactive law prevention initiative that forms partnerships with the community to solve crimes and social disorders. Furthermore, community policing is an effective means of informing residents of sworn officers' duties and responsibilities. According to the City of Holly Hill Police Department, the City offers community policing programs such as Police Athletic League, which is a youth program to prevent juvenile crime and violence; the SRT, a police unit specifically designed for the CRA District; and the Explorer Scout youth program that provides youths with an inside view of a career in law enforcement. Regarding community involvement, in the past, attempts to organize a Neighborhood Watch program have been unsuccessful.



Even though the City of Holly Hill has positive community policing programs, just with all things, any program can be improved. Because of the disinterest in specific neighborhood community policing programs, the City should enhance their community policing activities through grassroots means in order to encourage participation. Grassroots community policing is labor intensive and will require many hours to educate the public as well as coordinating specific activities. New programming should be relational, officer and youth, officer and seniors, or officer and community. The top 10 national programs have a definite public relations aspect of information disbursement and visual presence. The following programs may be beneficial in advancing the City's community policing initiative.



- **Are You Okay?** - Checks on the welfare of senior citizens once a week.
- **Awards Program** – Special awards given to Good Citizens who perform honorary deeds or assist with law enforcement, or were just simply observed displaying good manners while driving.
- **C.O.R.T. - Community Organizing Response Team**, police help citizens organize council or block meetings where they devise their own programs.
- **CPTED - Crime Prevention Through Environmental Design** to educate developers and the community at large on a variety of techniques used to reduce criminal behaviors by conducting educational seminars/sessions or developing a brochure.
- **Gotcha Cards** - Cards left for property owners when crime prone areas are encountered.
- **Open House Programs** – Annual invitations to public to tour offices with special demonstrations of equipment, canine corps, or defense tactics.
- **Volunteer Police Enhancement Units** – volunteers used to enhance short handed divisions of the agency such as crime information bulletins, school resources, document crime trends, and process traffic accident reports.
- **Young Adult Police Commissioners** - students elected by their respective student bodies serve as police commissioners are sworn in by the mayor and meet monthly with city officials.

### Short-Range Action Step (2008 to 2012)

- Enhance Community Policing Programs by creating a grassroots movement to encourage participation. New programming should be relational: officer and youth, officer and seniors, or officer and community.
- Hire an additional full-time officer to implement the grassroots community policing programs.

### 4.5.3 Homeless Population

Generally, being homeless is not as simple as not having a home; other factors may be involved such as mental illness, lack of employment, or working with affordability issues - the working poor. The City of Holly Hill homeless population is transient, migrating between the City of Daytona Beach and Holly Hill on a continual basis. Across the nation governments grapple with the problem of homelessness. The homeless condition is a difficult challenge, and will take a multi-faceted, multi-jurisdictional effort and approach. Besides direct police initiatives and enforcement, the City should seek partnerships with the Volusia/Flagler County Coalition for the Homeless, Inc., the City of Daytona Beach, corporations, non-profits, and religious institutions to assist in developing programs and/or solutions.

#### Short-Range Action Step (2008 to 2012)

- Partner with the Volusia/Flagler County Coalition for the Homeless as well as corporations, non-profits, business owners, religious institutions, and residents to develop strategies to solve the City's homeless situation.

### 4.6 Initiative 6 - Staffing Necessities

Presently, the City of Holly Hill has dedicated and capable staff members who are professional and knowledgeable about their respective programs, policies, and procedures. However, to execute the overall vision of the CRA District, the City needs to monitor the workload of the existing staff and determine if additional staff is necessary to implement the planning framework, negotiate with private property owners, and attract reinvestment. Another option may be to contact employees or consultants in the interim to work congruently with current staff. Recently, the City hired a code enforcement officer to be more proactive in citing violations.

#### Short-Range Action Step (2008 to 2012)

- Hire a planner, as required, to assist in the recommended policy, code changes, and other planning duties.
- Hire a zoning administrator, as required, to ensure compliance to newly revised Zoning Land Use and Development Code and to track zoning violations.
- Employ a police officer, as required to conduct the community policing program.
- Hire an Executive Director for the CRA District, as required, to be responsible for land acquisition, negotiations with the school board, and other pertinent duties that will fulfill the vision for the CRA District.
- Contract planning services, as required, to assist in amending the Comprehensive Plan, Zoning Land Use and Development Regulations, and opening dialogue with government and private entities to implement the vision for the CRA District.
- Contract real estate services, as required, to assist the CRA Coordinator in negotiating with private property owners, acquiring properties, and attracting reinvestment to implement the vision for the CRA District.



SECTION

5.0

FINANCIAL ANALYSIS

## 5.0 FINANCIAL ANALYSIS

The intent of this Plan is to lay a firm foundation for sound redevelopment projects that delivers the highest impact financially. The feasibility for the City of Holly Hill redevelopment scenario is based on research and data collection conducted by RERC.

### 5.1 Financial feasibility for the Redevelopment Scenario

The redevelopment scenario provides an overall guideline for proposed projects within the CRA District. The City's projected commercial demand for the next five years is an additional 131,624 square feet. It is projected that \$15.8 million in TIF revenue will be generated over that five year period. By 2012, it is estimated \$3.4 million will be produced on an annual basis. Currently, the tax increment is scheduled to sunset in 2027. From 2007-2027, the tax increment will provide approximately \$84.9 million in funding to the CRA, amounting over \$4 million per year.

It has been determined, through research data, the CRA District's commercial redevelopment efforts should be concentrated at the 100 percent corner located at US 1 and LPGA Boulevard. This key intersection of two major roads presents the CRA District with a principal traffic generator of accessibility and connectivity. Furthermore, this intersection is centrally located within the CRA District and the City as a whole. This prime area is surrounded by public facilities such as City Hall, the Police and Fire Station, the Public Library, and the Recreation Center. The area currently serves as a civic core for the community, and functions as the heart of the City where residents come together for a variety of reasons.

Focusing redevelopment efforts in the center of downtown Holly Hill provides several benefits and strengthens the role of the civic core. A large portion of the properties near this intersection is publicly owned but under utilized. Leveraging this public asset for future development can result in high-profile projects in a highly visible location. These efforts will redefine Holly Hill's image, serve as a gateway to downtown, provide a critical mass, and inter-connect new developments to existing civic facilities. The redevelopment of this intersection delivers the City with the highest impact, financially, visually, and socially.

### 5.2 Initiative Preliminary Costs and Phasing

The estimated costs are relatively within the projected the projected Tax Increment Revenues, except for the first ten years due to the desire to implement quick victory projects such as gateways, streetscaping, park enhancements, and neighborhood improvements to inspire community pride and attract reinvestment. Additional efforts to redevelop Hollyland Park as a central park; establish a framework for the Town Center; and re-prioritizing the roadway improvement along LPGA Boulevard (3-lane or 4-lane and piping the canal) resulted in additional up-front expenditures. There are alternative funding sources through partnerships, grants, and development assistance programs in which the City needs to seek out to leverage some of the initial costs. The City may also bond additional funds to complete the priority projects. This may be more difficult after the current Supreme Court ruling in the case of Escambia County requiring public referendum to use TIF revenues for infrastructure projects. As redevelopment opportunities arise, the City could re-prioritize to move-up the time line.

Table 12: Estimated Costs of CRA Projects Financed by Revenues and Implementation Process Draft - 20-Year Time-Line				
Proposed Projects	Short-Range Action 2008-2012	Mid-Range Action		Long-Range Action 2023-2027
		2013-2017	2018-2022	
<b>“Preserve &amp; Enrich the City of Holly Hill”</b>				
<b>Planning Framework</b>				
<b>1. Staff salary and benefits:*</b>				
a. CRA Executive Director**	\$337,500.00	\$371,250.00	\$408,375.00	\$449,212.00
b. Community Police Officer (City Budget)**	\$153,000.00	\$168,300.00	\$185,130.00	\$203,643.00
c. Planner (City Budget)**	\$212,500.00	\$233,750.00	\$257,125.00	\$282,837.00
d. Zoning Administrator (City Budget)**	\$162,500.00	\$178,750.00	\$196,625.00	\$216,287.00
e. Contract planning services***	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
f. Contract real estate services***	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
<b>SUB-TOTAL</b>	<b>\$965,500.00</b>	<b>\$1,052,050.00</b>	<b>\$1,147,255.00</b>	<b>\$1,251,979.00</b>
<b>Grants/Programs</b>				
1. Demolition grant program*	\$825,000.00	\$907,500.00	\$998,250.00	\$1,098,075.00
2. Commercial façade matching grant program****	\$600,000.00	\$450,000.00	\$350,000.00	\$300,000.00
3. Commercial landscape matching grant program****	\$400,000.00	\$325,000.00	\$250,000.00	\$200,000.00
4. Private residential improvement matching grant*	\$345,000.00	\$380,000.00	\$420,000.00	\$460,000.00
5. Special event sponsorship/underwriting	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00
<b>SUB-TOTAL</b>	<b>\$2,270,000.00</b>	<b>\$2,162,500.00</b>	<b>\$2,118,250.00</b>	<b>\$2,158,075.00</b>
<b>Establish an Identity</b>				
<b>Gateways/Banners</b>				
1. Gateway signs (four gateways at City limits)	\$90,000.00			
2. Banner program along US 1 & LPGA Blvd.				
a. Banner and brackets at every other light pole	\$30,000.00			
b. Banner poles at every 400 feet (optional-interim placement)	\$106,000.00			
<b>SUB-TOTAL</b>	<b>\$226,000.00</b>			

Note: \* Approximately 10% increase every 5 years  
 \*\* Additional staff position, if necessary  
 \*\*\* Contract employees or consultants, if necessary  
 \*\*\*\* Decrease funding every 5 years due to new commercial developments

Proposed Projects	Short-Range Action 2008-2012	Mid-Range Action		Long-Range Action
		2013-2017	2018-2022	2023-2027
<b>Town Center</b>				
1. 100% corner acquisitions (approx. 302,000 S.F.)	\$2,100,000.00			
2. Hollyland Park redevelopment*	\$1,000,000.00	\$2,000,000.00	\$2,000,000.00	
3. Conduct a Parking Management Study		\$20,000.00		
4. Acquisition of property for public parking		\$500,000.00	\$1,000,000.00	\$1,000,000.00
<b>SUB-TOTAL</b>	<b>\$3,100,000.00</b>	<b>\$2,520,000.00</b>	<b>\$3,000,000.00</b>	<b>\$1,000,000.00</b>
<b>US 1 Commercial/Entertainment District</b>				
1. Future development partnerships (project matching grants/business incentives)	\$200,000.00	\$500,000.00	\$1,000,000.00	\$2,000,000.00
2. Property Acquisitions		\$2,000,000.00	\$2,000,000.00	\$2,000,000.00
- acquisition of decayed/distressed properties				
- acquisition of substandard/constrained parcels				
- easement acquisitions				
<b>SUB-TOTAL</b>	<b>\$200,000.00</b>	<b>\$2,500,000.00</b>	<b>\$3,000,000.00</b>	<b>\$4,000,000.00</b>
<b>Historic District</b>				
1. Publications, brochures, calendars	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
2. Cultural/historic acquisitions/improvements **		\$1,000,000.00	\$1,000,000.00	\$1,000,000.00
<b>SUB-TOTAL</b>	<b>\$10,000.00</b>	<b>\$1,010,000.00</b>	<b>\$1,010,000.00</b>	<b>\$1,010,000.00</b>
<b>Parks &amp; Recreation Facility &amp; Connectivity</b>				
1. Centennial Park Enhancement* (identity sign, pathway system, site furnishings, parking lot resurfacing restroom improvements)	\$400,000.00			
2. Shirley Heyman Park Enhancement * (identity sign, site furnishings, landscaping)	\$40,000.00			
3. Ivanhoe Park Enhancement * (identity sign, site furnishings, landscaping)	\$30,000.00			
4. Recreational facilities* without middle school		\$1,200,000.00		
5. Acquisition of middle school site***		\$1,500,000.00		
6. Recreation center (middle school site)			\$3,400,000.00	
7. Conduct a survey of the canals	\$40,000.00			
8. Design & construct the linear park along the canals		\$3,000,000.00		
<b>SUB-TOTAL</b>	<b>\$510,000.00</b>	<b>\$5,700,000.00</b>	<b>\$3,400,000.00</b>	

Note: \* May be supplemented with recreation/conservation assistance programs and grants  
 \*\* May be supplemented with historic preservation grants  
 \*\*\* Further negotiation with Volusia County School Board

Proposed Projects	Short-Range Action 2008-2012	Mid-Range Action		Long-Range Action
		2013-2017	2018-2022	2023-2027
<b>Neighborhood Theming/Improvements</b>				
1. Residential street light & street sign improvements (citywide Six Block Increments)	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00
2. Residential sidewalk improvements (citywide Six Block Increments)	\$600,000.00	\$600,000.00	\$600,000.00	\$600,000.00
3. Tree planting program	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00
<b>SUB-TOTAL</b>	<b>\$1,700,000.00</b>	<b>\$1,700,000.00</b>	<b>\$1,700,000.00</b>	<b>\$1,700,000.00</b>
<b>Streetscape Theme</b>				
1. US 1 Corridor				
- streetscape improvements	\$3,500,000.00	\$3,000,000.00	\$3,000,000.00	
- transit facility (shelter, bench, trash receptacle, bicycle racks)	\$310,000.00	\$310,000.00	\$310,000.00	
- shade trees	\$130,000.00	\$130,000.00	\$130,000.00	
<b>SUB-TOTAL</b>	<b>\$3,940,000.00</b>	<b>\$3,440,000.00</b>	<b>\$3,440,000.00</b>	
2. LPGA Boulevard				
- streetscape improvements*		\$3,200,000.00	\$3,200,000.00	
<b>SUB-TOTAL</b>		<b>\$3,200,000.00</b>	<b>\$3,200,000.00</b>	
3. State Avenue & Carswell Avenue				
- curbing & repaving				\$1,300,000.00
- streetscape improvements				\$3,800,000.00
<b>SUB-TOTAL</b>				<b>\$5,100,000.00</b>
<b>Create a "Green" Identity</b>				
1. Publications, brochures, branding	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
<b>SUB-TOTAL</b>	<b>\$10,000.00</b>	<b>\$10,000.00</b>	<b>\$10,000.00</b>	<b>\$10,000.00</b>
<b>Industrial Areas</b>				
1. Future development partnerships (project matching grants/business incentives)	\$200,000.00	\$200,000.00	\$200,000.00	\$2,000,000.00
<b>SUB-TOTAL</b>	<b>\$200,000.00</b>	<b>\$200,000.00</b>	<b>\$200,000.00</b>	<b>\$2,000,000.00</b>
<b>Improve Stormwater &amp; Utilities</b>				
1. Upgrade Stormwater Retention System				
- conduct a stormwater management study	\$30,000.00			
- stormwater ponds		\$1,000,000.00	\$2,000,000.00	\$2,000,000.00
<b>SUB-TOTAL</b>	<b>\$30,000.00</b>	<b>\$1,000,000.00</b>	<b>\$2,000,000.00</b>	<b>\$2,000,000.00</b>
2. Under grounding and/or Relocating Utilities				
- relocate and/or underground utilities - US1	\$900,000.00	\$900,000.00	\$900,000.00	
- relocate and/or utilities – LPGA Blvd.		\$1,300,000.00		
<b>SUB-TOTAL</b>	<b>\$900,000.00</b>	<b>\$2,200,000.00</b>	<b>\$900,000.00</b>	

Note: \* Options - Streetscape for a 4-lane roadway (2013-2017) or a 3-lane roadway (2018-2022) - depending on PD&E study

Proposed Projects	Short-Range Action 2008-2012	Mid-Range Action		Long-Range Action
		2013-2017	2018-2022	2023-2027
<b>Enhance Transportation &amp; Access</b>				
<b>1. US 1</b>				
- Re-stripe travel lanes to accommodate bicycle lane	\$60,000.00			
<b>SUB-TOTAL</b>	<b>\$60,000.00</b>			
<b>2. LPGA Boulevard</b>				
- PD&E Study	\$500,000.00			
- LPGA Blvd. (3-Lanes)*			\$2,610,000.00	
- LPGA Blvd. (4-Lanes)*		\$3,480,000.00		
- pipe the canal		\$10,000,000.00		
<b>SUB-TOTAL</b>	<b>\$500,000.00</b>	<b>\$13,480,000.00</b>	<b>\$2,610,000.00</b>	
<b>Residential Areas</b>				
1. Conduct a survey for on-street parking	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00
2. Design & construct on-street parking, where feasible	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00
<b>SUB-TOTAL</b>	<b>\$1,020,000.00</b>	<b>\$1,020,000.00</b>	<b>\$1,020,000.00</b>	<b>\$1,020,000.00</b>
<b>Launch Social &amp; Community Safety Activities</b>				
1. CRA District Heritage and Cultural Grant program	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00
2. Community policing programs	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00
3. Volusia/Flagler County Coalition for the Homeless	\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00
<b>SUB-TOTAL</b>	<b>\$47,500.00</b>	<b>\$47,500.00</b>	<b>\$47,500.00</b>	<b>\$47,500.00</b>
<b>Private Partnerships</b>				
1. Parking structures/development agreements	\$500,000.00	\$800,000.00	\$1,000,000.00	\$1,000,000.00
2. Future mixed use development partnerships	\$200,000.00	\$500,000.00	\$1,000,000.00	\$2,000,000.00
3. Cultural/civic/multi-purpose center development	\$1,000,000.00	\$1,000,000.00	\$500,000.00	\$1,000,000.00
<b>SUB-TOTAL</b>	<b>\$1,700,000.00</b>	<b>\$2,300,000.00</b>	<b>\$2,500,000.00</b>	<b>\$4,000,000.00</b>
<b>Operating Costs</b>				
1. Advertising and marketing	\$200,000.00	\$200,000.00	\$100,000.00	\$100,000.00
2. Publications and brochures	\$100,000.00	\$100,000.00	\$50,000.00	\$50,000.00
3. Debt service	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
4. SRT public safety salary and benefits	\$330,100.00	\$363,110.00	\$399,421.00	\$439,363.00
5. Median maintenance	\$200,000.00	\$200,000.00	\$300,000.00	\$300,000.00
<b>SUB-TOTAL</b>	<b>\$880,100.00</b>	<b>\$913,110.00</b>	<b>\$899,421.00</b>	<b>\$939,363.00</b>
<b>TOTAL</b>	<b>\$18,269,100.00</b>	<b>\$44,455,160.00</b>	<b>\$32,202,426.00</b>	<b>\$26,236,917.00</b>