

CITY OF SOUTH DAYTONA
COMMUNITY REDEVELOPMENT AGENCY
REDEVELOPMENT MASTER PLAN



JUNE 2008

ACKNOWLEDGMENTS

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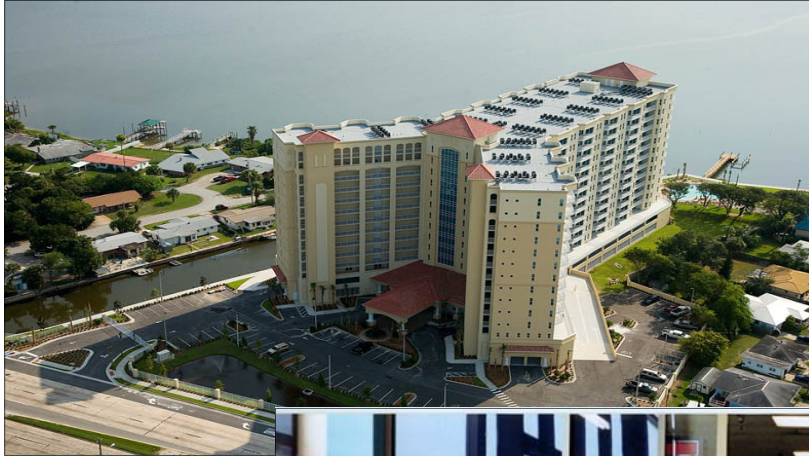
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INTRODUCTION



← Halifax Landing
Residential Catalyst Project

→ Community
Policing



← Renovated Commercial Property

→ Typical Median Landscaping
Gateway



INTRODUCTION

In 1996 City leaders recognized that a strong economy, healthy business district, and vital residential community were integral to the image, identity and future of South Daytona, and that the main business thoroughfare serving South Daytona was beginning to show signs of needing extensive redevelopment. To that end, the City authorized a Finding of Necessity to determine if the area shown in Figure 1, (Blight Study Area, page 10) met the statutory qualifications for slum and blight. The resulting study clearly indicated the prevalence of blighted conditions, which, if left untreated, would further deteriorate the community at large. This Blight Study was adopted by the South Daytona City Council in February, 1997. And this action was followed by the preparation of a redevelopment plan that was subsequently adopted later that year. (See Note 1, page 70)

In the years that followed the City began implementation of its redevelopment program with the streetscape improvements and removal of overhead utilities along Ridgewood Avenue as the primary improvement project. The City took other steps recommended by the redevelopment plan in amending its comprehensive plan and its land development regulations to support redevelopment activities. The CRA implemented community policing and expanded code enforcement programs to improve public safety and teamed these efforts with financial assistance programs to help property owners within the CRA district to improve their properties.

By 2007 the City was involved in a comprehensive review of its entire planning program. The City convened a citizen vision forum to update the original community vision adopted in 1985. Led by its citizen-based priorities, the updated vision plan focused on continuing redevelopment of the Ridgewood Avenue corridor and the creation of a town center as two key elements of the future vision for South Daytona. The vision recommendations had also been key elements of the 1997 redevelopment plan, but that plan was ten years old and in need of review. While the original plan has served the City well, the anticipated catalyst projects have not emerged. The anticipated commercial development has not materialized, but the redevelopment area has been impacted by a strong demand for high value condominium housing. The time had come to review and update the original redevelopment plan to respond to current conditions and to address County and state-wide administrative issues that had emerged. The plan was reviewed and amendments to the plan were adopted in June 2008. This document provides a redevelopment plan report that consolidates these changes into one source for easy reference. (See Note 2, page 70)

Redevelopment is a challenging process for revitalization that builds on intrinsic qualities and assets of the community. It must also be predicated upon a clear articulation of the conditions and issues -- both positive and negative -- facing the City. An understanding of these factors facilitates the preparation of a precisely targeted redevelopment plan and program.

ASSETS

South Daytona's opportunities lie in her assets:

1. Considerable vacant lands for new mixed use developments along U.S.-1.
2. A series of approved luxury condominium projects that are pending an improvement of market conditions.
3. An industrial park, which can become an employment center.
4. A mall, which is being revived and altered to become a Town Center.
5. Community buildings, which lend a special style and image to the City.
6. Conversion of some older apartments into new condominium or mixed use structures.
7. The Halifax River.
8. A reasonable transportation network, which handles large volumes of traffic
9. Available infrastructure that accommodates local development with minimal modification.
10. Centralized location in a growing urban region.
11. Forward-looking community leaders and citizens.

ISSUES

The following list of issues was developed in conjunction with the original redevelopment plan and served to guide the projects and programs of that plan. These issues came from the City's Comprehensive Plan, Evaluation and Appraisal Report, 1988 Strategic Plan, Streetscape Guidelines, and citizen input.

- VISUAL QUALITY
 - Overhead Utilities
 - Entry/Identity
 - Sign Clutter
 - Beautification/ Streetscape
- FINANCE/ FUNDING
 - Aggressive Tax Increment Financing (TIF)
 - Grants and Loans
 - Agency Budget
 - Donations/Easements
- DEVELOPMENT QUALITY
 - Land Use Juxtapositions

- Structural Conditions
 - Property Maintenance
 - Code Enforcement
 - Neighborhood Associations
 - Parcel Aggregation
- PUBLIC SAFETY
 - Crime Increase
 - Augmented Police Presence
 - Neighborhood Watch/ Citizens Alert
- LAND USE/ REGULATORY/ CODES
 - Code Enforcement
 - Zoning (General vs. Specific) - Flexibility
 - Buffering between land uses
 - Sign Control
- ECONOMIC DEVELOPMENT
 - Incentives and Promotions
 - Marketing South Daytona
 - Focus on Mall
- INFRASTRUCTURE
 - Drainage
 - Parks and Open Space
 - Roads

While the City and CRA have made progress in addressing many of these issues, they still remain valid as factors in identifying component projects and programs of the redevelopment plan. The 2007 Vision program confirmed redevelopment efforts as the most important elements of the future vision for the City. Nevertheless, in the years since the original adoption of the redevelopment plan, the City's redevelopment program has encountered several unexpected events that affected the ability of the City to implement its redevelopment program and suggest some modifications to the redevelopment projects and program. These unforeseen events include:

- Pressures to cap local property taxes and changes to taxable values and tax collections
- Emergence of luxury condominiums as catalyst redevelopment projects
- The sagging residential market beginning in 2006
- Failure of the Madeline Avenue extension negotiations
- Changes in shopping centers as retail sales centers
- Increased demand for public access to the Halifax River
- Impact of gasoline prices on travel behavior
- Desire for residential neighborhood improvements

ELEMENTS OF SUCCESS

Preparation of a redevelopment plan is only the initial step. Success in implementation is directly related to the local effort expended to bring it to fruition. Redevelopment is rewarding but challenging, requiring a well-organized program to help achieve the desired results. Success in redevelopment must be earned.

There are four principal elements, which together are essential for the success of any redevelopment program. They are of equal importance and reflect the many “fronts” on which the saga of redevelopment is contested. Success must be achieved in all four:

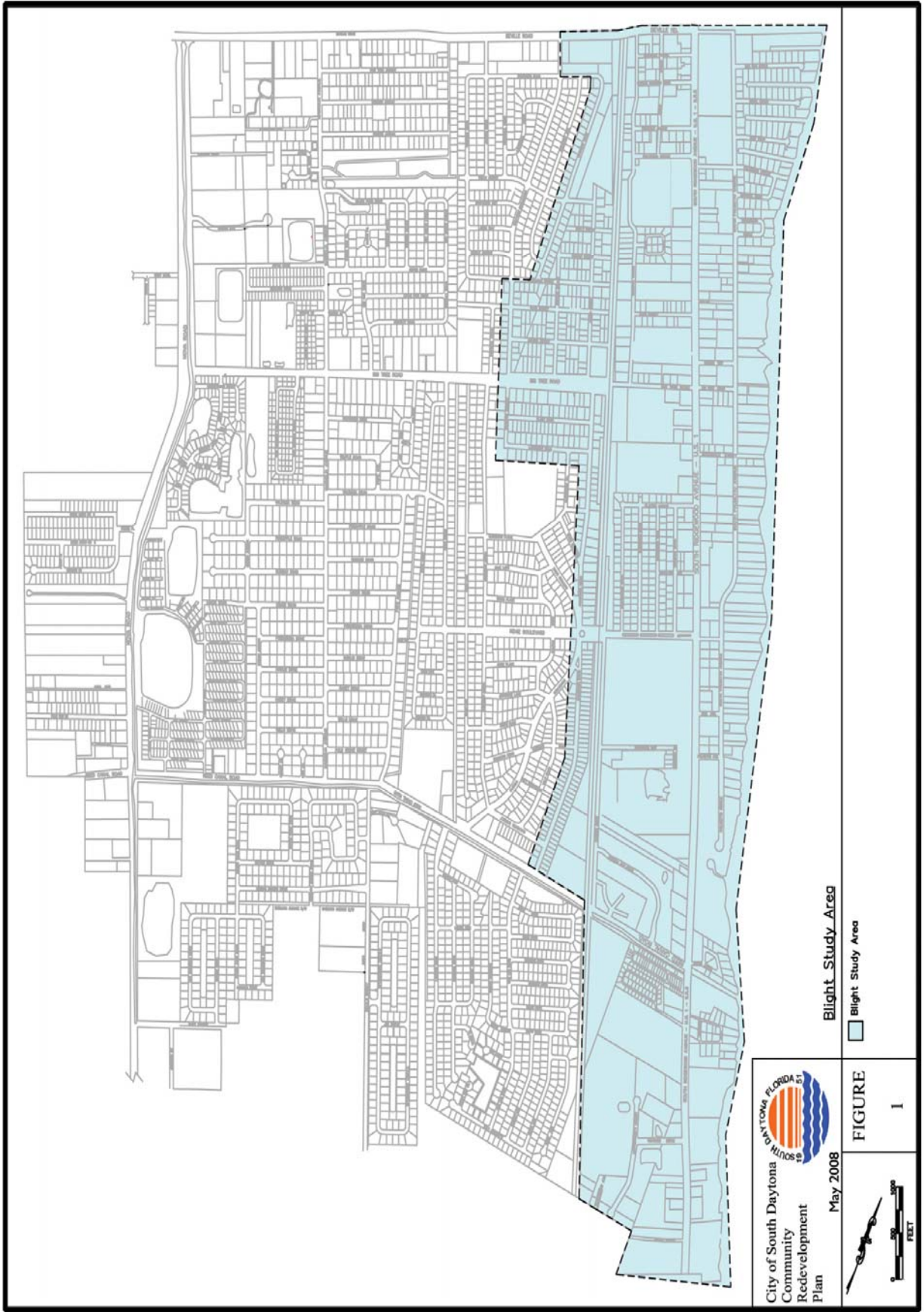
Administration: The framework for moving the program toward completion. This includes establishing an organization to ensure success by: creating and following detailed plans; engaging in appropriate permitting for development projects to proceed; enforcing codes, plans, and financial measures; and finally, developing monitoring and evaluation procedures that enable the City to constructively critique itself, the plan and the process.

Finance: The heart of the redevelopment program. Without the lifeblood of dollars flowing through the program, plans will either go un-implemented or fail completely. Yearly budgeting, identifying fund sources, planning for capital improvements, phasing, and monitoring can help assure the resources necessary to produce and implement an integrated finance plan.

Regulation: A system of incentives, guidelines and requirements oriented toward redevelopment. The City’s land use structure, land development codes, and agency management tools will either create a user-friendly environment for public private partnerships or stall those efforts, reducing the financial potential and lessening the City’s ability to succeed.

Leadership: The soul of the program. Herein lies the commitment, determination, dedication, and compromise and integration of all interests required to proceed to the desired future. Only through a sound public-private partnership, fueled by strong leadership from the City’s elected and appointed officials, can the overall plan be successfully implemented.

All of these elements are interrelated. South Daytona is fortunate to possess all of these elements—their use in the right combination will surely be the key to success.

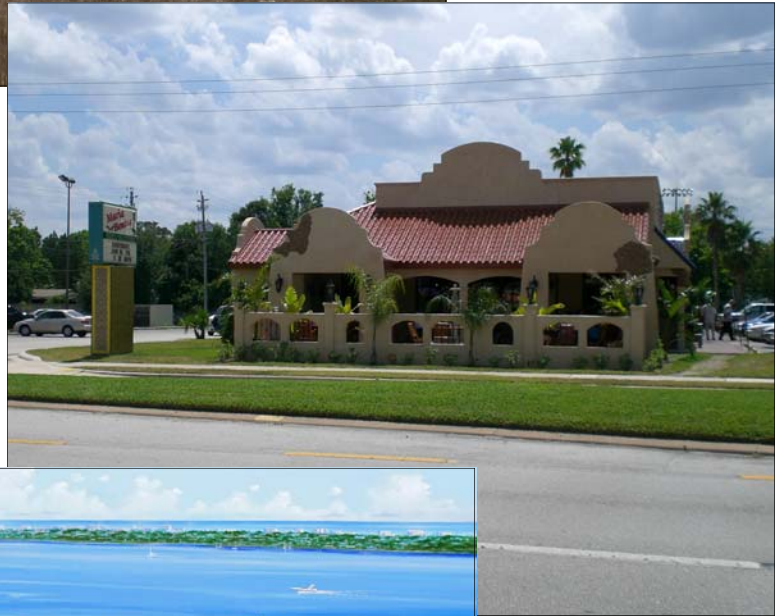


NEED FOR REDEVELOPMENT



← Vacant
Riverfront Lot

→ Redeveloped
Property



↑ Diamond Reef Estates - redevelopment of
older single family residential units with new
single family construction

NEED FOR REDEVELOPMENT

Community redevelopment is premised on identifying the critical components that have, in the past, led to decline. These factors have been set forth in the "Finding of Necessity". A summary of these factors follows. (See Note 3, page 70)

CITY PROFILE

South Daytona is essentially a bedroom community, and its recent growth trend is reflected primarily in residential development. Future growth is somewhat limited due to a small geographic area and little room for annexation. Therefore, the stability and vitality of South Daytona's existing commercial center and close-in housing is critical to its future success. New development to the south and west is proceeding under contemporary standards, but the designated Community Redevelopment Area (CRA) is a mixture of development types, quality and attractiveness.

U.S.-1, South Ridgewood Avenue, is the City's principal north/south arterial, connecting it to neighboring communities. The ability of U.S.-1 to move traffic and serve abutting land uses is a challenge shared by other cities. Visual quality, as expressed in overhead utilities, sign clutter, ingress/egress conflicts and building quality, is poor and presents an unwanted image for the community. However, the opportunity to create a sense of place and to promote revitalization through effective land use planning, urban design and regulatory reform is available to the City.

THE BLIGHT STUDY

Documentation is required to show that blighted conditions exist in the proposed redevelopment area by analyzing such factors as: population trends, housing conditions, property values and tax revenues, building conditions, incidence of crime, incidence of fire and emergency medical service, unacceptable levels of service on roadways, inadequate parking conditions, infrastructure capacity constraints, building code violations, non-conforming conditions, faulty lot layouts, and amounts of and types of vacant and underutilized land.

The Blight Study provides for the finding of blight which "constitutes an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues, substantially impairs or arrests sound growth, retards the provision of housing accommodations, aggravates traffic problems, and substantially hampers the elimination of traffic hazards and improvement of traffic facilities" (Section 163.335(1) Florida Statutes, 1987).

This study tests those conditions necessary for a finding that the Blight Study Area (BSA) is "blighted" as defined by Section 163.340(8) Florida Statutes (1989):

- “An area in which there are a substantial number of slum, deteriorated, or deteriorating structures and conditions which endanger life or property by fire or other causes or one or more of the following factors which substantially impairs or arrests the sound growth of a county or municipality and is a menace to the public health, safety, morals, or welfare in its present conditions and use:
 1. Predominance of defective or inadequate street layout;
 2. Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
 3. Unsanitary or unsafe conditions;
 4. Deterioration of site or other improvements;
 5. Tax or special assessment delinquency exceeding the fair value of the land;
 6. Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area;or
- An area in which there exists faulty or inadequate street layout; inadequate parking facilities; or roadways, bridges, or public transportation facilities incapable of handling the volume of traffic flow into or through the area, either at present or following proposed construction.”

In summary, the study describes the existence of blighting conditions to justify designating the study area as blighted, and it identifies the specific problems which exist and need to be addressed in a redevelopment plan.

Blight Study Conclusions and Findings

The analysis of the socio-economic and physical factors as presented in the South Daytona Blight Study demonstrates that slum and blight conditions exist, satisfying the Chapter 163, Florida Statutes requirements. Figure 2 (page 17) illustrates the problems and opportunities within the Community Redevelopment Area at the time the Blight Study was prepared. Following is a summary of the findings from the Blight Study:

General

- 38% of the City with the majority of blight indicators
- Analysis indicates that 3-4 blight conditions are overlapping in the BSA.
- The statutory definitions of blight are found in the BSA.

Socio-Economic

■ Population

- 38.6% of the City's total population lives within the BSA; 53% of low and moderate-income population is found in the BSA; the population of the BSA, 5,025 persons, has been stable (no growth, no loss) for the past several years.

- Opportunities for new residential development not as prevalent as the rest of the City; 57% of total land area designated for non-residential uses; only nine of the new single-family permits have been granted in the BSA between 1990-1996.

■ **Housing**

- In 1996, 65.6% of the citywide land uses were residential; only 43% of the BSA area was designated residential.
- Between 1990 and 1996, the number of BSA dwelling units declined from 2,255 to 2,250.
- Housing mix: Single-family 24%; multi-family apartments 59%; mobile homes 13%. 97% of all City multi-family apartments found in the BSA.
- 72% of housing units in BSA are rentals; most of the apartment complexes and three of the six mobile home parks have absentee owners.

■ **Structural Conditions**

- Within the BSA, 32% of the total residential structures and 22% of the non-residential structures are either substandard or dilapidated.
- The majority of both substandard and dilapidated buildings are located in the northern most portion of the BSA.

■ **Crime Statistics**

- 62% of the Part I crimes and 37% of the Part II crimes are committed in the BSA.
- From 1990-1995, narcotic crimes within the BSA have increased 105%.
- The largest percentage of both Parts I and II crimes is found in the northern most portion of the BSA.

■ **Fire and EMS Data**

- Since 1990, 55% of fire and rescue calls have been made in the BSA, which has a smaller population and number of housing units than the rest of the City.

Property Appraisal and Taxable Value

- BSA, one-third of the City, accounted for 50% of the taxable property values.
- Since 1987, the BSA has had a lower percent increase in property values (16.3%) than the overall City (24.6%).
- Commercial and industrial properties, generally the highest revenue generating land uses, accounted for only 41% of the BSA's taxable property values. The BSA has the largest amount of commercial and industrial properties in the City.

Infrastructure Capacity Constraints

- A few properties within the BSA are currently not connected to the City's sanitary sewer collection system, particularly along the northern portion of U.S.-1.
- A number of properties within the BSA lack adequate stormwater retention facilities. In addition, several low-lying areas are prone to flooding.

Transportation

- U.S.-1, the principal state north/south arterial has a Level of Service (LOS) D within the BSA.
- Beville Road and Big Tree Road both have a LOS of D within the BSA.
- Several minor streets within the BSA are substandard in design.
- Three of the City's five major intersections are found within the BSA along U.S.-1; 75% of the major intersection accidents have occurred at these three intersections.
- The BSA needs an estimated 4.6 miles of sidewalks to create greater connectivity; the balance of the City needs only an estimated 1.5 miles of sidewalks.
- The Florida East Coast Railroad also contributes to the blighting conditions within the BSA by impeding traffic, adversely impacting the connectivity of areas, and posing noise and vibration impacts to properties in its vicinity.

Development Quality

■ Code Violations

- Since 1994, over 50% of the documented code violations have been issued in the BSA.
- During this period, 73% of the Standard Housing Code violations, 68% of the sanitary condition violations and 84% of the electrical violations were found in the BSA.

■ Faulty Lot Layout as to Size, Adequacy, Accessibility or Usefulness

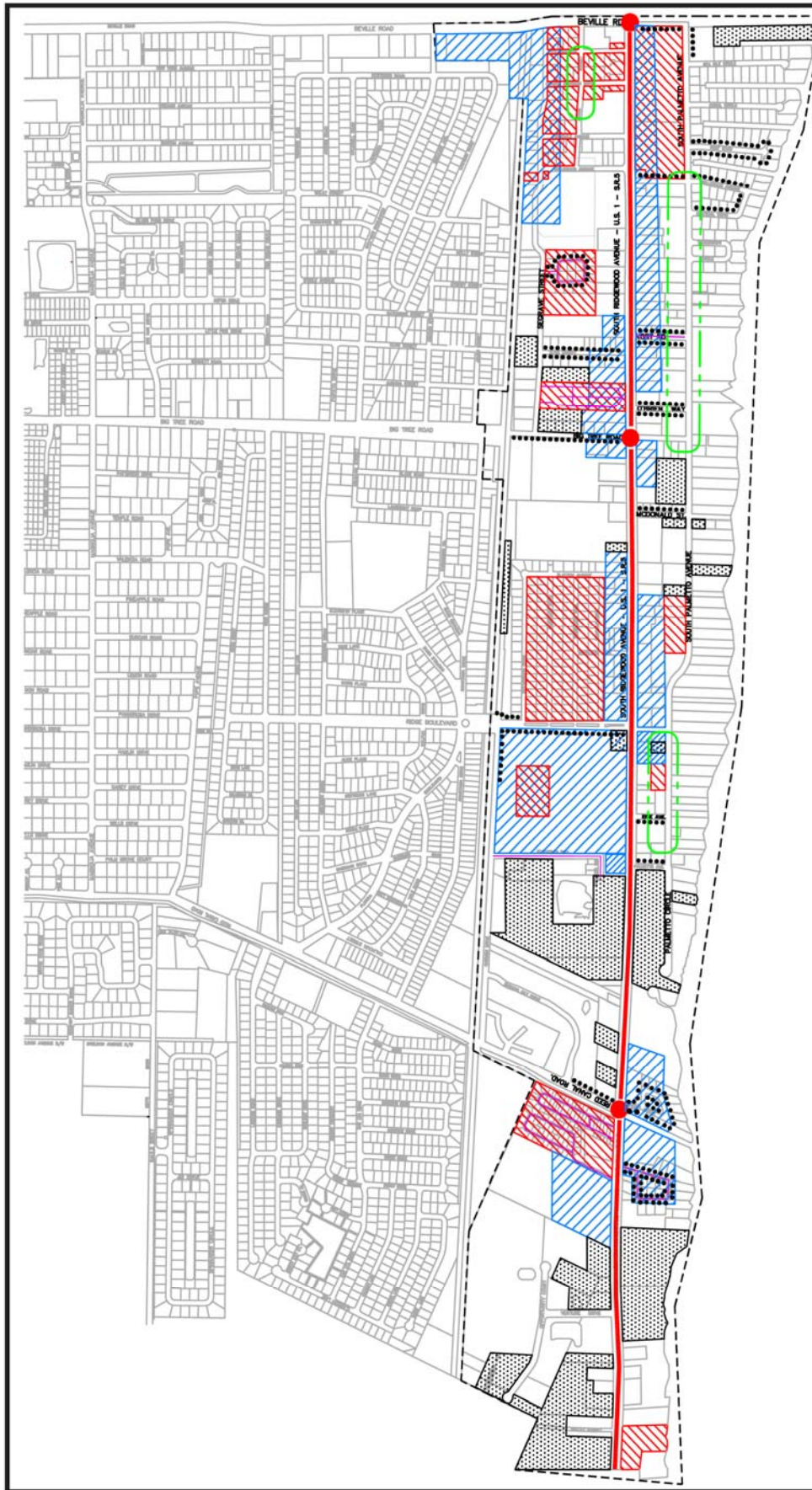
- Non-conformities add to the blighting conditions; such conditions include:
 - substandard street widths;
 - substandard ingress/egress to property parking lots;
 - substandard street intersections and signalizations;
 - non-conforming signs;
 - substandard parking lots/landscape;
 - non-conforming land uses.

■ Vacant and Underutilized Land

- According to the Property Appraiser's records, there are 32 vacant residential parcels, 52 vacant commercial parcels, 12 vacant industrial parcels, and three vacant institutional parcels; vacant lands amount to 98.4 acres of the total BSA land area; significant underutilized lands are also found.

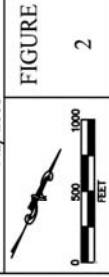
SUMMARY

The issues, assets, elements of success, and findings from the Blight Study reveal a core area in a state of decline but ripe with opportunities for recovery through a vibrant economy, a healthy mix of land uses, and a strong, diverse residential base. The next section introduces an economic rationale for land use changes to move toward a more economically productive Redevelopment Plan for the CRA.



Problem & Opportunities Map

City of South Daytona
Community
Redevelopment
Plan
May 2008



- SUBSTANDARD BUILDINGS
- VACANT/UNDERUTILIZED PROPERTIES
- LACK OF STORMWATER FACILITIES
- FLOODING AREAS
- HIGH ACCIDENT INTERSECTIONS
- LOS F
- SUBSTANDARD ROADWAY
- INADEQUATE SIDEWALKS

ECONOMIC RATIONALE FOR CHANGE



← Blighted
Commercial
Property

→ Vacant
Commercial
Property



ECONOMIC RATIONALE FOR CHANGE

One of the principal reasons for the preparation of a redevelopment plan is to reverse economic decline within the area. An investigation of the specific property value changes in the original plan led to the development of several specific recommendations and project suggestions to stimulate economic development within the CRA. Experience with the first ten years of plan implementation has sustained these recommendations, but also generated some unanticipated opportunities and issues.

ECONOMIC PROFILE

While a market study was not undertaken as part of this effort, working knowledge of the local area and property value trends painted a clear picture. Several assumptions were made which can help South Daytona harness and direct the economic forces present in the City and region. Several key indicators such as vacancy rates, vacant land parcels, assessed values, taxable values and receipts and property turnovers were evaluated to help understand the economic profile and health of the area.

For South Daytona, increases in growth and development in surrounding communities such as Port Orange and Daytona Beach, including a major regional mall in the latter, have resulted in the decline of major and minor destination points within the City. South Daytona needs to re-establish an economic and visual image of being a **"TO PLACE"** instead of a mere **"THROUGH PLACE"**.

South Daytona enjoys a variety of eating places, small "mom and pop" businesses, and retail and service establishments located primarily along the U.S.-1, or Ridgewood Avenue, corridor. These types of businesses have high employee turnover rates and low pay scales. The Sunshine Park Mall has experienced a continuing turnover in occupancy and a varying tenant mix. With the exception of Beall's outlet, major stores like Sears and Pizza Hut have left for other areas. Wal-Mart, K-Mart, and large supermarkets have not located in South Daytona, choosing instead to build new locations in nearby Port Orange. Publix is the only supermarket left in the community. The move of Publix from the Big Tree Plaza to Sunshine Park Mall strengthened Sunshine Park, but at the expense of the Big Tree Plaza.

South Daytona is an important bedroom community. The largest business in the CRA, RR Donnelley (printing) closed leaving Rinker Materials (concrete) with only 30 employees as the major export industry in the City. The total estimate of employees from all CRA businesses, including those above, is about 1,700. These facts lead to the conclusion that South Daytona functions more as a bedroom community, exporting more people than goods into the region, than as a regional commercial center.

The original redevelopment plan concluded that the City had more commercially planned and zoned property than it was likely to need and suggested redesignating some portions of the general commercial land for office use. The plan also suggested adding mixed use and high density residential development options to the land use palette for the redevelopment district. The City implemented these recommendations through amendments to the City's comprehensive plan and land development regulations. As events unfolded, commercial development generally within the CRA district continued to languish. No significant market for office development emerged, and no changes were made to the City's planning program to create specialized office districts. It appears that the current supply of general commercial and mixed use development sites is adequate to meet both the office and general commercial need.

The 1997 plan reviewed indicators that suggested single family and residential condominium developments were in greater demand in the City and offered greater revenue impacts than current land use patterns. Therefore, the plan recommended expanding residential designated lands and identified several opportunities for residential and mixed use developments. In actuality the white hot residential market of 2004 to 2006 combined with the City's availability of undervalued and underused commercial land with water access and water views stimulated a very strong market for high value luxury housing. The City responded to this demand by applying the new high density residential land use classifications in seven locations supported by planned unit development agreements. Typically high value condominium units are owned by seasonal and weekend users who demand relatively little in services while bringing higher levels of disposable income than typical City residents. This residential trend was seen as a key support element to the anticipated commercial development.

The City ultimately approved seven projects encompassing some 2,900 residential units. In effect, residential development replaced the proposed commercial projects as the redevelopment catalysts. Unfortunately the housing market collapsed before all but one of these projects began construction. One obsolete mobile home park was removed as well as several declining commercial buildings to make way for these projects, but these spaces now sit vacant awaiting the return of the market. The City will need to continue to nurture these projects and be alert for proposals to recast the projects as mixed use development when possible as opposed to single use developments. The opportunity to provide future review of these projects also offers the opportunity to advance other goals such as improved access to the Halifax River.

South Daytona continues to have opportunities to capitalize on commercial projects including the commercial catalyst projects of the original redevelopment plan. The town center continues to be a key element of the community vision and the City continues to work with the ownership interests in this area to stimulate town center development. As noted above the City also needs to

support the approved residential projects as an essential element in growing a local market and expanding disposable income to support retail and restaurant business. In addition, South Daytona enjoys a key role in “Bike Week” festivities, which bring large numbers of tourists into the City to take advantage of the goods and services available. This and other seasonal populations, along with the existing residents, will be a factor in stimulating the local economy, increasing the tax base and reversing CRA decline.

SUMMARY

During the initial implementation period of the redevelopment plan, urban centers in Florida experienced significant changes in how their development is viewed. The trends variously called new urbanism, traditional neighborhood design, and smart growth stressed higher densities, more compact development patterns, increased emphasis on mixed use development and a revival of older urban areas. As noted above, the CRA in South Daytona began to experience some of the benefits of these trends but the market conditions did not allow the City to capture more than an initial level of development.

The original redevelopment plan set forth a program of regulatory changes and identified specific projects, mostly commercial, that were expected to be the backbone of the redevelopment program. The City implemented the regulatory and comprehensive plan recommendations, but it also responded effectively to a demand for high value condominium development that was not foreseen by the plan. Despite the City’s rapid and effective response, the housing market could not be sustained until these projects all moved to implementation. As a result, the City has set a good groundwork for both residential and non-residential development, but has to wait until the market recovers sufficiently to allow these projects to continue. The City is positioned to utilize both residential and non-residential projects to stimulate redevelopment with residential projects not only serving as catalyst projects themselves but also helping to build market to support planned commercial development – especially in the town center area. The City can expect that approved projects and projects proposed in this plan will need to be modified as they move forward, and these changes should be viewed as opportunities to expand the impact of these projects on the implementation of the redevelopment objectives.

The next section of the Plan will present redevelopment goals and objectives to be used when the Community Redevelopment Agency makes expenditure and development decisions.

GOALS AND OBJECTIVES



↑ Proposed Town Center Site

↓ Typical Town Center Design Concept



GOALS AND OBJECTIVES

The following Goals and Objectives are designed to give the Agency a coordinated framework and guidelines for redevelopment decision-making. These Goals and Objectives are consistent with and support the City's Comprehensive Plan. (See Note 4, page 70)

■ Create A Unique Identity that makes South Daytona a "Memorable Place"

- Create a variety of activity centers and gathering places.
- Establish a "Town Center" built around the Sunshine Park Mall and the strategic abutting properties.
- Develop U.S.-1 as a scenic roadway.
- Utilize such tools as entry monuments, boundary markers, landscape, and new signage to give identity and definition to the City.
- Encourage strategically located mixed use developments to promote land use diversity.
- Improve residential neighborhood identity through the use of lighting, signage, landscaping, and similar design elements.
- Provide for new and expanded employment opportunities.
- Promote selected development/park opportunities on the river to emphasize the City's waterfront location.
- Offer park and recreation amenities to support urban uses.
- Develop an innovative, workable land use system and regulatory framework to create the desired result.

■ Develop a Transportation System that Supports the Community Image and Needs

- Lessen the visual impact of U.S.-1 through median and streetscape improvements, underground utilities, and building enhancements.
- Retain the narrowest possible rights-of-way to maintain roadway capacity.
- Encourage use of alternate modes of transportation, such as bus, trolleys, bicycles, and pedestrian movement.
- Evaluate on-site parking requirements to lessen pavement impacts and consider the use of on-street parking whenever possible.
- Promote street and pedestrian connectivity between land uses.
- Evaluate curb cuts, access points, traffic signalization, and street alignments to promote ease of movement and land management.

■ **Promote a safe and attractive environment for residents, employees, and visitors**

- Increase police visibility within the CRA.
- Expand Citizens Alert and Neighborhood Watch programs.
- Utilize small neighborhood parks to relieve effects of density.
- Exercise demolition/rehabilitation programs to alleviate crime/illicit activity havens.
- Assure proper lighting, safe landscaping and lessen site obstructions.
- Encourage the acquisition, rehabilitation, demolition and/or re-use of properties that are no longer viable.
- Undertake a systematic code enforcement program to eliminate and correct problems of:
 - Substandard dwellings and commercial properties
 - Non-conforming signs and uses
 - Property maintenance and up-keep

■ **Attract investment and create value through coordinated public/private initiatives**

- Create a positive investment environment through innovative programs.
- Coordinate efforts through the Chamber of Commerce and Volusia County Business Development Council (VCBDC).
- Develop a focused marketing and promotions program.
- Act as a facilitator to stimulate critical development projects.
- Offer incentives, grants, and loans for property re-investment.
- Stress private implementation to increase taxable values and enhance the Redevelopment Trust Fund.
- Use public investments to stimulate private development. Adopt programs which promote public/private partnerships to stimulate new uses or improvements to existing structures.
- Create a land use mix to provide land use and tax base diversity.
- Amend the Comprehensive Plan/Map to incorporate the Redevelopment Area and Plan, along with opportunities/conditions for mixed use district land uses.

The next section of this document, the detailed Redevelopment Plan, provides a more extensive description of recommended land use changes and public and private projects, along with the supporting implementation strategies and funding sources.

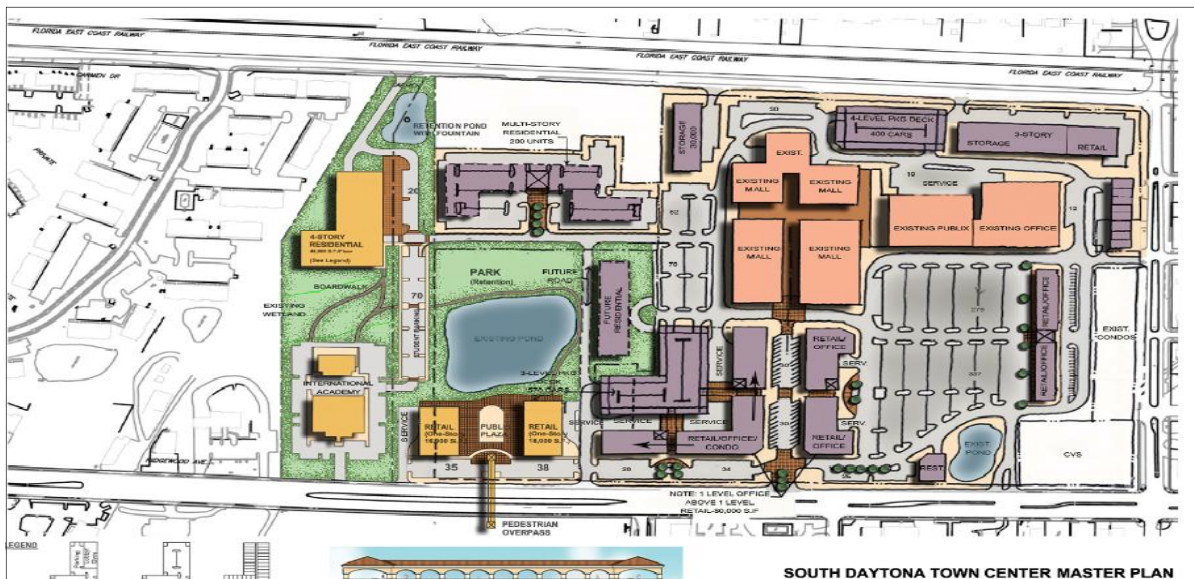
THE REDEVELOPMENT PLAN



↑ Bus Stop Design Concept

→ Street Furnishing,

Sidewalk and Landscape Design



↑ South Daytona Town Center Concept Plan

THE REDEVELOPMENT PLAN

The Redevelopment Plan reflects the transition from concept to implementation. Figure 3 (page 45) is the Community Redevelopment Area (CRA). The CRA is somewhat smaller than the original study area because some deleted properties would be nontaxable and others would not likely contribute to future tax increments. The legal description of the area is on file at City Hall.

The crux of this Redevelopment Plan is presented as a Composite Recommendations Map (see Figure 4, page 46), as well as in text form. The Plan's detailed description identifies composite recommendations related to future land use, public improvements necessary to stimulate private investment, and private projects. This section includes: future land use plan changes, an amenity program, specific public and private projects, implementation strategies, and a financial plan for revenues and expenditures. Examples of opportunities are included to give guidance for public and private sector work on individual projects as they arise.

FUTURE LAND USE PLAN

The City's Comprehensive Plan and Future Land Use Map (FLUM, Figure 5, page 47) gives guidance and direction for future development in South Daytona. The Future Land Use Plan is a primary implementation tool. The proposed changes to the FLUM, as shown on the attached maps, are predicated upon the desire to create more economically productive uses and to provide a clearer definition of them. The FLUM has been amended in accordance with the original redevelopment plan to include two classifications of mixed use land use. The FLUM has also been amended to include a high density residential land use that has been applied to capture opportunities for new high value residential development. These changes reflect trends away from the original redevelopment plan recommendations for office land uses. Specific strategies are discussed in the Implementation portion of this plan.

There is a mixture of land use types found within the CRA, including general and neighborhood commercial, industrial, parks, utilities, public/institutional, and various residential densities. While some are appropriate for traditional zoning categories, **Mixed Use Districts** have been introduced into the Land Use Plan along with high density, high rise residential options. An office land use classification is no longer seen as a needed land use since office uses can be accommodated in the general commercial and mixed use areas. The conversion of former commercial lands to Residential High Density 4 land use has addressed the issue of over-supply of general commercial land noted in the original redevelopment plan. Figures 5 and 6 (pages 47 and 48) compare the City's existing Future Land Use Map with the Redevelopment Plan Land Use Map.

In general, the proposed Redevelopment Plan suggests the following FLUM changes:

Residential Medium Density 4 - In the southern portion of the redevelopment area, a strong trend toward multi-family residential uses emerged along the U.S.-1 corridor. The City developed and applied the recommended Residential High Density 4 land use to support this trend, but in so doing a gap has been created between the maximum density level of ten units per acre in Residential Density 3 and the 25 units per acre minimum in Residential High Density 4. The proposed medium density classification would “fill” this gap and offer a tool to support redevelopment of existing multi-family projects that are currently developed in the 11-24 unit per acre range. As with the Residential High Density 4, this classification would be applied to individual project applications based on criteria established and adopted as policies in the comprehensive plan.

General Commercial and Residential to Mixed Use Districts - The intent of creating these mixed use districts is to provide specific, defined locations where multiple opportunities may occur for working, shopping, entertainment, lodging and living including the proposed town center. These districts are the most intense activity centers within the redevelopment area and are intended to create a sense of place and identity, while contributing to a diverse economy. The City may also need to consider mixed use options for some of the Residential High Density 4 sites that may need to explore viable alternatives to sole purpose residential projects. The mixed use conversions should incorporate increased public access to the Halifax River through public or private (commercial) options.

Mixed Use Districts

Two classifications of **Mixed Use Districts (MXD)** have been implemented as part of the land use plan to meet the needs of the different activity centers located in the redevelopment area. It is intended that the City will create a “mini” regulatory code to accommodate the CRA land use, zoning and imagery needs. To that end, the MXDs represent prototype ideas for land use and present language to guide code development. Primary uses that are common to all three of the Mixed Use Districts are Public Uses, Civic Uses, Neighborhood Commercial/Office, Multi-family Residential, and Lodging (inns, bed and breakfast).

The adopted MXD types are defined as follows:

MXD I - MXD I is designed to encourage a mix of medium/high density residential development, office and supporting retail uses with at least a 15% component of the minor use. The base residential density is 10 dwelling units

per acre with density bonuses and other criteria allowing density up to 40 units per acre. Floor Acre Ratio (FAR) is capped at 1.0. This land use is implemented through PUD zoning tools and has been applied to key redevelopment sites in the northern half of the CRA area.

MXD II - MXD II is designed to encourage a mix of medium/high density residential development, light industrial, office and retail uses with at least a 15% component of the minor use. The base density is 11-20 dwelling units per acre depending on location and density bonuses are available. This land use is implemented through PUD zoning tools and has been applied to the planned town center and the proposed redevelopment project area south of Reed Canal Road.

Bonuses for higher residential densities and floor area ratios (FARs) will be given to future developments that meet the basic performance standards including:

- Parcel aggregation.
- Enhanced landscaping along public right-of-way that meets new City standards.
- Increased pervious surfaces.
- Public access to river or internal plazas/open spaces.
- Minimum of 3 stories and 3 uses.
- Rehabilitation or replacement of dilapidated structures.
- Use of City imagery/architectural guidelines.
- Retaining business/employment.

Redevelopment Overlay District

This overlay district has been adopted as an amendment to the Comprehensive Plan and amending the Land Development Regulations (LDRs). The overlay district provides for increased architectural standards, landscaping standards, revised existing parking standards, permitted uses, and special exceptions within the overlay district.

Redevelopment District Residential 4 (RDR-4)

The RDR-4 is designed to encourage high quality, high-density residential development that will include on-site amenities, pedestrian connectivity for the residents, and high architectural and landscape standards. The base residential density is a minimum of 25 to a maximum of 40 units per acre. By using performance standard bonuses that encourage parcel aggregation, and innovative, high quality design, a density increase to a maximum of 60 units per acre would be allowed.

AMENITY PROGRAM

To create a unique identity for South Daytona and to foster its emergence as a “memorable place”, the following Amenity Program is presented. The amenity program provides additional tools and guidance to move from the overall concept of this plan to its implementation. The amenity program is designed to improve the visual impact of redevelopment and create a unique identity for the City. A public/private partnership is necessary for the success of this program, through which all property owners upgrade their own sites with help from the CRA.

The amenity program consists of both public and private improvements, particularly along the major U.S.-1 corridor and the major east/west roadways. The amenity program is illustrated in Figure 7 (page 49) and includes:

- Boundary Markers/Entry Monuments
- U.S.-1 Streetscape Enhancement
- Public/Private Streetscape Program
- Secondary Streetscape
- Sidewalk Improvements
- Revised Sign Guidelines
- Parks and Open Space Improvements
- Public Institutional Uses

Boundary Markers/ Entry Markers

Entry monuments define the arrival and departure points along the U.S.-1 corridor. The architectural style of these monuments is part of a comprehensive public design program adopted by the City. By using a similar architectural style, the City’s identity is strengthened as it is repeated throughout the community. These markers give identity throughout the City and, in particular, along the U.S.-1 corridor.

U.S.-1 Streetscape Enhancement

Enhancement of the U.S.-1 corridor addresses the issue of modifying the transportation system to support South Daytona’s image. The City has adopted the South Ridgewood Avenue Design Guidelines to structure public and private improvements within the corridor. The enhancements to the existing streetscape will include:

- Additional landscape plantings
- The introduction of color in the landscape
- Entry features
- An underground utilities program
- Lighting fixtures, street furniture and bus shelters
- Paving and sidewalk designs

Public/Private Streetscape Opportunities

As a sub-part of the U.S.-1 streetscape enhancement program, a public/private partnership for property enhancement has been implemented. The program includes design standards for private sector parcels as included in the South Ridgewood Avenue Design Guidelines and a property improvement grant program to encourage and assist private property owners in complying with the design standards. Examples of the proposed types of enhancements are shown for the Golfview Shopping Center, South Daytona Shopping Center, and a mini-warehouse area. This program illustrates the types of visual improvements that can be made to major roadways through a cooperative effort between the City and commercial businesses.

Golfview Shopping Center

The prototype for the Golfview Shopping Center represents a project along a major roadway with an adequate property depth for landscape improvements. Visual improvements include:

- Landscape easement with a hedge and trees for buffering the parking lot from the sidewalk/roadway.
- New signage
- New lighting

These improvements are illustrated in Figure 8 (page 50).

South Daytona Shopping Center

The South Daytona Shopping Center example represents improvements that are possible with a property of substandard depth. These improvements are illustrated in Figure 9 (page 51) and include:

- A more restrictive landscape easement for buffering
- New lighting
- New signage

U.S.-1 Mini-Warehouses

The mini-warehouse located on U.S.-1 also represents a different business type located on a property with adequate depth. The improvements are identified on Figure 10 (page 52) and include:

- Landscape easement with hedge and trees
- Recommended landscape against the warehouses

Secondary Streetscape

The plan proposes that the City continue the streetscape program along secondary streets within the redevelopment area in coordination with actions to address stormwater retention/detention and flooding problems. The streetscape enhancements along these secondary streets, including Palmetto Avenue, Segrave Street, and Granada Drive, should be used to provide buffering between land uses and to protect residential areas from higher intensity land uses.

Revised Sign Guidelines

As part of the streetscape enhancement program, the South Ridgewood Avenue Design Guidelines also revise the existing sign guidelines to improve the visual impact of commercial corridors such as U.S.-1. The sign guidelines offer design, size and placement recommendations for commercial signs for individual business sites and shopping centers. Sign management will also help address the issue of improving the community's image and creating an identity for South Daytona. Suggestions from the South Ridgewood Avenue Corridor Design Guidelines are shown on Figure 11 (page 53).

Sidewalk Improvements

Some locations within the redevelopment area either lack sidewalks or have sidewalks in need of repair. As part of the amenity program and as a public project, the Redevelopment Plan proposes to improve sidewalks along the east/west roadways that intersect with U.S.-1. These sidewalk improvements increase the connectivity between residential and commercial areas and promote a pedestrian-friendly transportation system.

Parks and Open Space

To address the issue of creating an attractive environment for residents, employees, and visitors to South Daytona, the plan identifies improvements to enhance existing park areas and the addition of parks to relieve the effects of higher density areas. In addition, these parks may provide recreational amenities for nearby residential areas. There is also a potential to include a park and lake as part of the Town Center.

As part of its open space program the City residents have expressed a desire to have improved public access to the Halifax River. The plan proposes the development of a second public park access in addition to Riverfront Park. The site for this park has not been identified. In addition to a public park the City can offer additional access opportunities within public areas of private development projects where retail shopping and restaurants can be incorporated into mixed use developments. These opportunities will need to be explored on an individual project basis.

PUBLIC IMPROVEMENT PROJECTS

Public improvement projects are a physical expression of the City's commitment to the Redevelopment Plan. Following is a series of crucial projects that establish the public framework for future private investment. These projects address image, pedestrian movement, roadway and intersection improvements, and park and recreation enhancements. They respond to the current and future problems and opportunities facing the City.

PUBLIC IMPROVEMENT PROJECT NO. 1

Project Description: U.S.-1 Streetscape Enhancement/Secondary Streetscapes

The U.S.-1 Corridor Streetscape Project extends from Beville Road to the City's southern limits, including both median and side parkways. The main streetscape improvements are proposed for the entrances at both the north and south ends of the City, the major intersections, at the Town Center, and through placement of overhead utilities underground along the length of the corridor. Improvements within the medians include complementary additions to the existing Washingtonian Palms. This will include additional palms, small flowering trees, ornamental grasses or additional ground cover. The side parkways will be improved either by requiring complementary landscaping along the right-of-way as private properties are developed and redeveloped.

Other elements of the U.S.-1 streetscape project include street furniture, new lighting fixtures, and entry markers and signage. Secondary streetscape improvements are proposed along Palmetto Avenue, Granada and Segrave as buffers between land use types.

Development Goals

- Improve the image of South Daytona's main commercial corridor
- Create a unique, positive identity for South Daytona
- Utilize existing median landscaping as a starting point

Strategies

- Utilize TIF funds for streetscape improvements to the public right-of-way in a phased approach, as funds are available
- Utilize entry monuments to identify South Daytona's entrances and use complementary markers at major intersections to reinforce this identity
- Create a public/private partnership by providing grants/loans to adjacent businesses for their participation in the project

Issues

- Coordination between the City and the Florida Department of Transportation for permitting and design

Project Schedule

- Phase I - Implement streetscape improvements at entrances to the City and Town Center
- Phase II - Develop and implement public grant/loan program
- Phase III - Implement remaining improvements.

Project Costs and Funding Source

Phase 1 - Beville Road to Big Tree Road - \$0.2 million (balance of Phase I construction); Phase 2 - Big Tree Road to Ridge Blvd. - \$2.0 million; Phase 3 - Balance of U.S. - 1 - \$4.0 million
TIF Funds

PUBLIC IMPROVEMENT PROJECT NO. 2

Project Description: U.S.-1 Sidewalk Linkage Improvement Project

This Project includes the addition/repair of sidewalks at intersecting east/west roadways throughout the U.S.-1 corridor and site specific improvements to various intersections. Sidewalks will be added/repared, as needed, on both the north and south sides of Big Tree Road east and west of the corridor and east of the railroad, and on the south side of Ridge Boulevard east of U.S.-1. Secondary side streets will also be part of the linkage improvement project including Palmetto Avenue, Erie Avenue, McDonald Avenue, O'Brien Way, Kost Street, Bellewood Avenue, and Beville Road (west of the U.S.-1 corridor).

Development Goals

- Improve the pedestrian movement between commercial/office uses along the U.S.-1 corridor and residential supporting areas
- Improve the pedestrian movement to the City's park and the Piggotte Center
- Increase the visible activity of pedestrians around the Town Center and other commercial areas

Strategies

- Utilize TIF funds for sidewalk improvements to the public right-of-way as part of the phased funding approach
- Perform an assessment of pedestrian needs and existing movements to develop a priority for the identified areas

Issues

- Availability of right-of-way
- Cooperation from adjacent land owners

Project Costs and Funding Source

28,400 Sq. Ft. @ \$30.00/Sq. Ft. = \$852,200
TIF Funds

PUBLIC IMPROVEMENT PROJECT NO. 3

Project Description: Carmen Drive Improvements

Improvements at Carmen Drive are proposed to specifically address the expected increase in traffic due to the development of the Town Center, including the newly renovated Mall and office space. This road will also serve as a connector between the residential areas and the employment center at the southern end of the City. In addition, the roadway will provide a north-south alternative link between Ridge Blvd. and Reed Canal Road. These improvements will include at a minimum:

- Intersection improvements at Ridge, Buchanan and Reed Canal Roads.
- Right-of-way analysis to determine if widening is possible.
- Stabilization, curb and gutter, resurfacing and marking.
- Drainage and off-site stormwater management tied into Reed Canal.
- Beautification, including lighting, signage and landscaping.
- Furniture, lights and safety features.

Development Goals

- Provide a safe, efficient transportation network serving the residents and businesses
- Serve as an internal reliever for patrons of the Town Center
- Facilitate new business location or re-location

Strategies

- Conduct a right-of-way survey
- Undertake design/engineering for infrastructure improvements
- Coordinate with VOTRAN
- Earmark TIF
- Coordinate with other agencies such as Volusia County MPO, etc.
- Coordinate with adjacent property owners and residences

Issues

- Impact on the residential areas
- Adequate right-of-way to expand if needed
- Foster some type of pedestrian movement and linkage between nearby residential populations and the Town Center

Project Costs and Funding Source

5,600 Linear Feet = \$200,000

TIF Funds

PUBLIC IMPROVEMENT PROJECT NO. 4

Project Description: Intersection Improvements

Intersection improvements on U.S.-1 (Ridgewood Avenue) need to be fully evaluated for the following east-west roadways: Reed Canal Road, Ridge Blvd., Big Tree Road, Beville Road. The Blight Study identified severe accident locations at Beville, Big Tree and Reed Canal Roadways, based upon current police data files. In addition, improvements are necessary for Ridge Blvd. due to the expected increase in traffic/pedestrian activity at the Town Center.

These improvements will include at a minimum:

- Alignment issues for safer mobility
- Right-of-way acquisition for adding turn lanes or accel/decel lanes
- Stabilization, resurfacing and marking
- Drainage and off-site stormwater management, piping systems vs. swales
- New signalization, burying utilities, re-doing lighting/signage
- Increasing the user friendliness of the intersections for pedestrian or alternative modes of transport

Development Goals

- Provide a safe, efficient transportation network serving the residents and businesses
- Provide better access to the activity centers
- Facilitate new business location or re-location
- Enhance the image of South Daytona

Strategies

- Conduct a right-of-way survey
- Undertake design/engineering for infrastructure improvements
- Coordinate with VOTRAN
- Earmark TIF
- Coordinate with other agencies such as FDOT, Volusia County MPO, etc.
- Coordinate with adjacent property owners and residences

Issues

- Coordination with FDOT for intersection utilities, lighting, signage, and other improvements
- May not be adequate right-of-way to expand if needed
- Foster some type of pedestrian movement between residential areas and abutting land uses

Project Costs and Funding Source

\$100,000 - \$500,000

TIF Funds

PUBLIC IMPROVEMENT PROJECT NO. 5

Project Description: Park and Open Space Improvements

To enhance the visual and aesthetic environment, the Plan proposes a series of parks or open space improvements throughout the Redevelopment Area. The Comprehensive Plan inventoried existing facilities/future needs. However, very little land is available for new park and recreation areas. As parcels are aggregated in the CRA for new project development, lands should be set aside for both expansion of existing parks or location of new passive recreational areas. As the Mixed Use Districts begin to develop, their locations would enable the City or private sector to provide on-site amenities for internal and external facility users. If at all feasible, the City should evaluate its ability to provide a physical link through sidewalks, bikeways, or trails between the River and the residential/commercial areas of the CRA.

Opportunities for enhancement of Riverfront Park include re-orientation of the uses on site to maximize the waterfront and other natural amenities to encourage more people to use the site. Since this is the only public waterfront site in the City, land directly along the waterfront should house the picnic tables, pavilion, play areas, private seating for quiet respite and reading, and areas to hear music. In general, place the people spaces along the water and move the parking to the rear.

Currently vacant parcels should be evaluated for their specific needs and included in the overall master park planning effort. The plan identifies a half-acre parcel just south of Bellewood Ave., diagonally across from Nautical Drive. This parcel can be used for passive recreation, breaking up the urban landscape, or for some more active pursuits such as a basketball court, volleyball/badminton area, etc. The City also needs to seek acquisition of one additional riverfront parcel for development as a public park in line with community efforts to improve access to the Halifax River. Water-related recreation activity will also require improved boating access.

Development Goals

- Promote a safe and attractive environment for residents and visitors
- Alleviate the impacts of urbanization by reducing visual clutter and provide sites for gatherings, special events and special programs
- Improve public access to the Halifax River for water-related recreation activities including boating

Strategies

- Utilize the City's Comprehensive Plan policies which require developments over two (2) acres along the waterfront to provide River access
- Implement/enhance the recreation impact fee to gain land/or funds for park development

- Acquire one additional riverfront parcel that can be developed as a public park
- Improve boating access to public parks and residential sites
- Coordinate with the Volusia County Endangered Lands program for funds and sites

Issues

- Facilitate pedestrian movements between residential areas, activity centers, and parks/open space
- Finding available, suitable land to designate/develop for park/open space, which will be strategically located to serve nearby population areas

Project Costs and Funding Source

\$2.9 million

TIF Funds

PUBLIC IMPROVEMENT PROJECT NO. 6

Project Description: Madeline Avenue Extension

The Madeline Avenue Extension from Sauls Street to U.S.-1 will provide an alternative east-west linkage between Nova Road and U.S.-1 and it is important to the support of several of the commercial and residential catalyst projects at the south end of the redevelopment district. (Refer to Projects A, B, C, J, K and L.) The project is part of the long-range transportation plan but is not currently listed in the five-year road program. The project will require close cooperation between South Daytona, Port Orange and Volusia County to design, fund and build the project. Crossing the FEC Railroad has been a major obstacle and may require consideration of a grade separated crossing if the project is to be built.

Development Goals

- Provide alternative access to industrial and commercial projects
- Provide alternative access to link U.S.-1 with roads and areas further west
- Provide traffic relief to Reed Canal Road

Strategies

- Work with the other associated local governments and the Metropolitan Planning Organization to maintain the project in the long-range plan, resolve design issues, and obtain construction funding

Issues

- Access issues to adjacent properties in Port Orange
- Approval to cross FEC Railroad
- Shortage of road funding

Project Costs and Funding Source

\$3.8 million

TIF Funds, impact fees, gas taxes

PUBLIC IMPROVEMENT PROJECT NO. 7

Project Description: Community Policing & Public Safety

The Blight Study identified crime and public safety as a significant problem within the community redevelopment area. Actual and perceived safety is an important factor in the selection of the CRA as a place to live, establish businesses and shop. The Blight Study presents statistics on crime rates for the blight study area, but the perception of safety by residents and visitors is as important as the actual crime statistics themselves. The CRA has responded to this issue by working with the Police Department to create and fund a community policing program within the CRA. Community policing is a law enforcement technique that stresses the presence of highly visible law enforcement within the targeted area working in close cooperation with residents and visitors.

Development Goals

- Increase police presence within the community
- Reduce overall crime rate including crimes against property
- Create sense of personal safety for residents, employees and visitors to the CRA area

Strategies

- Increase the number of officers on patrol within the CRA
- Establish a substation within the planned town center area to locate police in close proximity to the service area
- Establish bicycle patrols, foot patrols and other methods that place law enforcement in close proximity and allow regular contact with businesses and residents
- Increase patrol frequency with the CRA
- Establish the CRA as a discrete patrol area where crime statistics can be collected and analyzed to allow improved law enforcement applications
- Incorporate CPTED design principles in the design of public and private projects within the CRA

Issues

- Develop and apply appropriate policing techniques

Project Schedule

This program needs to be an ongoing effort to ensure public safety needs are addressed as physical improvements are made within the CRA.

Project Costs and Funding Source

\$450,000 annually

TIF Funds

PUBLIC IMPROVEMENT PROJECT NO. 8

Project Description: Residential Neighborhood Improvements

The Blight Study identified a number of physical and social concerns with residential neighborhoods in the community redevelopment area. The 2006 Vision Plan also identified a need to maintain quality residential neighborhoods across a range of housing costs. The redevelopment plan includes public safety programs which in part target the primarily single family areas within the CRA. This project supports the public safety program by using a variety of physical improvements such as signage, lighting and landscaping to foster a distinctive neighborhood identity. Combined with safe and well-maintained streets and sidewalks, this program can help promote quality and vibrant residential neighborhoods.

Development Goals

- Provide safe, quality residential areas
- Increase neighborhood identity and neighborhood social interactions

Strategies

- Use physical design elements to highlight neighborhood areas
- Maintain streets and sidewalks in standard condition
- Support opportunities for neighborhood level social events which create opportunities for personal interaction within the neighborhood
- Increase police presence and code enforcement

Issues

- Identify targeted neighborhood areas
- Develop projects and programs targeted to individual neighborhood assets and needs

Project Schedule

Physical improvements can be made as funding becomes available. Some elements, such as community policing, code enforcement and sidewalk connectivity, are part of other projects and can be implemented with those programs.

Project Costs and Funding Source

\$200,000 annually

TIF Funds

PRIVATE CATALYST PROJECTS

The plan specifies areas for private catalyst projects that are necessary to activate the planned redevelopment. There are two types of catalyst projects considered. The first projects are commercially based projects that were identified in the original redevelopment plan. These projects for the most part are still viable and reasonable options for future development. Various situations exist: some sites are vacant; some are already developed, but may be in need of rehabilitation; some are not economically viable or are non-conforming uses/structures; and some are, because of their location, suitable for other more economically feasible uses and reconfigured structures.

The second group of projects consists of residential projects that were approved in the 2002-2006 time period as part of the general housing boom impacting Florida and Volusia County during that period. One project has been completed, but the other projects remain “on the books” as future development. Like the commercially based projects, these residential developments have the potential to add significantly to the City’s tax base and the CRA TIF trust fund. As the market improves for residential development, the City may need to consider amendments to current configuration of these projects to introduce mixed use options, improve public access and other changes.

Private projects are responsible for future increases in property values, which will generate additional funds for all redevelopment improvements. Therefore, there is a strong linkage between the comprehensive plan, the public projects, and the private projects. Each of these elements must interrelate successfully with the others in order to achieve the City’s overall redevelopment goals and objectives. These projects are identified on Figure 4 (page 46) of the Redevelopment Plan.

The catalyst projects are identified as follows in the order in which they appear on the plan.

A. Madeline Avenue Commercial Project

Located on approximately 8.16 acres of vacant land on the south side of the future Madeline Avenue, this area should be targeted for a commercial center. Using a Floor Area Ratio (FAR) of .25, approximately 88,862 square feet (sf) could be built.

B. Madeline Avenue Office Complex

This parcel is approximately 5 acres of undeveloped land on the north side of the future Madeline Avenue. The opportunity exists to aggregate land for construction of 76,000 sf of office space.

C. Waterfront Mixed Use Project Area

The lands identified on the plan for this project would be aggregated into a parcel containing 9.4 acres, with some 4 acres in wetlands and marsh. This condition may require that two parcels of approximately 6 and 3.4 acres be aggregated. The development strategy is to open up, if even in a limited capacity, access to the river. The project can be a mixture of office and residential condominium units, oriented and linked to the river with a boardwalk.

D. Town Center/Sunshine Park Mall Project

This proposed opportunity contains three components. (Figure 12, page 54)

Town Center Office/Retail (Sunshine Park Mall): This project incorporates the existing buildings with new development out-parcel sites and a new configuration for the existing mall. The City has worked with the property owner on a series of potential plans that incorporate the existing structures but add new residential and commercial development to the mix. This area needs to strive to become a true mixed-use area with highly integrated pedestrian elements and more highly urbanized design. Buildings of three to five stories with a maximum of seven stories should be encouraged. The area needs to include one or more quality public spaces that can function as a community gathering area. The city visioning program suggested inclusion of a European style piazza. The town center needs to be fully integrated with surrounding commercial and residential neighborhoods including bicycle, pedestrian, transit and other alternative modes in addition to automobile access.

Town Center Residential: Located south of the Mall, this 20-acre parcel could become a prime apartment/condominium residential site. At a maximum of 15 dwellings/acre, an estimated 300 units could be built. If the City adopts performance standards for high quality development, the dwelling units/acre could be increased to 20. This is the area where a park and lake would be open/available to the public. The construction of the new International Academy has created a commercial anchor at the southern portion of the town center as well as contributing to a demand for rental housing.

Halifax Center MXD: Located east of the Mall across U.S.-1 (between Ridgewood and Palmetto Circle), this project would consist of office, retail and residential elements. Sited on 5.73 acres, the maximum residential density of 15 units per acre would result in 86 units. Using a higher FAR of .75 would result in 187,199 sf of office/retail space.

E. North end (City Hall Vicinity) Mixed Use Project

The lands identified as mixed use south of Beville Road and east and west of U.S.-1 near City Hall would consist of both commercial and residential components. Consisting of approximately 5.7 acres and using a FAR of .35, the project could house over 86,000 sf of commercial and 86 units.

F. Light Industrial Mixed Use Project

This project would be located south of the intersection of Reed Canal Road and U.S.-1. While the Rinker Plant and two mobile home subdivisions currently are located there, the 37-acre site lends itself to aggregation and use as an extension of the South Daytona Business Park, the City's industrial park. By using performance standards and requiring extensive internal buffering tools, light industry, office and residential uses could co-exist. Industrial space would be allocated to 1/3 of the property resulting in 268,620 sf. Commercial/office space would be allocated to 1/3 of property resulting in 188,034 sf. Residential units, not to exceed 15 dwellings/acre, could result in 185 units.

G. Segrave Mixed Use Project

This private project consists of a combination of commercial, office, and residential components. The project is located on 7 acres west of U.S.-1 between Big Tree and Segrave St. The residential component contains 84 units, based on 12 dwellings/acre. Commercial opportunities take the form of 106,722 sf, at an FAR of .35

H. Halifax Landing

This strategic parcel has been developed with a high quality, high-density condominium development consisting of 186 units on 4.4 acres. Projected value of the project is \$67 million to be entered on the January 2009 tax roll.

I. Seabreeze (Madeira Towers)

These two riverfront parcels consisting of the former Daytona Bowl & Shoppes parcels have been combined and approved for 522 dwelling units in three high rise towers on 8.7 acres. The former bowling alley has been demolished, but no construction of the residential project has been initiated.

J. Terramark/Lotus Club

This project is located on Murray Way at the southern end of the City. The project is approved for 369 units on six acres. The project is adjacent to the City Center planned development which is a high rise residential and commercial project in Port Orange.

K. Malaga/Sandy Point

The project consists of 3.4 acres and is planned to accommodate 198 units. No site improvements have been made and a finalized development agreement is not yet in place.

L. Villa Casa Blanca

This project is planned to include 492 units on 8.2 acres. No site improvements have been made and a finalized development plan is not yet in place.

M. Halifax Center North and South

The Halifax Center project is planned in two phases on about 13 acres with 752 residential units. No final development agreement is in place.

N. Mediterranean Villas

This project is located between U.S.-1 and South Palmetto Avenue north of Bellewood Avenue. The project is a mid-rise (five story) development planned for 354 units on about six acres of land. The project replaces an older and sub-standard mobile home park. The mobile homes have been cleared from the site but no final development agreement is in place.

O. Diamond Reef Estates

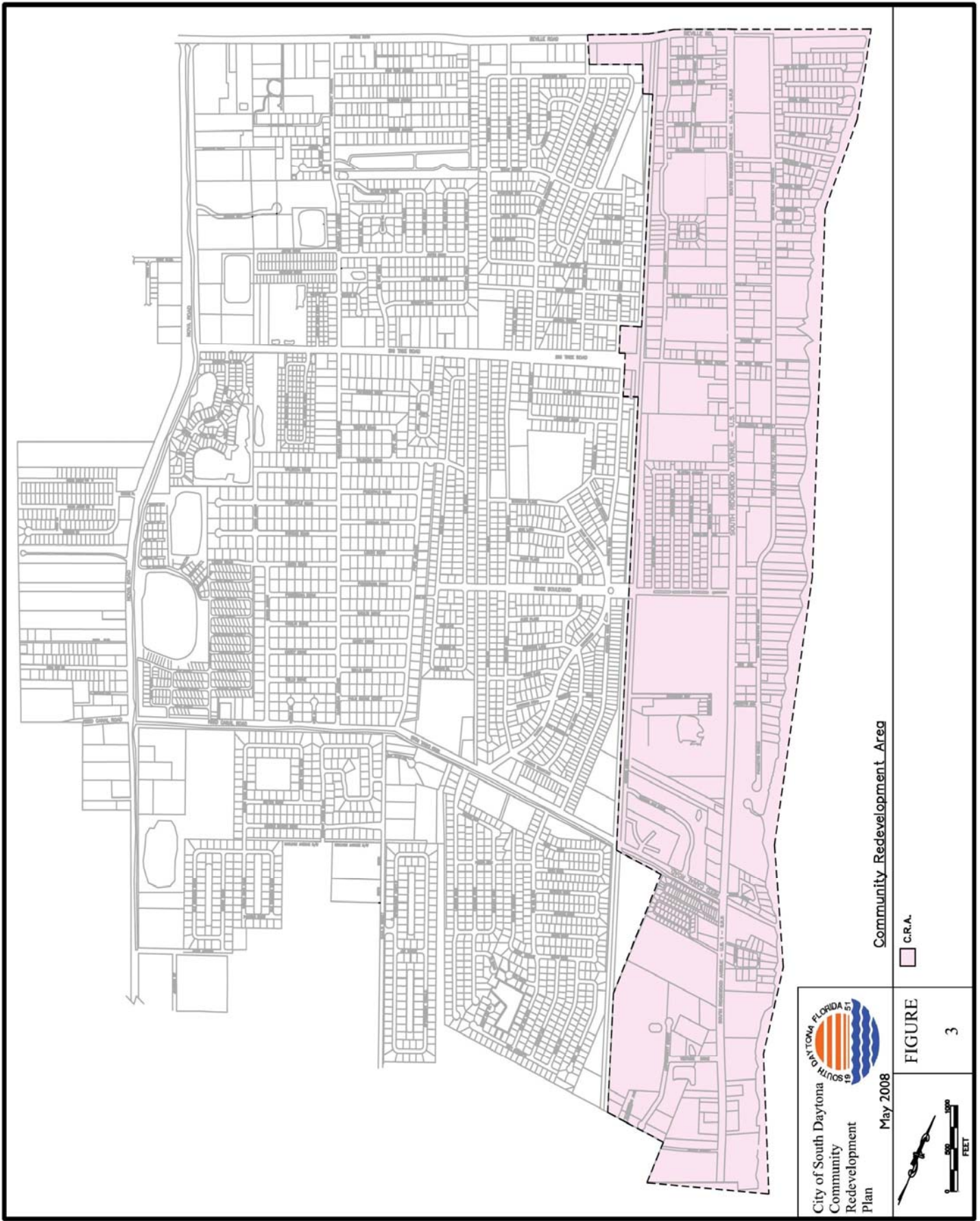
Diamond Reef Estates is a 16 lot single-family development replacing several older single-family homes east of South Palmetto Avenue. Site design has been approved but no construction has begun.

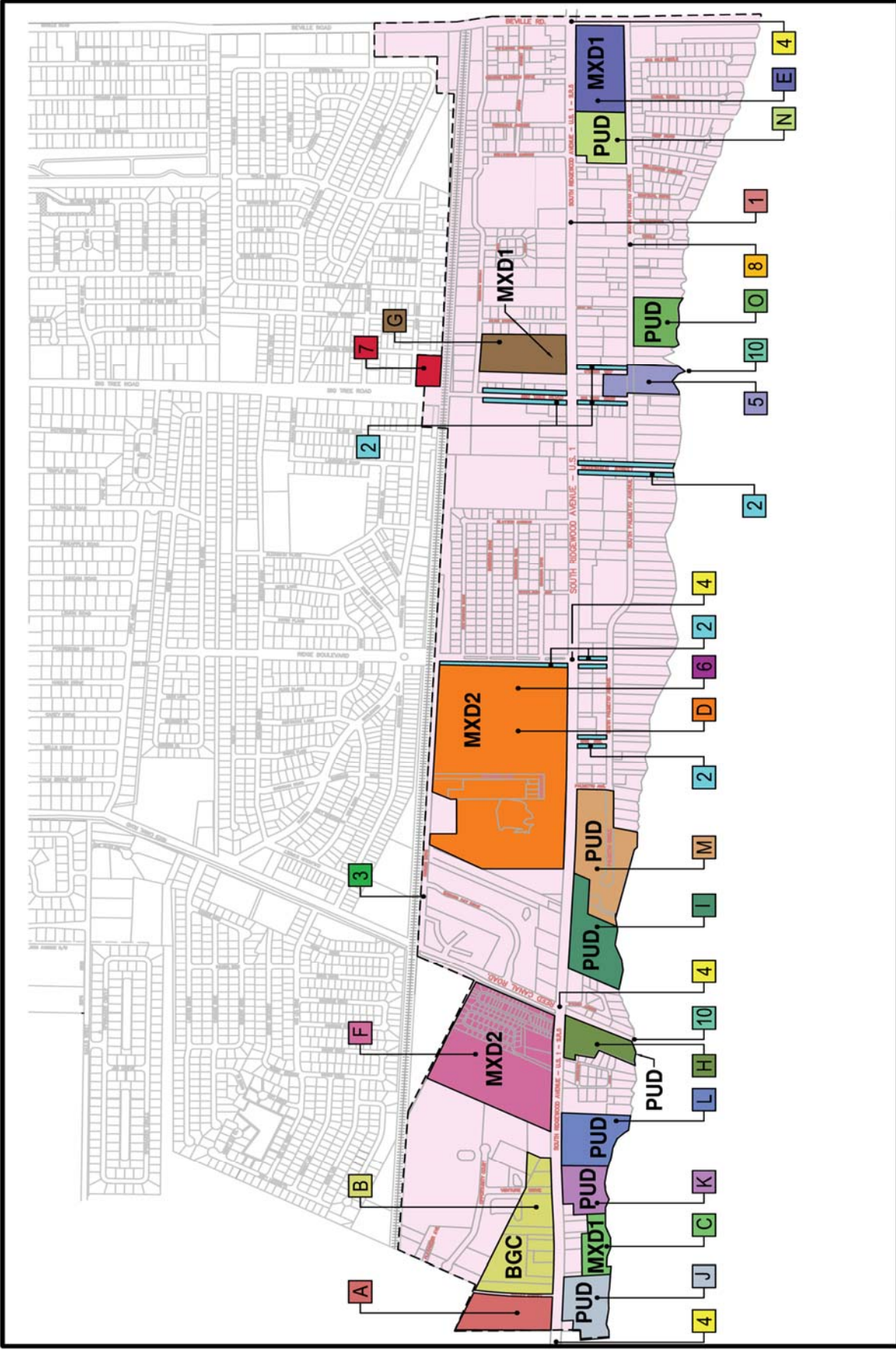
CONCLUSION


This Redevelopment Plan represents both a vision and a “blueprint” for revitalizing the U.S.-1 corridor area. The 1997 Redevelopment Plan was a critical milestone at the start of what has the potential to become a grand journey. This updated plan makes the necessary adjustments to the redevelopment program dictated by events and accomplishments since the original plan was adopted. By following this Plan, the City will be able to capitalize on its strong assets to renew a deteriorating tax base, increase employment opportunities, and aesthetically enhance its highly trafficked and visible main commercial corridor. In this way, South Daytona can, indeed, become a **“TO PLACE”** rather than just a **“THROUGH PLACE”**.

The Redevelopment Plan, with its “toolbox” of mechanisms, techniques and project activities, is the primary vehicle for giving impetus to interest and investment in CRA development and redevelopment. However, this vehicle does not run by itself; it must be driven by the leaders of the City. The key to the

success of this effort rests upon the shoulders of these leaders. It is essential that they combine vision and determination with administrative, financial, regulatory, promotional and public relations skills. The role of strong leadership is the most important factor in achieving community support and participation, private interest and investment, and successful marketing of the City's Redevelopment Program both within and beyond the Daytona Beach metropolitan area.







City of South Daytona
Community
Redevelopment
Plan

May 2008


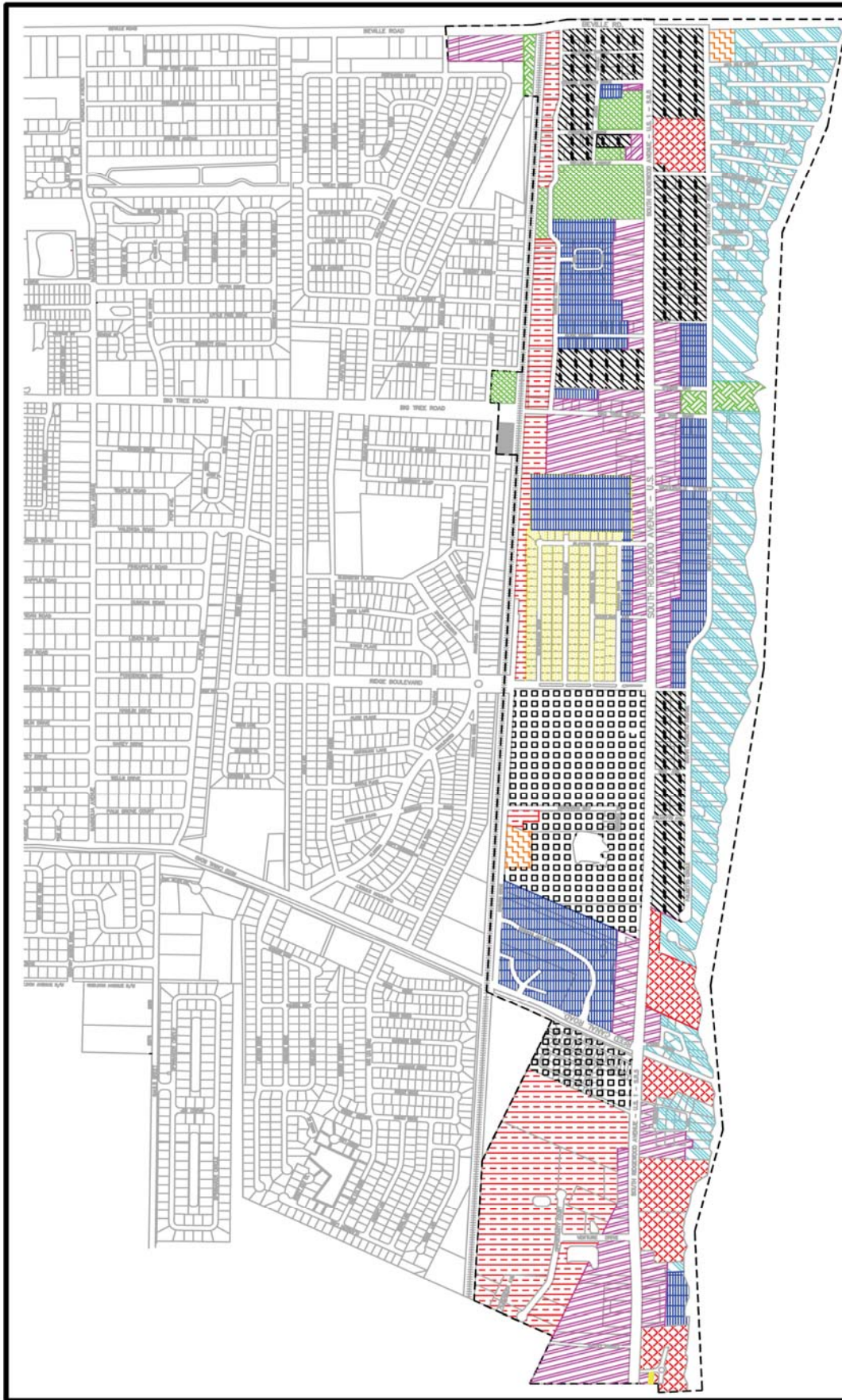


FIGURE
4

Composite Recommendations	Private Projects	Land Use Changes
Public Projects <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;"> <div style="background-color: #f08080; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> 1 US 1/Palmetto Corridor Streetscape </div> <div style="width: 33%;"> <div style="background-color: #800080; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> 6 Gym @ Town Center </div> <div style="width: 33%;"> <div style="background-color: #008000; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> 7 Redevelop Piggotte Center </div> </div> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> 2 US 1 Sidewalk Linkage Improvements </div> <div style="width: 33%;"> <div style="background-color: #ff0000; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> 7 Redevelop Piggotte Center </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> 8 Bikeways/Palmetto sidewalk links </div> </div> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> 3 Corridor Drive Improvements </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> 9 Park Acquisitions (to be determined) </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> 10 Halifax Dredge </div> </div> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> 4 US 1 Intersection Improvements </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> 5 Parks & Open Spaces </div> </div>	Private Projects <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;"> <div style="background-color: #ff0000; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> A Madeline Ave. Commercial Project </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> F Industrial Mixed-Use Project </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> G Segrove Mixed-Use Project </div> </div> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> B Madeline Ave. Office Project </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> H PCD - Reed Canal Waterfront (Halifax Landing Condominium) </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> I PCD - Daytona Bowl & Shoppes </div> </div> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> C Waterfront Mixed-Use Complex </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> J PCD </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> K PCD </div> </div> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> D Town Center/Sunshine Park Mall </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> E North end Mixed-Use Project </div> </div>	Land Use Changes <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;"> <div style="background-color: #ff0000; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> MXD1 </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> PCD </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> PCD </div> </div> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> MXD2 </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> PCD </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> PCD </div> </div> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> PUD </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> PCD - (Low Rise) </div> <div style="width: 33%;"> <div style="background-color: #0000ff; width: 15px; height: 15px; display: inline-block; margin-right: 5px;"></div> PCD - Diamond Reef Estates </div> </div>



Future Land Use Map

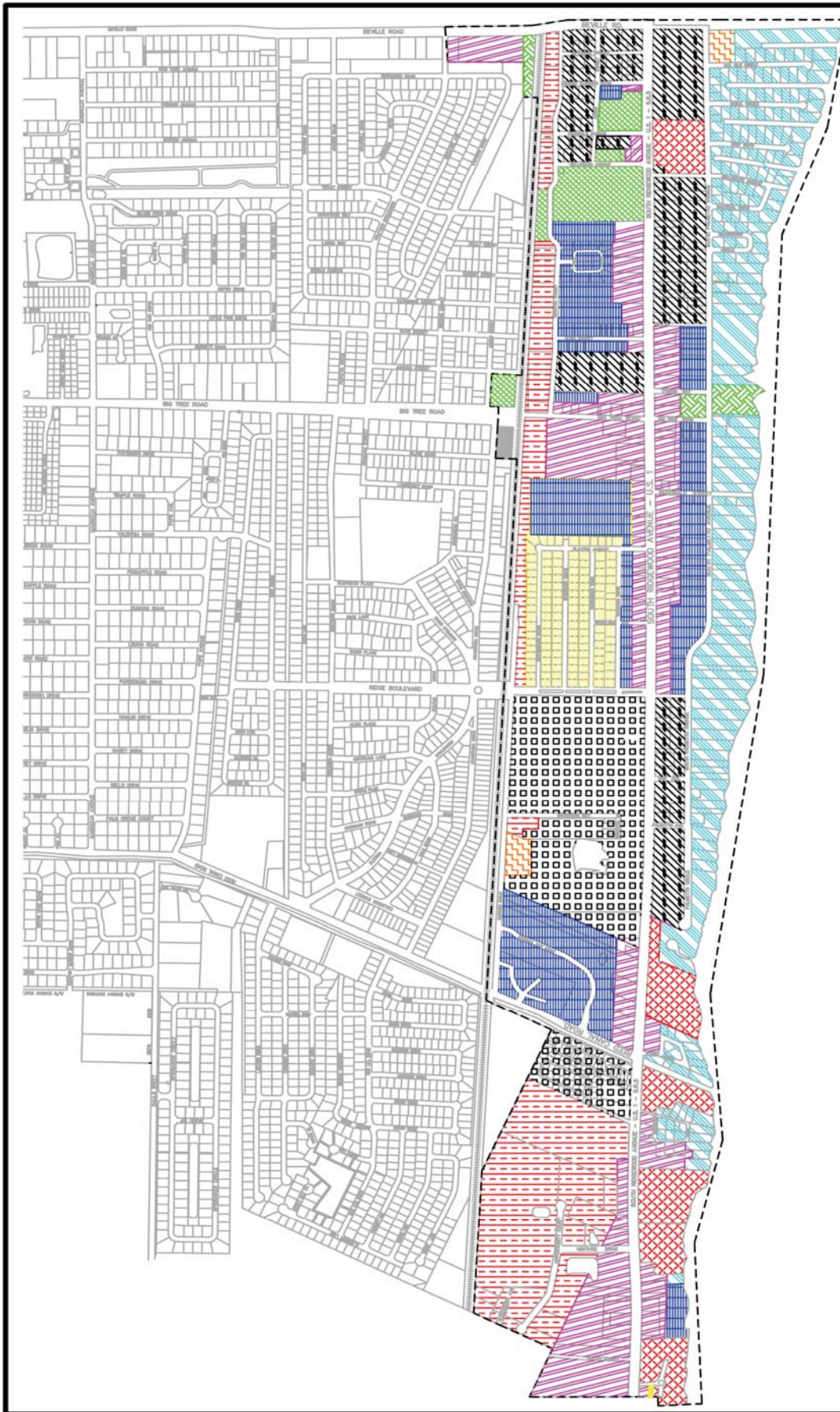
- RESIDENTIAL DENSITY 1
- RESIDENTIAL DENSITY 2
- RESIDENTIAL DENSITY 3
- RESIDENTIAL HIGH DENSITY 4
- COMMERCIAL

- NEIGHBORHOOD COMMERCIAL
- LIGHT INDUSTRIAL
- PUBLIC
- PARKS

- MIXED USE 1
- MIXED USE 2
- UTILITIES

NOTE: PUBLIC SCHOOLS ARE A SPECIFICALLY PERMITTED USE IN ANY RESIDENTIAL LAND USE CATEGORY.
 --- C.R.A. BOUNDARY





Proposed Changes to the Future Land Use Map

- RESIDENTIAL DENSITY 1
- RESIDENTIAL DENSITY 2
- RESIDENTIAL DENSITY 3
- RESIDENTIAL MEDIUM DENSITY RANGE 4
- RESIDENTIAL HIGH DENSITY 4

- COMMERCIAL
- NEIGHBORHOOD COMMERCIAL
- LIGHT INDUSTRIAL
- PUBLIC
- PARKS

- MIXED USE 1
- MIXED USE 2
- UTILITIES

NOTE: PUBLIC SCHOOLS ARE A SPECIFICALLY PERMITTED USE IN ANY RESIDENTIAL LAND USE CATEGORY.

--- C.R.A. BOUNDARY

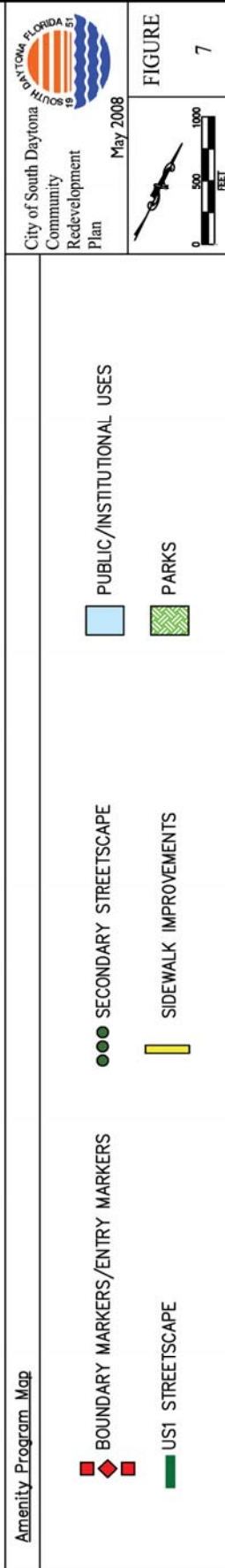


Figure 8
Golfview Shopping Center

Existing



Proposed

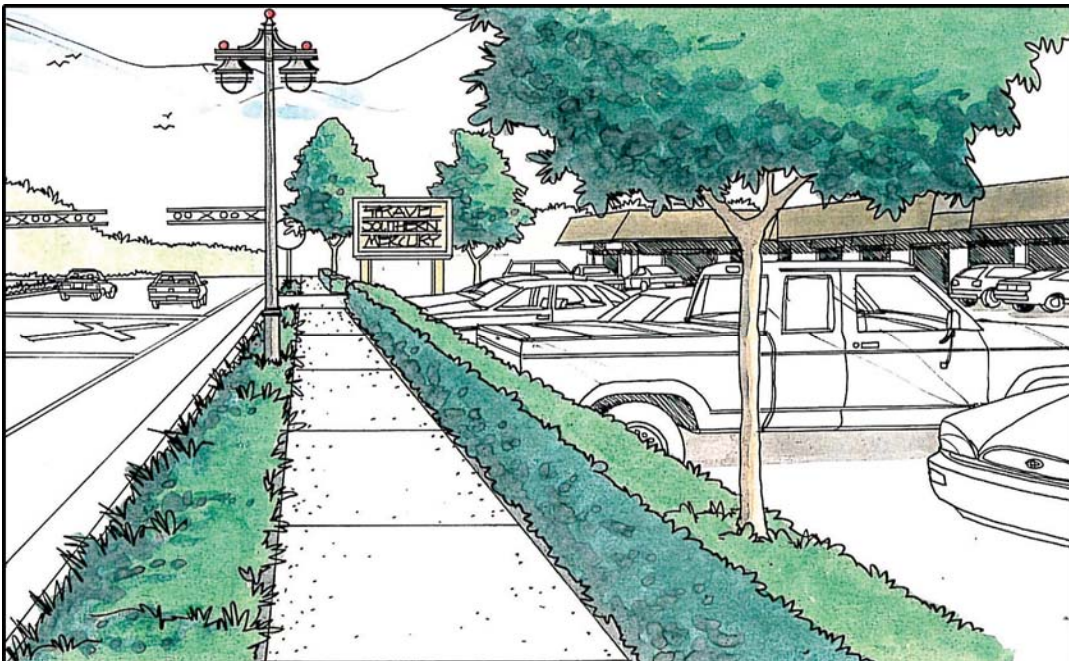


Figure 9
South Daytona Shopping Center

Existing



Proposed



Figure 10
Mini-Warehouses

Existing



Proposed

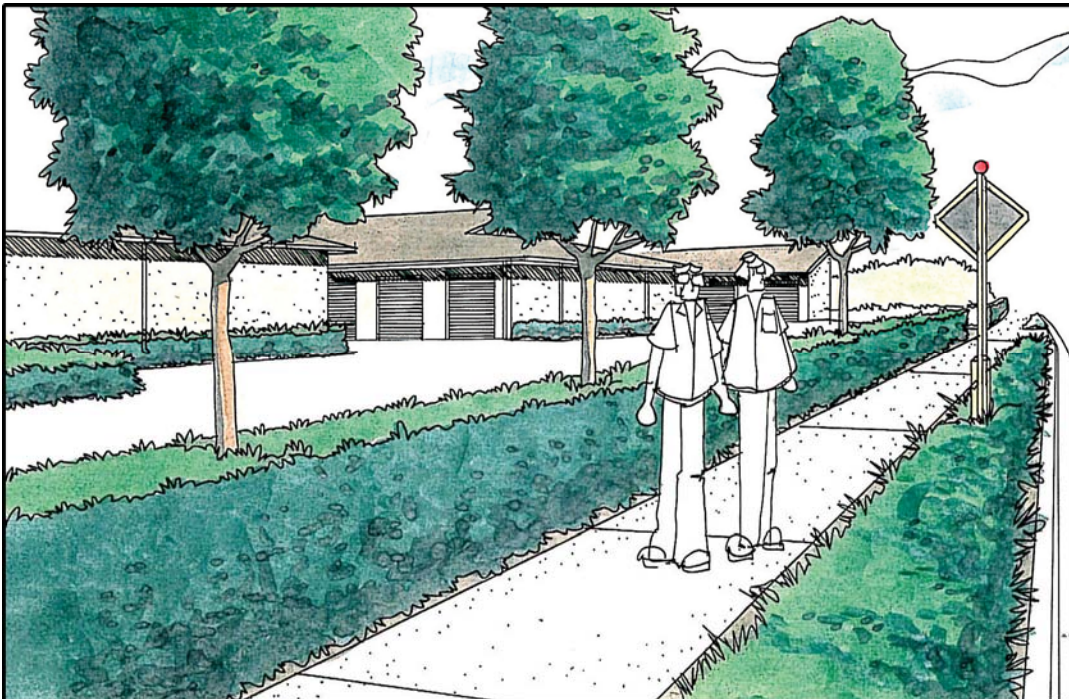


Figure 11
Signs

Existing



Proposed





IMPLEMENTATION



← Piggotte
Community
Center

→ Typical
Office / Retail
Development



← Riverfront
Park

IMPLEMENTATION

The success or failure of the Redevelopment Plan hinges on the ability of the City to stimulate re-investment, to undertake public improvement projects, and to engender community support. South Daytona has taken its first steps by identifying its needs, evaluating its alternatives, and preparing a plan to guide its efforts for the next ten to twenty years. The City must recognize that its most important role in the implementation of the plan is that of facilitator. While the plan contains only recommendations for land acquisition directly associated with parks and transportation needs, the City's responsibilities include being the catalyst to stimulate, market, and encourage both public support and private participation.

This section of the plan identifies a series of implementation strategies, which have the highest potential for aiding South Daytona to reach its goals.

MANAGEMENT PLAN

Implementation of the plan will require both human and financial resources. The City has adopted specific operating policies for personnel, purchasing, financial management and general governance. The City Council serves as the Redevelopment Agency Board and meets as the CRA Board separate from its duties and responsibilities for general governance of the City. Separate agendas and minutes are kept for each CRA Board meeting and a separate budget schedule is maintained within the City budget and CRA expenditures are clearly tracked through the City's Finance Department.

The City has appointed a Redevelopment Director to oversee the daily management of CRA projects and programs under the supervision of the City Manager. When services to the CRA are provided by other staff and the cost of these services is charged to CRA accounts, City staff is required to keep time sheets or otherwise appropriately account for time spent on CRA work as well as any attributable direct expenses. Budget projections for management functions are estimated based on historic data and projected needs and included in the CRA long-term financial plan that is a part of this document. The long-term financial plan is reviewed and adjusted each year as part of the City's annual budgeting process.

FINANCIAL PLAN

Planning for the income and expenditures within the CRA is integral to plan implementation. Separate sections are devoted to the actual financial plan and specific yearly budget estimates, project cost estimates and proposed time frames. However, a variety of funding sources should be considered. The Tax Increment Trust Fund will be the primary funding source for CRA sponsored

programs and projects. The trust fund will annually include tax increment collections, interest on CRA funds and proceeds from any short-term or long-term borrowing. The CRA will also explore opportunities to leverage trust fund dollars where possible. Leveraging can be done by combining trust fund expenditures with other funds such as utility renewal and replacement funds or storm water utility capital funds when projects contain common elements. The trust fund can also be used as a source of matching funds for an array of grant programs for eligible projects within the CRA. Typical sources can include:

1. Special Assessments
2. General Obligation Bonds
3. Special Revenue Bonds
4. Grants and Loans to the CRA
5. Public and private grants and loans using CDBG funds, Community Reinvestment Act funds, historic preservation funds, Small Business Administration loans, and small business facility rehabilitation loan programs, etc.
6. Fees and charges

In implementing its projects and programs, the CRA will consider financial incentives as these are appropriate to the specific project and affordable by the CRA program. These would include:

1. Tax abatement/deferment
2. Public partnership with private development wherein the public sector installs roads, water, sewer, and other infrastructure necessary to make the project feasible
3. Establishing a Community Development District, Foreign Trade Zone, Community Development Corporation, etc.
4. Grants and loans to businesses/property owners

Property Improvement Grants: The City has established a restricted matching grant program to assist owners of business property in the CRA. The purpose of this financial aid is to encourage building and property improvements meeting the South Ridgewood Corridor Design Guidelines. The CRA has developed a detailed qualification and application process to guide property owners in considering the program. The CRA intends to annually assign a budget amount to activity so long as there is evident demand for the program.

Loans: Economic development is the purpose of the loan program, which will make low-interest loans only to the extent that funds are available for that purpose. Initially, economic development loans may be made to businesses for projects meeting certain minimum criteria, e.g. the project must be approved by the CRA; the business must pay a significant portion of the project costs; the project must involve construction of a new building on vacant land or a major

addition to an existing building; the new or expanded building must be for a new business or expansion of an existing business; and a significant number of new permanent full-time jobs must be created by the new business or expansion. Loans may be made by the CRA up to a maximum of \$100,000, with the exact loan amount dependent upon the availability of loan funds and the magnitude of project impact. Loans will be made at an interest rate comparable to those charged by certain federal assistance programs, such as the SBA loan program. The term of the loan will not exceed ten years, and the loan must be collateralized. Loan applications will be evaluated and prioritized, with highest ranking applications to be funded first – prioritization criteria may include such factors as: number of new jobs created and amount of value added to the tax base.

Other Incentives: In addition to the specific programs noted above the CRA may develop additional incentives that are designed to implement specific goals, programs and projects of the redevelopment plan. Assistance to home owners associations to support general neighborhood improvements and specific incentives to encourage the inclusion of residential units within mixed use projects are typical of programs that have been used in other redevelopment districts and may be considered in South Daytona.

MARKETING, PROMOTION AND TRAINING

The effectiveness of the plan will largely depend on the perception of the plan by the public, prospective developers and financial backers. Colorful illustrative materials are necessary prior to and during the process of developer solicitation. A strong citizen involvement and public information program can only aid in the success of the entire plan. The CRA should establish a community theme or slogan for use on City articles, or sponsor a contest for logo submittals, publish “CRA News” to residents/businesses to keep them informed, and prepare and manage an on-going “events program” to stimulate and maintain the public interest. Finally, utilize “success stories” as they develop to show that South Daytona is on the move.

The main focus of the CRA is on capital improvement projects that enhance the quality and capacity of the physical environment and on programs that contribute to the safety and security of the CRA district. The CRA may also engage in business training programs either individually or in combination with organizations such as the Chamber of Commerce. The bulk of the businesses in the CRA are smaller firms that typically do not have the resources to expand their business skills on a regular basis, keep abreast of changing laws, or acquire and improve management skills. The success of the redevelopment effort is not only dependent upon physical improvements within the CRA, but it also depends upon the success of the individual businesses that operate within the district. To the extent the CRA can assist these businesses in being better at what they do, this effort will further the redevelopment success of the district.

DEVELOPER SOLICITATION AND SELECTION

The developer solicitation process will occur if the City is given or acquires property within the area that would be used for private development. The solicitation process begins with the preparation of a detailed Request for Proposals (RFP) for targeted private development projects. The RFP must specifically detail all of the conditions and requirements that pertain to the developer/development process. Once selected, a General Development Agreement should be drafted and adopted by the CRA and City Council to assure that all terms and conditions are met. Upon completion, land acquisition/assemblage and other actions can commence.

PUBLIC IMPROVEMENTS

Another section of the plan has identified a series of public improvements, which are to be installed to encourage and support new development. These improvements will serve as the impetus for private sector return and reinvestment into the CRA. Many of the improvements are necessary from purely aesthetic, functional, or practical needs, such as streetscape, lighting, new signage, improved access/signalization, monumentation, and identity features. Other possibilities include expanding recreational opportunities through increased programs and services at the Piggotte Center and Waterfront Park. Development of urban design criteria to guide physical design, landscaping, beautification and promotion, much like the Streetscape Plan, would aid in public and private development.

LAND USE AND REGULATIONS

A continuing effort must be undertaken, in conjunction with overall management and implementation, to evaluate current land use and regulatory frameworks. South Daytona has implemented the key land use and zoning regulations presented in the 1997 plan, and this update recommends an additional land use classification. The City has also adopted design guidelines for the CRA district. As implementation continues, modifications to the current codes or additional regulations may be necessary and the City needs to monitor the regulatory structure and make changes as needed to further the redevelopment goals. Regulatory options might include:

1. A new land development code for the Community Redevelopment Area
2. Enhanced sign regulations
3. Performance based zoning or an urban code
4. Transfer of Development Rights
5. Property vesting
6. Density bonuses for property rehabilitation, demolition, acquisition and parcel aggregation
7. Increased floor area ratios for commercial development
8. Reduced on-site parking requirements

9. Enhanced landscape requirements
10. Plans review changes; delegation of authority to CRA
11. Amending the Comprehensive Plan/Land use Map to locate new opportunities for residential development and mixed use developments as shown in the Redevelopment Plan
12. Use Crime Prevention through Environmental Design strategies to assure human and structure safety and security
13. Prepare guidelines for U.S.-1 as an overlay district for architecture, landscape, signage, site development standards, etc.
14. Prepare detailed plans for public improvements.
15. Establish a systematic code enforcement program to address dilapidated structures, non-conforming uses/buildings, etc.

LEGAL / REGULATORY ISSUES



LEGAL/REGULATORY ISSUES

NEIGHBORHOOD IMPACT ASSESSMENT

Introduction

This assessment provides a detailed description of the impact of the proposed Redevelopment Plan upon the neighborhood residents of the CRA and the surrounding areas as required by Chapter 163.362 (3) FS. Such a description is required because the CRA contains low-moderate income residents. However, the CRA does not contain any public housing. Probably fewer than fifteen Section-8 participants reside in the CRA. The mobile home parks in the CRA contain a significant number of lower income residents. There are no plans for redevelopment in the largest single-family residential neighborhoods in the CRA. Redevelopment of mobile home parks in the CRA has been done by the private sector in compliance with notice requirements set by state law. There are no active plans for redeveloping the remaining mobile home parks, though the City would be receptive to substantive proposals for their redevelopment. Ample affordable housing for lower income persons is already available in the CRA, particularly in the form of mobile homes and Section-8 units; therefore, the plan does not specifically provide for additions to that type of housing.

Except for the possibility of some additional traffic on Big Tree Rd. and Reed Canal Rd., the neighborhoods west of the CRA - i.e. basically west of the FEC railroad tracks -should not feel any direct impact from the plan activities.

Relocation

The plan does not propose any acquisition of residential land by the public sector and the proposed park land acquisition is anticipated to be a market rate purchase without the use of eminent domain. Therefore, displacement and relocation of residents by the City is not contemplated. However, there are a few single-family dwelling units which are non-conforming uses in the commercial zones along U.S-1. It is possible that, in the longer term, private developers will buy these properties and redevelop them for commercial uses. The same could be true for the remaining mobile home parks. However, these transactions would be between private parties. The Community Redevelopment Agency will assess the need for relocation assistance on a case-by-case basis, and if government help is indicated, the CRA will attempt to arrange for it.

Traffic Circulation

The plan calls for development of vacant parcels plus improvements and redevelopment for a number of existing commercial uses, mostly along U.S.-1. These changes, over time, could result in some net increase in traffic generation.

A major objective of the whole redevelopment effort is to encourage a more vibrant business community with more customers. Most of this anticipated additional traffic will directly impact U.S.-1 and other major arterials and collectors, with little or no impact on residential streets. Given the likelihood that the U.S. 1 Arterial Investment Study recommendations will not be implemented in the foreseeable future, the City completed and adopted a Transportation Concurrency Exception Area (TCEA) for the U.S.-1 corridor. The TCEA includes specific recommendations and monitoring requirements for the City to follow in meeting transportation needs within this corridor. Proper implementation of the TCEA will adequately address the U.S.-1 transportation needs and impacts.

No new streets are proposed. Madeline Avenue will eventually be extended. Buchanan Way will likely be improved to create a new and signalized intersection at U.S.-1. Such a modification will improve public access between U.S.-1 and the Sunshine Park Mall.

Residential streets within the CRA will be marginally impacted, if at all, by traffic related to CRA improvements activities. To the extent that vacant lots are developed on South Palmetto, the quantity of such traffic would be so small that the level-of-service on South Palmetto should not be significantly degraded.

Environmental Quality

There are no plans to introduce any type of land use or business that would be a “pollution” producer. On-site stormwater management systems will be required to adequately handle runoff from new developments. Plan implementation will result in more green and landscaped spaces than presently exist, which will be a positive impact on the environment.

Availability of Community Services and Facilities

The plan will result in enhanced community services and facilities in the CRA. Such enhancements will include: increased police protection; added streetscaping for beautification; modifications to several intersections to make them safer and more user-friendly; some street, sidewalk, and drainage improvements; possible creation of signalized intersection at Buchanan Way/U.S.-1; U.S.-1 monumentation for beautification/identification; public/private cost share program to encourage frontage improvements along U.S.-1; and increased recreational services and programming.

Effect on School Population

The plan will have little direct impact on the school population. The only school within the CRA is the private Warner Christian Academy. One positive benefit for the school-age population residing in or using the area will be new sidewalk linkages.

Other Matters Affecting the Physical and Social Quality of the Neighborhood

It is expected that once implementation of the Redevelopment Program gains momentum over a period of months and years, the overall physical and social conditions of the CRA will significantly improve. Hopefully, an attitudinal shift will occur across the City that will increase community pride and motivation to participate in activities that result in visible physical and social improvements.

COMPREHENSIVE PLAN CONSISTENCY

The Redevelopment Plan is determined to be in compliance and consistent with the City's adopted Comprehensive Plan, including the Future Land Use Map (FLUM) and Plan, and the Goals, Objectives and Policies of all the Elements. A Comprehensive Plan amendment will be required to change the FLUM in order to include the additional residential land use classification. The adopting ordinances and resolutions make findings of fact as to the conformance of the Plan, adding legal backing to the changes.

PLAN DURATION

The redevelopment provisions, controls, restrictions and covenants of the Redevelopment Plan shall be effective for 30 years from the date of the original adoption.

PLAN MODIFICATION

The Redevelopment Plan may be amended or modified at any time subject to approval and adoption requirements imposed by Chapter 163.361 Florida Statutes.

SEVERABILITY

If any provision, section or clause of the Redevelopment Plan is held to be invalid, unconstitutional, or otherwise illegal, such decision shall not affect the validity of the remaining portions of the Redevelopment Plan.

FINANCIAL PLAN



FINANCIAL PLAN

The financial plan for the Community Redevelopment Agency consists of three schedules that provide financial information keyed to specific needs. The first schedule is the five-year capital improvements plan. This plan lays out the intended capital projects for the next five-year time increment. The schedule allows the CRA to plan and budget for capital construction items and it allows the City to coordinate its CRA capital improvements program with the five-year capital improvements program required as part of the comprehensive plan. The second schedule is the three-year financial plan that presents all capital, operating, and program costs for the next three-year increment. This schedule demonstrates the CRA compliance with the requirement to expend CRA tax increment funding within three years of collection (except for debt repayments). These two schedules will be updated annually as part of the City's annual budgeting process, and the five-year capital improvements program will be incorporated into the City's Long-Range Financial Plan, an annual update of its comprehensive plan capital improvements element.

TABLE 1
City of South Daytona
Community Redevelopment Agency
Five-Year Capital Improvements Program
FY 2007-08 through FY 2011-12

Project Name	2007-08	2008-09	2009-10	2010-11	2011-12	Total
U.S.-1 Corridor Phase 1	\$206,800					\$206,800
U.S.-1 Corridor Phase 2			\$2,000,000			\$2,000,000
U.S.-1 Corridor Phase 3						
Parkland Acquisition					\$2,900,000	\$2,900,000
Channel Access Dredge		\$1,133,000				\$1,133,000
Contingency						
Total	\$206,800	\$1,133,000	\$2,000,000		\$2,900,000	\$6,239,800

TABLE 2
City of South Daytona
Community Redevelopment Agency
Three-Year Financial Plan
FY 2007-08 through 2009-10

	2007-08	2008-09	2009-10
REVENUES			
Beginning Balance	\$1,286,663	\$3,741,388	\$4,003,076
Tax Increment	2,838,472	2,952,011	3,070,091
Grants	350,000	787,800	
Interest	195,000	87,454	90,952
Loan Proceeds	1,106,200		
TOTAL	\$5,776,335	\$7,568,653	\$7,164,119
OPERATING EXPENSES			
Personnel	\$90,500	\$99,550	\$109,505
Operating	12,000	12,720	13,483
Legal	48,600	53,460	58,806
Professional	75,000	75,000	75,000
Program (Façade)	100,000	100,000	100,000
Program (Police)		410,000	442,800
Transfer to G.F.	1,023,800	1,209,000	1,305,720
TOTAL	\$1,349,900	\$1,959,730	\$2,105,314
CAPITAL			
Debt Service	\$478,247	\$472,847	\$477,334
Programmed	206,800	1,133,000	2,000,000
TOTAL	\$685,047	\$1,605,847	\$2,477,334
NET PROGRAM	\$3,741,388	\$4,003,076	\$2,581,470

The third schedule is a long-range review of capital, operating and program costs in comparison to anticipated revenues. This schedule provides a longer range framework for financial planning as the CRA considers funding decisions on continuing or new projects and programs. This schedule should be used as a planning tool and regularly reviewed and updated based on any changing assumptions about the finances of the CRA and decisions that are made regarding programs and projects. The long-range schedule includes only programmed capital projects from the initial five years of the work program, but the net program balance indicates the level of funding available to support additional capital projects based upon the assumptions under which the financial plan was developed.

TABLE 3
City of South Daytona
Community Redevelopment Agency
Long-Range Financial Plan
FY 2007-08 through 2018-19

	2007/08 to 2011/12	2012/13 to 2016/17	2017/18 to 2018/19	TOTAL
REVENUES				
Beginning Balance	1,286,663	744,818	2,625,001	1,286,863
Tax Increment	15,374,080	18,704,919	8,571,330	42,650,329
Grants	1,137,800			1,137,800
Interest	586,369	712,459	328,477	1,605,305
Loan Proceeds	1,106,200			1,106,200
TOTAL	19,471,112	20,162,196	11,522,807	47,786,296
OPERATING EXPENSES				
Personnel	552,512	889,825	492,941	1,935,278
Operating	67,645	90,524	44,270	202,439
Legal	296,708	477,851	264,717	1,039,276
Professional	375,000	375,000	150,000	900,000
Program (façade)	500,000	410,000	140,000	1,050,000
Program (Police)	1,847,506	3,272,393	1,704,751	6,824,650
Transfer to G.F.	6,471,689	9,649,568	5,026,937	21,148,194
TOTAL	10,111,060	15,165,162	7,823,616	33,099,837
CAPITAL				
Debt Service	2,375,434	2,372,034	947,781	5,695,249
Programmed	6,239,800			6,239,800
TOTAL	8,615,234	2,372,034	947,781	11,935,049
NET PROGRAM	744,818	2,625,001	2,751,410	2,715,410

- Notes: 1. Beginning balance as of 10/1/07
2. Tax increment is based on projection of 4.0% annual growth
3. Grant funds include committed FDOT grant and projected FIND grant
4. Interest is based on 3.5% of annual tax increment through 2012 and 4.5% thereafter
5. Loan proceeds are balance of 2004 and 2006 revenue notes
6. Personnel expenses reflect 10% annual increase
7. Operating expenses reflect 6% annual increase
8. Transfers to General Fund reflect 8% annual increase
9. Debt service is taken from repayment schedule
10. Programmed capital is from the five-year capital budget

Budgetary Review

The Community Redevelopment Agency has adopted the City's policies for purchasing and financial administration as the policies for the CRA as well. Having common policies allows for ease of administration and provides assurances that the CRA funds will be expended in accordance with sound accounting principles and procedures. The annual budget shall be prepared concurrently with the annual City budget and shall specifically establish spending categories and budgetary amounts. The CRA shall evaluate the programs and revenue sources listed above during the budgetary review process to insure maximum utilization of available resources. Any remaining unencumbered funds from the preceding budget year shall be considered in the preparation of the annual budget and five-year capital budget. Priority shall be given to the expenditure of any prior year unencumbered funds.

Assets in the Redevelopment Trust Fund may be expended for the following purposes, in accordance with Section 163.387 (6), Florida Statutes:

- Administrative and overhead expenses necessary or incidental to the implementation of the Community Redevelopment Plan.
- Expenses for redevelopment planning, surveys and financial analysis, including reimbursement to the City Council or the CRA for such expenses incurred before the Redevelopment Plan was approved and adopted.
- Implementation of projects and programs in accordance with the redevelopment plan and Florida Statutes.
- Acquisition of real property in the CRA.
- Land acquisition for the purposes of development and redevelopment including the use of eminent domain for land acquisition in accordance with Florida Statute (Ord. 03-02)
- Land disposition for the purposes of development and redevelopment (Ord. 03-02)
- The use of the Redevelopment Trust Fund and tax increment revenues as collateral for loans of issues, the proceeds from which would be used for land acquisition and related activities to facilitate development or redevelopment (Ord. 03-02)
- Clearance of real property for redevelopment.
- Repayment of principal and interest for loans, advances, bonds, bond anticipation notes, and any other form of indebtedness.

Notes

1. The original redevelopment plan was prepared by HDR, Lawandales Planning Affiliates, and Design Forum, Inc. The current plan report employs a similar format and continues portions of the text from the original plan. The original redevelopment plan is on file with the Redevelopment Agency.
2. This edition of the City of South Daytona Redevelopment Plan incorporates amendments made to the plan by Ordinance 03-02, Ordinance 03-03, Resolution 04-01, and Resolution 08-07.
3. The City Profile and findings from the Blight Study are continued from the original blight study and redevelopment plan. While the Redevelopment Plan has been updated, the City does not need to “re-prove” its case for establishing the CRA. The updated redevelopment plan adjusts the original plan for changes in circumstances, program and project accomplishments and other needed adjustments that have arisen since the adoption of the original plan. The Blight Study is on file with the Redevelopment Agency.
4. On May 21, 2008 the South Daytona Land Development Regulation Board, in its role as the City’s local planning agency, reviewed the redevelopment plan amendments subsequently adopted by Resolution 08-07 and determined the amended redevelopment plan is consistent with the City’s adopted comprehensive plan.