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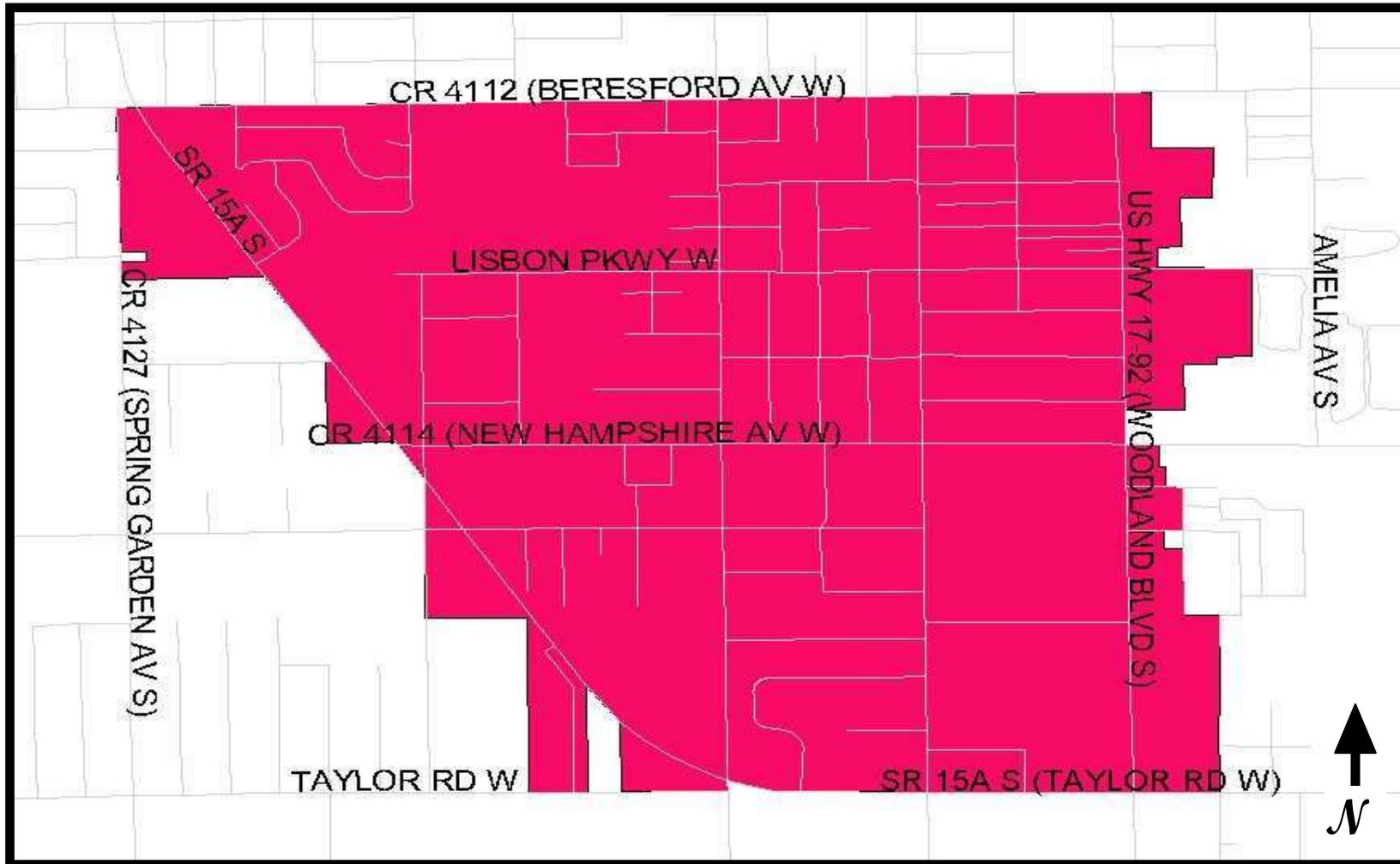
A. INTRODUCTION

As the City of DeLand and Volusia County continue to grow and experience the effects of revitalization, economic development and population growth, they have recognized the challenges and issues facing the Spring Hill community. The City and the County have taken steps to address the economic and social challenges facing the Spring Hill community through a range of planning activities that have resulted in the development of a variety of programs. These planning activities have included the creation of the Spring Hill Weed and Seed Neighborhood Redevelopment Action Plan, the establishment of the Spring Hill Weed and Seed Program, and the Spring Hill Five Year Long Range Plan and One Year Action Plan. The resulting programs have included the establishment of the Central Florida Community Development Corporation Community Center on Adelle Avenue; the provision of affordable housing programs and home ownership assistance programs; and the installation of sanitary sewer lines and other public infrastructure utilizing Community Development Block Grant (CDBG) funding. Great strides in some areas and incremental improvements in other areas have been made; however, there is more that can be done. The City of DeLand and Volusia County now have the unique opportunity to employ their assets as the foundation for additional positive change.

The conditions and challenges facing the Spring Hill community were identified in the Spring Hill Blight Study completed by the Volusia County Planning Department in 2004. The study clearly identified the prevalence of blighted conditions which if left unaddressed, would further deteriorate the community at large. Based on the findings of the study, the City of DeLand and Volusia County determined that an appropriate mechanism to further address the conditions of blight would be the establishment of a Community Redevelopment Agency to function within the limits of the identified Community Redevelopment Area (CRA). To that end, the City and the County enacted Resolutions 2004-55 and 2004-13, respectively, to acknowledge the findings of blight, establish the Spring Hill Community Redevelopment Agency and the Spring Hill CRA. It was determined that the area was appropriate for community redevelopment projects pursuant to Chapter 163, Part III, Florida Statutes. The CRA boundaries and the area of the Blight Study are shown in **Figure 1: Spring Hill CRA Boundary Map** on the following page.



FIGURE 1: SPRING HILL CRA BOUNDARY MAP





The Spring Hill Community Redevelopment Agency subsequently authorized the creation of the Spring Hill Community Redevelopment Plan. This Plan will:

1. Outline the existing conditions of the CRA;
2. Identify assets and issues facing the community;
3. Review the need for redevelopment and evaluate the economic rationale for change;
4. Outline the goals and objectives for the Community Redevelopment Agency;
5. Propose an implementation strategy;
6. Evaluate legal and regulatory issues; and
7. Provide a financial plan for the proposed implementation strategy.

The Spring Hill Community Redevelopment Plan and its contents described here shall be in accordance with the terms and conditions of Chapter 163.360 of the Florida Statutes and consistent with the City of DeLand and Volusia County Comprehensive Plans.

Redevelopment is a challenging process for community revitalization that seeks to build on the assets and qualities of the community. Successful redevelopment is also predicated upon a clear, unflinching articulation of the conditions and issues facing the community. Both good and bad issues must be clearly addressed. The acknowledgement and understanding of these issues facilitates the crafting of a precisely targeted and focused Community Redevelopment Plan.

1. Assets

Spring Hill's opportunities lie in its assets:

1. Vacant commercial and residential lands within the community.
2. Vacant commercial properties located along the primary arterial corridors, SR-15A and US 17-92 (Woodland Boulevard).
3. Developed and vacant lands that can be converted into new residential sites for medium and higher density areas of housing.
4. Existing street-grid network for excellent vehicular mobility throughout the study area.
5. Central Florida Community Development Corporation's (CFCDC) staff, facility and services.



6. The surrounding transportation network including US 17-92 (Woodland Boulevard), SR-15A (Truck Route) and nearby access to Interstate 4 offers immediate regional access for non-residential development to access their respective markets.
7. Established neighborhood and community with extensive family ties to the area.
8. Available infrastructure that may accommodate local development with minimal modifications.
9. Location between two growing population centers (DeLand and Orange City).
10. Successful redevelopment of downtown DeLand's Main Street.
11. Pending and planned development in the Spring Hill area.
12. Concerned and committed community leaders and residents.

2. Issues

Community issues were identified utilizing partnership efforts between the City of DeLand, Volusia County Government and LDI staff. Two (2) community workshops were held where participants took part in issue identification, visioning and brainstorming activities. Additional input and information was gathered from a series of over 23 individual one-on-one interviews conducted by LDI staff with community leaders, members of the development community and representatives from the Spring Hill Community Redevelopment Agency Board. From these workshops and interviews, a series of issues, challenges, opportunities and solution strategies were identified. A summary of the findings is presented in this document. This information was buttressed with the information contained in the Spring Hill Five Year Long Range Plan and One Year Action Plan, the City of DeLand's Comprehensive Plan, Volusia County's Comprehensive Plan, the Spring Hill Blight Study, and the Spring Hill and Southeast DeLand Annexation Report.

a. Social Issues

- Unemployment
- Lack of Local Job Opportunities
- Job Training
- Illegal Drug Use
- Petty Crimes
- Sub-standard Housing



- Lack of Teen and Young Adult Activities
- b. **Land Use/Regulatory/Codes**
 - Code Enforcement
 - Current Adjacent Incompatible Uses
 - Lack of Code Flexibility
 - Buffering between Land Uses
 - Sub-standard Lot Sizes
- c. **Infrastructure**
 - Sanitary Sewer/City Water Hook-up Costs
 - Availability of Sanitary Sewer to All Areas
 - Consistent Application of Sidewalks throughout Spring Hill
 - Updating/Repair of Streetlight Fixtures
 - Need of Curb and Gutters in Many Areas
 - Need of Fire Suppression Water Flow for Hydrants
 - Need of Drainage Improvements for Seasonal Flooding
- d. **Development Quality**
 - Eliminate Adjacent Incompatible Land Uses
 - Increase Code Enforcement
 - Sub-standard Housing/Mobile Homes
 - Sub-standard Lots/Small lots
 - Aggregation Scenarios
 - Property Maintenance
- e. **Visual Quality**
 - Increase Code Enforcement
 - Sidewalks
 - Mobile Home Parks and Sub-standard Housing
 - Streetlight Update/Repair
 - Paving of Road Surfaces
 - Underbrush/Overgrowth on Vacant Lots
 - Entry/Identity



- Streetscape/Beautification
- f. **Financing and Funding**
 - Continued Use and Access to CDBG Program
 - Increased Use of Grants and Loans
 - Establishing a CRA Operational Budget
 - Donations of Properties/ROW/Sub-standard Lots
 - Tax Increment Financing (TIF)
 - Public/Private Partnerships
- g. **Economic Development**
 - Development of Spring Hill Core First
 - Periphery Commercial Development
 - Need of Commercial Neighborhood
 - Development and Redevelopment Incentives (Density and Intensity Bonuses)
 - Developing an Inventory of Opportunity Sites for Marketing
 - Promotion and Marketing (Solicitation of Developers)
 - Identify Targeted Businesses to Recruit
 - Recruit Training Facilities for Medical Arts, Health Care, Nursing, Diagnostic Labs Disciplines
 - Capitalize on Upcoming/Pending Development in Area
 - Increase Support for Small Businesses
- h. **Public Safety**
 - Continue to Reduce Crime Activities
 - Eliminate Conditions for Opportunity Crimes (Increased Lighting, Undergrowth and Brush Removal)
 - Cooperative Police Presence
 - Improved Traffic Signals (New or More Visible Stop Signs on Adelle/Beresford, South Clara)
 - Improved Road Surfaces, Striping
 - Fire Suppression (Hydrant) Availability Increased



3. Elements of Success

The creation and preparation of the redevelopment plan is the next step along the continuum of redevelopment activities initiated by the City and County. The plan's ultimate success or failure to achieve the community's goals is directly related to the local effort, funding and staffing utilized to realize the goals and objectives identified. The redevelopment process is rewarding but a frequently challenging process that requires a well-organized program and team to achieve the desired results. The success of the redevelopment plan is directly linked to the commitment to the overall objectives of the plan and will be measured by the actions of the City, County and residents of the Spring Hill community in implementing the plan.

There are four (4) primary elements that are required for the success of any redevelopment program. Each of the elements is important and addresses the different operational and practical aspects of a redevelopment program. Each of these four elements must be sufficiently accommodated in order to implement the redevelopment plan.

a. Administration

Administration represents the operational framework and staff required to move the program forward. This element encompasses the establishment of the organizational structure to implement the plan. This organization (the CRA) creates and implements detailed plans; engages in appropriate permitting activities to allow development projects to proceed; enforces codes, plans and financial measures; and establishes self-evaluating procedures to monitor the Agency's performance at achieving the goals and objectives outlined in the plan.

The City of DeLand and Volusia County governments have demonstrated their leadership and commitment by initiating the redevelopment process through the completion of the Blight Study and the Findings of Necessity; establishing the Spring Hill CRA; and selecting the Spring Hill CRA Board. The authorization to create the Spring Hill Community Redevelopment Plan is the next step along the series of events needed to continue the redevelopment process and utilize Tax Increment Funds (TIF). The subsequent immediate steps in the process are the adoption of the Spring Hill Community Redevelopment Plan, certification of base year values and the establishment of the Spring Hill Community Redevelopment Trust Fund. Subsequent to the above stated steps, the next administrative task to be addressed is the formal assignment of administrative resources to begin implementing the plan and the establishment of an



operating budget. The City of DeLand has been assigned the operational administrative responsibility for the day-to-day operations of the Spring Hill CRA.

b. Finance

The financing of the plan is the true measure of the potential viability of the program. Without adequate funding, implementation may be delayed, aspects of the plan may go unimplemented and/or the redevelopment program may fail completely. Continued commitment by the City and County, specifically the use of Community Development Block Grants (CDBG) to install infrastructure, can ensure the continued improvement of the development conditions in the Spring Hill area. The initial financing challenge posed by the anticipated limited TIF funds in the program's early years may be supplemented by contributions from the City and County General Funds or other sources. The early contributions to offset the shortage of TIF funds may be repaid utilizing TIF funds as they become available.

c. Leadership

As stated earlier, the City of DeLand and Volusia County governments have demonstrated their leadership and commitment by initiating the redevelopment process through the completion of the Blight Study and the Findings of Necessity; establishing the Spring Hill CRA; and selecting the Spring Hill CRA Board. Continued strong leadership by both the City and County as well as an ever increasing leadership role by residents of the Spring Hill community, will greatly improve the potential success and timely implementation of the redevelopment plan. The Spring Hill community is guardedly skeptical regarding the discussion of redevelopment in the Spring Hill area. In order to address community apathy and skepticism, it is imperative that the Spring Hill Community Redevelopment Agency continue to reach out and engage the residents of the Spring Hill community to take an active role in the implementation of the plan; to participate in the review and approval of potential CRA projects; and to provide their input regarding the deliberations and decisions of the Spring Hill CRA Board. Through active community participation in the Community Redevelopment Agency, the residents of Spring Hill can manage the development and growth of their community.



d. Regulation

The review and potential modification of the existing regulatory frame work to encourage redevelopment activity in the Spring Hill CRA is a needed element of success. The Community Redevelopment Agency can take steps to increase participation by Spring Hill residents by modifying the City and County's Land Development Codes, regulations and processes to create a user-friendly and easily accessible system that does not act to discourage resident participation; thus, expanding the CRA's potential for success.

B. NEED FOR REDEVELOPMENT

Community Redevelopment is based on the premise of identifying critical components, events or conditions that have contributed to the decline of a particular area. These factors have been identified in the "Findings of Necessity". On September 9, 2004, through Resolution 2004-13, Volusia County adopted the findings of the Spring Hill Blight Study as the required Findings of Necessity to create the Spring Hill Redevelopment Area as required by Section 163.355, Florida Statutes. A summary of these factors is presented below.

1. Spring Hill Area Profile

FIGURE 2: SPRING HILL AREA

The Spring Hill area is just south west of the City of DeLand and is comprised of blocks 2 and 4 of US Census Tract 907.02. Spring Hill is



bordered by Woodland Boulevard (US 17-92) on the east, Beresford Avenue on the north, and SR-15A on the west and south. See **Figure 2: Spring Hill Area**. Included in this area are the residential subdivisions of Candlelight Oaks, Heritage Estates and the Sha-De-Land Mobile Home Park located along Woodland Boulevard.

The Spring Hill area was at one time a mixture of residential and transient housing for employees of the local agricultural industry. DeLand was a central location for those employed in the citrus industry and fern industry. The housing stock located in the Spring Hill area was small in actual size. Many of the houses had no bedrooms and were essentially kitchens and living rooms. Affordability was the key feature for agricultural workers who only stayed in the houses for a couple of months at a time. The homes in Lennox Court had an average area of 500-600 sq. ft., smaller than most apartments and similar to military style barracks.



Several years of subsequent freezes and urban growth destroyed much of the citrus industry in Central Florida. Volusia County was no longer the central agricultural location it once had been. Subsequent out-migration of the agricultural workers left the Spring Hill community with a substantial inventory of sub-standard housing. Water was provided to the houses via shallow wells and sewer treatment was accommodated via open cesspits and septic tanks.

Today, the area is characterized by limited public utilities and services; a large, deteriorating, sub-standard housing inventory; stagnant property values; and incompatible adjacent land uses. Retail and residential development has occurred outside of and around the periphery of the Spring Hill area, effectively bypassing the area along the commercial corridors and roadways that form the area's borders.

a. Number of Households and Population Characteristics

The tables on the following pages summarize data from the 2000 US Census describing the population and household composition of the Spring Hill community. The overall population of the Spring Hill community held constant from year 1990 to 2000 decreasing by only 2 people over the 10 year period. The population of the Spring Hill CRA area was ~2,200 in 1990 and ~2,202 in 2000.¹

¹ 2000, US Census: QT-H1 (SF-1) and 1990 US Census DP-2 (STF-3), Tracts 907.02 BG 4 and BG 2



**SPRING HILL COMMUNITY
POPULATION AND HOUSEHOLDS**

CENSUS TRACT	BLOCK GROUP	POPULATION	HOUSEHOLDS				
			WHITE	BLACK	HISPANIC	OTHER	TOTAL
907.02	2	1,392	360	174	38	10	582
	4	810	19	247	9	2	277
TOTAL:		2,202	379	421	47	12	859

SOURCE: 2000 US CENSUS: QT-H1 (SF-1) GENERAL HOUSING CHARACTERISTICS

**SPRING HILL COMMUNITY
OCCUPIED DWELLING INFORMATION**

CENSUS TRACT	BLOCK GROUP	OCCUPIED DWELLINGS		
		RENTER	OWNER	TOTAL
907.02	2	373	209	582
	4	97	18	277
TOTAL:		470	227	859

SOURCE: 2000 US CENSUS: QT-H1 (SF-1) GENERAL HOUSING CHARACTERISTICS



2. 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; incidences of crime; incidences 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 and types of vacant and under-utilized land.

The Blight Study details those conditions necessary to determine an area as “blighted” as defined by Section 163.340 (8), Florida Statutes (2003). Volusia County determined that the following conditions exist within the Spring Hill area:

1. Conditions which are detrimental to the sound growth of both Volusia County and the City of DeLand including public health, safety, morals and welfare as well as conditions that impair the growth within the study area and adjacent territory;
2. Inadequate provision for sanitation;
3. Overcrowding as indicated by government maintained statistics (US 2000 Census);
4. Existence of conditions that endanger life or property by fire or other causes;
5. Predominance of defective or inadequate public transportation facilities;
6. Unsanitary or unsafe conditions;
7. Deterioration of site or other improvements; and
8. Residential rental vacancy rates are higher in the area than in the remainder of the County or City.

3. Findings and Conclusions of the Blight Study

The analysis of the socio-economic and physical factors as presented in the Spring Hill Blight Study demonstrates that slum and blight conditions exist, satisfying the Chapter 163, Florida Statutes requirements. Below is a summary of the specific findings from the Spring Hill Blight Study. (The source of the demographic and statistical information used in the Spring Hill Blight Study is the 2000, United States Census unless otherwise noted.).



a. **Socio-Economic**

- Median household income in Volusia County is \$35,219 per year versus \$21,633 per year for Spring Hill.
- The Volusia County per capita average income is \$19,664 versus the Spring Hill per capita average of \$11,314, or approximately 58% of the County's per capita income average.
- The number of individuals in poverty in Spring Hill is 37.4% versus the Volusia County average of 11.6%.
- Overall, 3 times as many Spring Hill residents are below the poverty rate than the average for Volusia County as a whole.
- In female-headed households with children under 5, the poverty rate in Spring Hill is 51.4% versus the Volusia average of 46.3%.
- The proportion of people not in the work-force in the Spring Hill area is 56.3% versus the Volusia County average of 44.6%.
- 30.7% of Spring Hill workers work in service occupations versus the 18% average for Volusia County.
- The percentage of Spring Hill residents without a high school diploma is 36.3% compared to the Volusia County average of 18%.

b. **Housing**

- The average monthly rent payment in Spring Hill is \$484 per month versus the Volusia County average of \$597 per month.
- The median value of a home in Spring Hill is \$62,031 versus the average of \$87,300 for Volusia County.

c. **Structural Conditions**

- 0.3% of the houses in Volusia County do not have plumbing versus 4.2% in the Spring Hill area.
- 2.1% of the homes in Volusia County have no telephone service versus 13.2% of Spring Hill residents.
- 9% of Spring Hill households have more than one person per room versus a Volusia County average of 3%.



d. **Crime**²

- The Spring Hill area is in a Weed & Seed program area. Five houses were demolished as part of the program. An additional 11 houses in the DeLand portion of the Spring Hill CRA have been identified for destruction but the City does not have adequate funds to have them destroyed.
- Illicit drugs are readily available.
- "Hard drugs" are declining in the program area; however cannabis, crack and alcohol are readily available to all ages.
- Violent crime is down. No homicides in 2003.
- 27% increase in drug-related arrests in 2003 (2,235) versus 2002 (1,632) for the County. Due to increased enforcement.
- 17% of the County's drug arrests were made in the program area in 2002 and 25% in 2003 due to increased enforcement activities.
- Reduction in drug trafficking and open-air sales remains an ongoing activity for local law enforcement.

e. **Property Appraisal and Taxable Values**

- The median value of a home in Volusia County is \$87,300 versus \$62,031 in Spring Hill. Represents 71% of overall County median value.
- Residential assessed valuation increases can only be at a maximum 3% based on Save Our Homes amendment.

f. **Infrastructure Capacity Constraints**

- A large number (approximately 500) of homes and parcels do not have access to sanitary sewer and water services, particularly within the core interior of the Spring Hill CRA.
- City utilities (water and sanitary sewer) are available along the periphery of the Spring Hill community.
- A sanitary sewer and upgraded water service plan has been developed by the City that outlines the schedule, tasks and required resources to provide sewer services to the Spring Hill community.

² FY 2004, Spring Hill Weed and Seed Program; FY 2004, 2004 Continuing Grant Application, 2004-W036-FL-WS



- In areas where sanitary sewer service is available, residents are unable to hook-up due to financial constraints.
- Adequate capacity has been planned for installation that will accommodate eventual hook-up of Spring Hill residents to City sanitary sewer and water systems.

g. Transportation

- The road network within the CRA is characterized by varying levels of road surface conditions, paved, patched, disrepair and unpaved.
- The sidewalk system is incomplete and has significant gaps and maintenance repair issues.
- ROW in certain areas has been encroached upon by development.
- There is no scheduled mass transit service into the core of the Spring Hill community.
- There are no mass transit service facilities, stops or pull-offs in the community.
- 3.4% of Spring Hill residents walk to work, twice the Volusia County average.

h. Development Quality

- Significant number of code violations involving unlicensed electrical and construction work.
- Residential rehabilitation is often done without permits or licensed contractors.
- Code enforcement activity has been historically low in the community.
- Pre-existing non-conforming uses are prevalent, including bars, nightclubs, oil tank farms, warehousing and trucking operations in and adjacent to residential, school and public uses.

i. Faulty Lot Layout as to Size, Adequacy, Accessibility or Usefulness

- Many of the lots and parcels within the Spring Hill community were laid out prior to or without regard to the current code requirements for adequate size, drainage and configuration.
- Undersized parcels, many of which are less than 40 ft. wide, are unable to accommodate redevelopment or development under current building codes.



j. **Vacant or Underutilized Land**

- Significant underutilized residential properties exist within Spring Hill. 96.98 acres of vacant residential property are within the Spring Hill CRA. 161.38 acres within the Spring Hill area have an active residential land use.
- Significant underutilized commercial properties exist within Spring Hill. 111.98 acres of vacant commercial property are within the Spring Hill CRA. 74.41 acres within the Spring Hill area have an active commercial land use.

4. **Summary**

The demographic statistics of the Spring Hill Community Redevelopment Area (CRA) show a community with a lower than average median wage, higher than average unemployment, higher than average representation in the service occupations and a lower percentage of residents participating in the workforce when compared to surrounding Volusia County demographic statistics. Housing conditions in the Spring Hill CRA are typified by a high level of overcrowding and a lack of adequate plumbing facilities when compared to the rest of Volusia County. Additionally, there is a higher number of code violations involving unlicensed electrical and construction work. Census indicators of over-crowding, lack of adequate plumbing and kitchen space plus a large number of residents without basic phone service, are factors that may endanger life and property within the immediate Spring Hill CRA and may negatively influence the quality of life and property values of those areas adjacent and outside of the Spring Hill CRA.

The assets, issues and elements of success, coupled with the findings of the Spring Hill Blight Study reveal a core neighborhood within the area in a state of decline. The core area is ripe with opportunities for redevelopment and reinvestment. The core area possesses a wide range of compatible land uses, an existing street grid network and large areas of vacant and underdeveloped properties. There is population and development pressure from the north (DeLand) and south (Orange City), as well as the recent 5-laning of SR-15A around the Spring Hill community and the simultaneous installation of sanitary sewer and water services along the periphery of the Spring Hill community. The improvements and additional lanes on SR-15A coupled with the installation of sanitary sewer and water services will act as a catalyst for additional commercial development along this corridor as demonstrated by recent commercial/retail development in the area (Badcock Furniture). The heavy volume of traffic and



SPRING HILL
COMMUNITY REDEVELOPMENT AGENCY
"A CITY COUNTY PARTNERSHIP"



available services will also spur continued commercial/retail development along Woodland Boulevard (US 17-92), which is the eastern border of the Spring Hill CRA.

The following section of the Plan introduces redevelopment goals and objectives that address the community identified issues presented previously. These redevelopment goals and objectives may be used by the Spring Hill Community Redevelopment Agency when evaluating expenditure and development decisions.

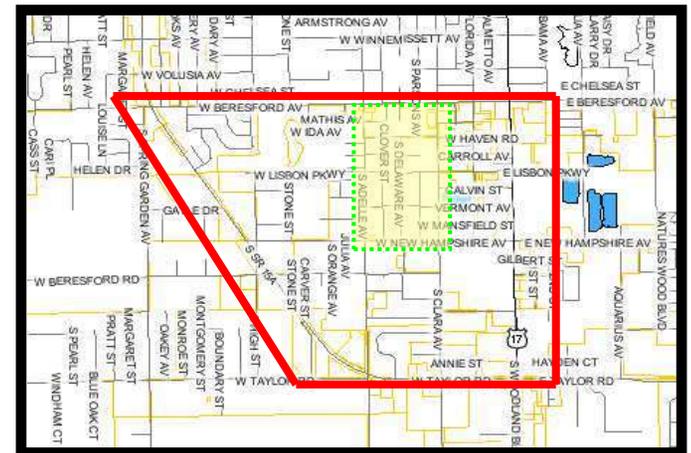
C. GOALS AND OBJECTIVES OVERVIEW

The following goals and objectives are designed to provide the Spring Hill Community Redevelopment Agency a coordinated framework with guidelines for long-term redevelopment decision making. The goals and objectives address the issues that have been identified by the residents, business-owners, CRA Board members and community leaders of the Spring Hill area, through a series of community workshops and individual interviews. The summary report of the community workshops and individual interviews is attached as Appendix 1. Following the presentation of the overall goals and objectives, specific activities, strategies and potential resources will be proposed to address selected objectives.

1. Redevelop the CORE of Spring Hill

- CORE Area of Spring Hill, consisting of the area bounded by Beresford Avenue to the north, Adelle Avenue to the west, New Hampshire Avenue West to the south and South Clara Avenue to the east. See **Figure 3: Core of Spring Hill**.
- Increase the residential availability and quality of affordable housing stock in CORE area.
- Increase availability of community and neighborhood retail serving the CORE area.
- Continue prioritized installation and hook-up of sanitary sewer and water services to residents and businesses within CORE area.
- Utilize tools such as entry markers/monuments, boundary markers, landscape, streetscape features and new signage to define the identity of the CORE area.
- Utilize innovative land development regulation techniques and methods to provide a frame work for redeveloping existing undersized or underutilized parcels.
- Increase employment opportunities for residents of the CORE Area.
- Identify, promote and market selected areas/parcels for redevelopment.

FIGURE 3: CORE OF SPRING HILL



The CORE area (light yellow highlight) of Spring Hill is shown within the CRA boundaries (red outline).



- Mitigate effects of incompatible uses with buffers and other devices.
- Create a variety of public spaces and gathering places within the CORE area.
- Establish desired community thresholds for commercial and retail to serve the CORE area.
- Evaluate potential public and private partnership opportunities for land acquisition and redevelopment.

2. Establish a Redevelopment Master Plan Land Use Map to Guide Future Land Use

- Preserve neighborhood characteristics (residential uses, street grid system).
- Provide transitional areas between commercial areas, employment areas and established residential areas.
- Identify/provide areas for employment centers and commercial development that is compatible with neighborhood and residential uses.
- Identify/provide future sites for youth and senior activity centers.
- Identify/provide a future site for location of small business incubator/business development center.

3. Effectively Provide Infrastructure and Services to Residents and Businesses

- Continue proposed installation program for sanitary sewer and water services to Spring Hill area.
- Explore alternate methods to off-set hook-up costs to sanitary sewer and water services.
- Preserve, maintain and improve street grid network.
- Improve pedestrian and vehicular connectivity.
- Prioritize walking connections between residential areas, schools, employment centers and activity centers.
- Examine and identify alternate methods to pay for continued/future infrastructure installation.
- Partner with VOTRAN to evaluate feasibility of providing mass transit services to Spring Hill CORE area and surrounding employment centers.
- Evaluate opportunity to partner with and or leverage services from planned mass-transit intermodal facility to be developed near the Melching Field at Conrad Park.



- Promote street and pedestrian connectivity between land uses.
- Evaluate curb cuts, street access points, sidewalk conditions, signalization, and roadway surface conditions to promote ease of movement, safety and land management.

4. Attract Investment and Create Value through Public & Private Community Partnerships and Initiatives

- Create a positive investment environment by continuing the installation of public facilities, services and features.
- Utilize innovative land development regulation techniques and methods to provide a frame work for redeveloping existing undersized or underutilized parcels.
- Partner with Volusia County Economic Development Department, DeLand Area Chamber of Commerce and the City of DeLand to identify, promote and market selected areas/parcels for redevelopment in CORE area and elsewhere in the Spring Hill CRA.
- Partner with Volusia County Economic Development Department, DeLand Area Chamber of Commerce and the City of DeLand to develop marketing materials listing potential redevelopment opportunities, available services, potential redevelopment incentives, and public and private investment activity in the CRA.
- Examine public/private partnership opportunities with community development organizations, banks/lending institutions, and private developers to develop and market specific parcels.
- Utilize the proposed Redevelopment Master Plan Map when evaluating potential locations for development or redevelopment projects.
- Prepare and solicit Request for Proposals for the redevelopment of specific parcels identified by the CRA.
- Work in partnership with the DeLand Area Chamber of Commerce, the City of DeLand's Community Development Department and the Volusia County Economic Development Department to create marketing materials and respond to requests for information regarding development opportunities within the Spring Hill CRA and adjacent areas that may impact CRA residents.



5. Provide a Safe, Attractive Environment for Families, Employees and Visitors

- Evaluate opportunities to assist City and County efforts to improve sidewalks around schools and the travel corridors to and from schools. Particularly, CRA to evaluate ways to assist the City and County acquire needed ROW or access to install new and or connect existing sidewalks where possible.
- Assure proper lighting, safe landscaping and removal of sight obstructions from vacant and non-vacant parcels.
- Improve sidewalk connections, crosswalks and pedestrian access to Chisolm Center.
- Utilize streetscape techniques (specialty paving at intersections, crosswalks and decorative designs) to create rhythm and to distinguish crosswalks and pedestrian areas.
- Provide way-finding signage, historic markers and entryway features to identify the area and district boundaries.
- Utilize increased planting of street trees to beautify streets, frame visual corridors and unify residential neighborhood boundaries. Street trees also reduce pollution, mitigate winds and reduce street noise.
- Expand Citizens Alert and Neighborhood Watch programs.
- Undertake systematic code enforcement program to address and correct the problems of:
 - Sub-standard dwellings and commercial properties
 - Non-conforming uses and signs
 - Property maintenance and upkeep
- Identify and evaluate remedy programs for incompatible adjacent uses.
- Continue the Weed and Seed program.
- Continue to exercise demolition and rehabilitation programs to alleviate crime and havens for illicit activity.
- Evaluate the availability of alternate funds to continue demolition of Weed and Seed targeted crack houses.
- Create recreational, entertainment and programmed activity opportunities for young adults and youth of Spring Hill.



6. Provide Job Opportunities, Training and Skill Enhancement Opportunities for Residents

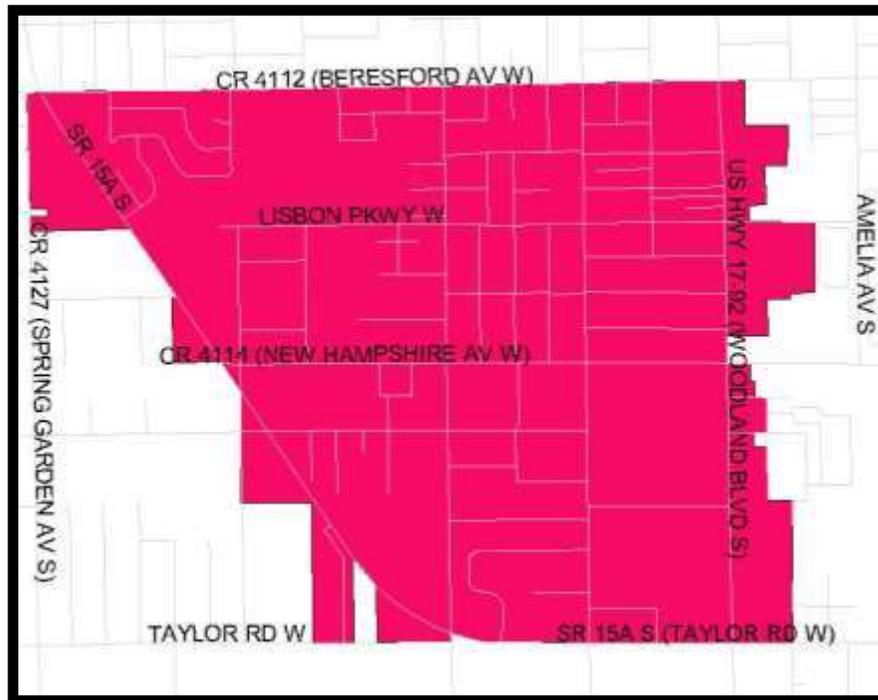
- Increase the capacity, activities and services provided by the Central Florida Community Development Corporation (CFCDC).
- Continue and expand the partnership activities with Stetson University's CHOMI Program.
- Increase the availability and variety of vocational skill and training, medical/healthcare technician programs and other professional education programs in the Spring Hill community.
- Establish a partnership with Volusia County representatives of the Small Business Development Council (SBDC) at DBCC.
- Explore opportunities to establish a small business incubator within the Spring Hill CRA, in partnership with DBCC, SBDC/SBA, the City of DeLand and Volusia County Government.
- Coordinate with Workforce Central Florida, the DeLand Area Chamber of Commerce, the City of DeLand's Community Development Department and the Volusia County Economic Development Department to identify potential employment opportunities that may be available to Spring Hill residents.
- Encourage the establishment of neighborhood retail and service businesses within the Spring Hill CRA.
- Examine opportunities to establish partnerships with not-for-profit foundations, lending institutions, banks and other agencies that provide financial services and support to start up businesses and individual entrepreneurs.

The following section of the document, the Redevelopment Plan, provides a more detailed description of selected recommended activities, proposed land use techniques, and public and private projects along with supporting implementation strategies and potential funding sources.

D. THE REDEVELOPMENT PLAN

The Redevelopment Plan reflects the transition from idea or concept to implementation and action. **Figure 4: Spring Hill CRA** shows the adopted Spring Hill CRA. The legal description for the area is attached as Appendix B.

FIGURE 4: SPRING HILL CRA



The above graphic shows the Spring Hill CRA (highlighted area) located near the southwest border of DeLand.

Specific action items that have been identified to address the goals and subsequent objectives identified at the community workshops and individual interviews are listed along with potential resources and anticipated costs. In addition to the community identified goals and objectives, administrative objectives have also been placed within the Redevelopment Plan. The administrative objectives address the day-to-day operations of the Spring Hill CRA.

This section of the plan will identify planned infrastructure improvements, pending or planned development projects, and a proposed Redevelopment Master Plan Land Use Map addressing future land uses and development within the Spring Hill CRA. The proposed Redevelopment Master Plan Land Use Map will identify proposed areas for future residential, commercial and employment center development, as well as additional recommendations related to future land use; the public improvements necessary to stimulate private investment; the marketing and promotional activities needed to solicit developers; the planned and pending private development; and potential partnership opportunities.



1. Action Items

a. Redevelop the CORE of Spring Hill

OBJECTIVES	ACTIONS	RESOURCES	ESTIMATED EXPENSES	TIMEFRAME/NOTES
<p>-Increase the residential availability and quality of housing stock in CORE area. -Increase availability of community and neighborhood retail serving the CORE area.</p>	<p>-Utilize proposed Redevelopment Master Plan Land Use Map when evaluating potential locations of future residential, commercial and employment center development.</p>	<p>-Volusia County's Planning and Development Services Department -City of DeLand Community Development Department and Planning Department</p>	<p>TBD</p>	<p>Ongoing Year 1 -Evaluation of proposed Redevelopment Master Land Use Map by City and County staff. -Evaluation of potential zoning codes modifications and land development regulations to accommodate proposed Redevelopment Master Land Use Map. Year 2+ -Development and implementation of LDR and Code changes as needed (City/County). -Utilization of proposed Redevelopment Master Land Use Map when evaluating future development within CRA. -Seeks to preserve neighborhood and residential uses in the CORE area of Spring Hill. -Encourages compatibility between uses.</p>
<p>-Utilize tools such as entry markers and monuments, boundary markers, landscape, streetscape features and new signage to define the identity of the CORE area.</p>	<p>-Identify and prioritize entry points for improvement and beautification. -City and County have identified intersection area at Adelle Avenue and Beresford Avenue as first Streetscape project.</p>	<p>-City Community Development Department Commitment -CP&H Engineering Services/Design -Volusia County CDBG Commitment -CRA TIF (Proposed)</p>	<p>\$28,000 Donation \$75,000 \$25,000 (CRA TIF Year 3)</p>	<p>Year 1-2 -City and County to install Adelle Avenue Streetscape upon completion of sanitary sewer installation. Year 2+ -CRA to evaluate other potential locations for Streetscape and entryway markers installation. -Installation at Adelle and Beresford to be coordinated with sewer installation. -CRA Board/staff to work with County and City to identify future intersections for improvement (Beresford Avenue and South Clara Avenue intersection is an option).</p>



SPRING HILL
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a.) **Redevelop the CORE of Spring Hill (continued)**

OBJECTIVES	ACTIONS	RESOURCES	ESTIMATED EXPENSES	TIMEFRAME/NOTES
<p>-Identify, promote and market selected areas/parcels for redevelopment.</p>	<p>-Utilize proposed Redevelopment Master Plan Land Use Map when evaluating potential locations of future residential, commercial and employment center development. -Target commercial development areas along US 17-92 and SR-15A to stimulate TIF development. -Work with local developers and realtors to aggregate and assemble parcels into usable and marketable dimensions and configurations. -Evaluate City's underutilized Building Fund for potential use within the Spring Hill CRA.</p>	<p>-Volusia County's Planning and Development Services Department -City of DeLand Community Development Department and Planning Department</p>	<p>\$10,000 (CRA TIF Year 2) for development of marketing materials listing proposed opportunity sites \$5,000 (CRA TIF Year 2) for development of façade grant or underutilized building grant program</p>	<p>Ongoing Years 1-2 -Identify parcels for redevelopment and develop marketing materials with Volusia County ED Dept, City of DeLand Community Development Department and DeLand Area Chamber. -Target commercial development areas along US 17-92 and SR-15A to stimulate TIF development. Years 2+ -Establish Façade grant and underutilized building grant program and identify funding sources. -Develop marketing materials. -Explore marketing opportunities and determine market demands and desired products. -Evaluate effective practices utilized in Downtown CRA.</p>
<p>-Explore potential public and private partnership opportunities for land acquisition and redevelopment.</p>	<p>-Establish relationships and dialogue with public and private development groups.</p>	<p>-Community development foundations -Community development financial institutions -Florida Community Loan Fund representatives -Chamber of Commerce -Banking and lending providers</p>	<p>TBD</p>	<p>Year 1 Identify, list, and contact potential partnership groups. Year 2+ -Enter into partnership agreements with Agencies. -See attached letter 3/24/05, Mike Barrett, P-3 Community Foundation. -Appendix 4 Listing Of Potential Partnership And Service Agencies.</p>



a.) **Redevelop the CORE of Spring Hill (continued)**

OBJECTIVES	ACTIONS	RESOURCES	ESTIMATED EXPENSES	TIMEFRAME/NOTES
<p>-Provide for the development of affordable housing within the Spring Hill CRA.</p>	<ul style="list-style-type: none"> -Identify potential sites for residential development including affordable housing within the CRA. -Identify existing County and City affordable housing and home purchase programs. -Evaluate applicability of County's Affordable Housing Incentive Plan for use in Spring Hill. -Evaluate partnership opportunity with Riverside Bank to establish Affordable Housing Program (St. Lucie model-program). -Increase community awareness and accessibility to existing programs. 	<ul style="list-style-type: none"> -Volusia County Community Assistance Division -SHIP program -HOME program -CFCDC as information clearing house and point of contact -Riverside Bank 	<p>TBD</p>	<p>Ongoing Year 1-2</p> <ul style="list-style-type: none"> -Identification of sites in CRA for residential and affordable housing development. -Enter into partnership Agreement with lending institution(s) to partner with CRA for financial services for affordable housing development. <p>Year 3+</p> <ul style="list-style-type: none"> -Monitor and review number of affordable housing units created in CRA. -Volusia County has existing SHIP, HOME, and Affordable Housing and Home ownership program available through its Community Assistance Division. -CRA Staff to determine cost of improving community knowledge and use of existing program. -Include provision of affordable housing as a component for all residential development within Spring Hill CRA.



b. Effectively Provide Infrastructure and Services to Residents and Businesses

OBJECTIVES	ACTIONS	RESOURCES	ESTIMATED EXPENSES	TIMEFRAME/NOTES
<p>-Continue installation program for sanitary sewer and water services to Spring Hill area.</p>	<p>-Support City and County efforts to complete installation of sanitary sewer lines and water services into Spring Hill. -Support County's Legislative Agenda and lobbying efforts for additional CDBG Funds.</p>	<p>Committed Resources: -County CDBG FY 2004-2005 Commitment -City Utility Fund -County Road Fund -Legislative Appropriation -CRA TIF</p>	<p>Committed Resources: \$902,248 South Adelle Avenue Sanitary Sewer Improvement</p>	<p>Ongoing Year 1-3 -Support County legislative efforts to secure additional funds for installation. Year 3+ -Assist the City of DeLand Public Works Department to evaluate alternate or other financing methods (bonds, loans, etc.) for enhancing and supplementing City and County funds. -Continued need to hook-up residents to newly installed sewer services.</p>
<p>-Continue installation and hook-up of sanitary sewer and water services to residents and businesses within CORE area.</p>	<p>-Provide alternate methods of paying hook-up costs. -Amortization of costs over time (30-60 months). -Pay for hook-up costs in targeted areas using CDBG funds or other sources. -Establish 'Connection Fund' using CRA TIF revenue to pay hook-up costs within CRA targeted areas.</p>	<p>-CRA TIF (Proposed Year 4)</p>	<p>\$25,000 (CRA TIF Year 4)</p>	<p>Ongoing Years 1-3 -Evaluate Use of CDBG Funds or amortization schedule to reduce or offset hook-up fees. Year 4+ -Evaluate use of TIF Funds for offsetting hook-up costs. -Provide for annual review of targeted areas for hook-up. -Provide for review of connections activity and funds used.</p>



c. Attract Investment and Create Value through Public & Private Community Partnerships and Initiatives

OBJECTIVES	ACTIONS	RESOURCES	ESTIMATED EXPENSES	TIMEFRAME/NOTES
<p>-Identify, promote and market selected areas/parcels for redevelopment in CORE area and elsewhere if the Spring Hill CRA.</p>	<p>-Utilize proposed Redevelopment Master Plan Land Use Map when evaluating potential locations of future residential, commercial and employment center development. -Target commercial development areas along US 17-92 and SR-15A to stimulate TIF development. -Work with local developers and realtors to aggregate and assemble parcels into usable and marketable dimensions and configurations. -Evaluate City's under utilized Building Fund for potential use within the Spring Hill CRA.</p>	<p>-CRA TIF (Proposed) -Volusia County Planning and Development Department/GIS -City of DeLand Community Development Department -Volusia County Economic Development Department -DeLand Chamber of Commerce</p>	<p>\$10,000 (CRA TIF) for development of marketing materials listing proposed opportunity sites \$5,000 (CRA TIF) for development of façade grant or underutilized building grant program</p>	<p>Ongoing Years 1-2 -Identify parcels for redevelopment and develop marketing materials with Volusia County ED Dept, City of DeLand Community Development Department and DeLand Area Chamber. -Target commercial development areas along US 17-92 and SR-15A to stimulate TIF development. Years 2+ -Establish Façade grant and underutilized building grant program and identify funding sources. -Develop marketing materials. -Explore marketing opportunities and determine market demands and desired products. -Evaluate effective practices utilized in Downtown CRA.</p>



d. Provide a Safe, Attractive Environment for Families, Employees and Visitors

OBJECTIVES	ACTIONS	RESOURCES	ESTIMATED EXPENSES	TIMEFRAME/NOTES
<p>-Evaluate opportunities to assist City and County efforts to improve sidewalks around schools and the travel corridors to and from schools.</p>	<p>-Identify areas that need repair and/or replacement. -Provide funding to acquire ROW in problem or gap areas where sidewalks have not been installed. -Provide funding for sidewalk/streetscape projects identified by the County within the CRA.</p>	<p>-CRA TIF (Proposed) -Volusia County Capital Improvements Program</p>	<p>\$20,000 (CRA TIF Year 2+)</p>	<p>Ongoing Year 1-2 -Identify critical gaps in sidewalk system. -Identify required ROW. -Evaluate opportunities to tie into recent development sidewalk installation. Year 2+ -Evaluate opportunities to use TIF funds to connect gaps in system or acquire ROW identified previously. -County proposed sidewalk improvement detailed in Implementation section of document under Public Improvements.</p>
<p>-Assure proper lighting, safe landscaping and removal of sight obstructions from vacant and non-vacant parcels.</p>	<p>-Establish Lighting Fund in CRA. -Work with City and County Public Services/Works staff to evaluate and update installed street lighting. -Work with City and County staff to evaluate improvements and additional lights in systems.</p>	<p>-CRA TIF (Proposed) -Volusia County Public Works Department -City of DeLand Public Services Department</p>	<p>\$20,000 (TIF Year 2+)</p>	<p>Ongoing Year 1-2 -Identify service area and any gaps in system. -Identify required cost of repairs, cost of upgrades, and new equipment costs. Year 2+ -Evaluate opportunities to use TIF funds to address identified system needs, repairs and upgrades. -Establishes fund for upkeep, upgrade and repair of lights within the district. -Costs for potential improvements or repairs to the system to be determined by evaluation.</p>



d.) Provide a Safe, Attractive Environment for Families, Employees and Visitors (continued)

OBJECTIVES	ACTIONS	RESOURCES	ESTIMATED EXPENSES	TIMEFRAME/NOTES
<p>-Undertake systematic code enforcement program to eliminate and correct problems of: -Sub-standard dwellings and commercial properties. -Non-conforming uses and signs. -Property maintenance and upkeep.</p>	<p>-Establish public awareness campaign of increasing code enforcement activity. -Provide 'Amnesty Period' and free drop-off, haul-off dumpsters to promote clean-up and bring current violations into compliance. -Establish 'Yard of the Month' program. -Evaluate existing City and County improvements program for applicability (façade grants, etc.).</p>	<p>-City of DeLand and Volusia County Code Enforcement Divisions -Volusia County Community Assistance Division, Main Street DeLand Association -Homes Depot/Lowes/Ace Hardware (in-kind donations, landscaping materials)</p>	<p>TBD (Dumpster Expense) \$5,000.00 (CRA TIF) to establish Façade Grant Fund and Yard of the Month programs</p>	<p>Ongoing Year 1 -CRA Staff to evaluate similar City and County programs for potential application to the Spring Hill CRA (façade grants). -Identify costs associated with establishing public awareness campaign regarding Code Enforcement, providing 'Amnesty' Days and clean-up dumpsters. Year 2+ -Establish façade grant program for Spring Hill CRA. -Hold 'Amnesty Days' and neighborhood clean-up programs to increase awareness of programs and CE activity. -Establish Yard of the Month club. -Increase CE activity. -CRA staff to evaluate establishing a Yard of the Month award program.</p>
<p>-Identify and evaluate remedy actions for adjacent incompatible uses.</p>	<p>-Evaluate methods utilized by other municipalities and jurisdictions: -Amortization. -Change of use. -Public safety concerns. -Condemnation.</p>	<p>-Volusia County Community Services Planning and Monitoring -City of DeLand Community Development Department</p>	<p>TBD</p>	<p>Ongoing Year 1-2 -Identify existing incompatibilities with CRA. -Meet with City and County staff to review range of remedy options and costs. Year 2+ -Initiate remedy actions identified with City and County staff. -Costs to be identified upon selection of potential method for mitigating identified incompatible uses.</p>



e. Provide Job Opportunities, Training and Skill Enhancement Opportunities for Residents

OBJECTIVES	ACTIONS	RESOURCES	ESTIMATED EXPENSES	TIMEFRAME/NOTES
<p>-Continue and expand the activities and services provided by the Central Florida Community Development Corporation (CFCDC).</p>	<p>-Work with the City of DeLand and Volusia County to identify potential future sites for facility. -Coordinate activities and meetings with CFCDC community contacts and service provider network. -Provide funds to offset operational costs of CFCDC.</p>	<p>-CRA TIF (Proposed)</p>	<p>\$10,000 (To assist CFCDC activities within CRA Year 2)</p>	<p>Ongoing Year 1 -Coordinate CRA meetings and activities with CFCDC community contacts and service provider network. -Evaluate CRA capability to use future TIF revenue to assist CFCDC activities within the CRA. Year 2 -Continue to coordinate CRA meetings and activities with CFCDC community contacts and service provider network. -Provide support to CFCDC activities within the CRA.</p>
<p>-Continue and expand partnership activities with Stetson University's CHOMI Program.</p>	<p>-Examine opportunity to utilize CRA TIF to increase funding for CHOMI program loan pool.</p>	<p>-CRA TIF (Proposed) -Stetson University</p>	<p>\$5,000 (CRA TIF Year 2)</p>	<p>Ongoing Year 1 -Evaluate opportunity to use future TIF revenue to increase amount of initial micro-loans. Year 2 -Provide support to CHOMI activities within the CRA.</p>
<p>-Increase the availability and variety of vocational skill and training programs in the Spring Hill community.</p>	<p>-Evaluate existing vocational training providers/programs. -Evaluate potential coordination with DeLand High School and FHBA to establish vocational trade programs for Spring Hill Residents.</p>	<p>-Center for Workforce Initiative -Workforce Central Florida -City of DeLand Community Development Department -DeLand Chamber of Commerce</p>	<p>TBD</p>	<p>Ongoing Year 1 -Evaluate existing vocational training providers/programs. -Evaluate potential coordination with DeLand High School and FHBA to establish vocational trade programs for Spring Hill Residents. Year 2+ -Cost for potential program development and support from CRA TIF to be determined.</p>



e.) **Provide Job Opportunities, Training and Skill Enhancement Opportunities for Residents (continued)**

OBJECTIVES	ACTIONS	RESOURCES	ESTIMATED EXPENSES	TIMEFRAME/NOTES
<p>-Examine opportunities to establish partnerships with not-for-profit foundations, lending institutions, banks and other agencies that provide financial services and support to start up businesses and individual entrepreneurs.</p>	<p>-Meet with representatives from local banks, community development organizations, SBDC and lending institutions to discuss needs of Spring Hill and shared community development objectives. -Develop educational seminars for Spring Hill residents regarding available loan products.</p>	<p>-SBA/SBDC -Community Development Organizations -P-3 Community Foundation -Riverside Bank -Other banks and lending institutions</p>	<p>TBD</p>	<p>Ongoing Year 1 -Meet with representatives from local banks, community development organizations, SBDC and lending institutions to discuss needs of Spring Hill and shared community development objectives. -Enter into partnership Agreements with agencies/groups to provide start-up support, loans services or other services to small businesses within Spring Hill CRA. Year 2+ -Develop and hold educational seminars for Spring Hill residents regarding available services, providers and loan products. -Program needs and potential costs to be determined upon evaluation and discussion with resource groups and the community. -P-3 Community Foundation and Riverside Bank both participated in the community workshop process and have expressed an interest and commitment to the Spring Hill CRA.</p>
<p>-Explore opportunities to establish a small business incubator within the Spring Hill CRA.</p>	<p>-CRA staff to meet with representatives of successful local small business incubator programs. -Central Florida Business Incubation Center (CFBIC), Seminole Technology Business Incubation Center (STBIC), and National Entrepreneurial Center (NEC). -Coordinate with SBDC/SBA representatives at DBCC.</p>	<p>-SBA/SBDC -CDBG -Volusia County -City of DeLand -CRA TIF</p>	<p>TBD</p>	<p>Ongoing Year 1 -Meet and establish partnerships with existing small business development network serving Volusia County and Spring Hill area. -Meet with operators of small business incubators: CFBIC, STBIC and NEC. -Evaluate facilities' operations and applicability relative to conditions in Spring Hill CRA. Year 2+ -Identify potential sites or facilities within CRA for potential small business incubator location. -Potential costs to be determined upon program to be developed, selection of potential incubator sites, and availability of partnership (CDBG) and other funds.</p>



f. Administrative and Operational Objectives

OBJECTIVES	ACTIONS	RESOURCES	ESTIMATED EXPENSES	TIMEFRAME/NOTES
<ul style="list-style-type: none"> -Provide administrative staffing and resources. -Create annual CRA budget. -Create annual CRA work plan. 	<ul style="list-style-type: none"> -Identify and staff CRA Manager position. -Provision of office site and equipment. -Evaluate resource leveraging and support service options. 	<ul style="list-style-type: none"> -City of DeLand is authorized to administer the day-to-day operations of the Spring Hill Community Redevelopment Agency. -Volusia County has provided staff and technical support for administration of the Spring Hill CRA. 	TBD	<p>Ongoing Year 1-3 -City of DeLand staff to administer day-to-day activities of Spring Hill CRA. -City to determine City staff value of in-kind services allocated to the operation of Spring Hill CRA.</p> <p>Year 3+ -CRA Board to evaluate CRA staffing options. -CRA to utilize City and County staff during initial years of TIF growth.</p>
<ul style="list-style-type: none"> -Register Spring Hill Special District with DCA. 	<ul style="list-style-type: none"> -Register Spring Hill CRA District with Department of Community Affairs. 	<ul style="list-style-type: none"> -CRA TIF -Volusia County 	\$175 (CRA TIF)	<p>Ongoing Annual Year 1 -Register Spring Hill Community Redevelopment Agency with department of Community Affairs.</p>



2. Total Costs for Activities Described Within the Redevelopment Plan

Based on the activities described in the Redevelopment Plan, the total estimated known costs proposed to be assigned to the Spring Hill CRA Tax Increment Fund are (contingent upon availability of said funds):

- \$175.00 for Year 1 Activities;
- \$75,000.00 for Year 2 Activities;
- \$25,000.00 for Year 3 Activities; and
- \$25,000.00 for Year 4 Activities.

The administrative and operational expenses for the Spring Hill CRA shall be borne by the City of DeLand. The initial years' projects outlined the evaluation of other successful redevelopment programs and program design for potential implementation within the Spring Hill CRA. Other activities during the CRA's initial years' will include the establishment of partnerships and working relationships with various community service providers, lenders, realtors and developers. These initial years' activities will emphasize relationship building, continued public investment within the CRA and the evaluation and design of programs to be implemented within the CRA, at a later time, when there is sufficient TIF revenue to pay for such programs. Opportunities may exist where alternate funding sources, or in-kind services, may be utilized in place of CRA TIF funds. The following table lists each one of the proposed selected activities and their potential cost to the Spring Hill CRA over the next four (4) years. Specific projects or activities undertaken will be contingent upon the direction of the CRA Board and availability of necessary funds.



SPRING HILL
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ACTIVITY	PURPOSE	OTHER POTENTIAL RESOURCES	CRA TIF EXPENSE YEAR 1	CRA TIF EXPENSE YEAR 2	CRA TIF EXPENSE YEAR 3	CRA TIF EXPENSE YEAR 4	USE
Entry markers/monuments, boundary markers, landscape, streetscape features and new signage to define the identity of the CORE area.	Redevelop Spring Hill's CORE area	Volusia County & City of DeLand	-	-	\$25,000	-	To provide assistance installing additional community entry way features and streetscape features.
Identify, promote and market selected areas/parcels for redevelopment.	Redevelop Spring Hill's CORE area	Volusia County & City of DeLand	-	\$10,000	-	-	Development of marketing materials listing proposed opportunity sites.
	Attract Investment	Volusia County & City of DeLand	-	\$5,000	-	-	Establish underutilized building grant fund. and/or façade grant fund for application in Spring Hill CRA.
Assist Residential/Non-Residential hook-up to Sanitary Sewer and Water system.	Redevelop Spring Hill's CORE area	Volusia County & City of DeLand	-	-	-	\$25,000	Establish sewer hook-up fund to potentially utilize TIF revenue to assist residents' connections to sewer services.
Provide funding to offset ROW Acquisition Costs to connect gaps in sidewalk network in critical areas (around schools).	Provide a Safe and Attractive Environment	Volusia County & City of DeLand	-	\$20,000	-	-	CRA to assist fund County acquisition of needed ROW to connect gaps in sidewalk network.
Assure proper lighting, safe landscaping and removal of sight obstructions from vacant and non-vacant parcels.	Provide a Safe and Attractive Environment	Volusia County & City of DeLand	-	\$20,000	-	-	Establishes fund for upkeep, upgrade and maintenance of lights within the CRA District.
Increase code enforcement: Façade Grants and Beautification Program.	Provide a Safe and Attractive Environment	Volusia County & City of DeLand	-	\$5,000	-	-	Establish a Façade Grants and Beautification program (Yard of Month program) within Spring Hill.
Expand CFCDC activities.	Provide Job Opportunities and Training	Volusia County & City of DeLand	-	\$10,000	-	-	CRA staff to evaluate opportunities to use CRA TIF Funds to support CFCDC.
Increase support for CHOMI.	Provide Job Opportunities and Training	Volusia County Stetson University City of DeLand	-	\$5,000	-	-	Meet with Stetson faculty to evaluate opportunity to increase initial micro-loan amounts.
Administrative Operation of Spring Hill CRA - Register Spring Hill CRA with Department of Community Affairs.	Administration and Operation of CRA	Volusia County & City of DeLand	\$175.00	-	-	-	City of DeLand to provide administration staffing and day-to-day operation of CRA. \$175 expense is Special District registration fee.
Total Estimated Expenses for Proposed Redevelopment Plan Activities:			\$175.00	\$75,000	\$25,000	\$25,000	



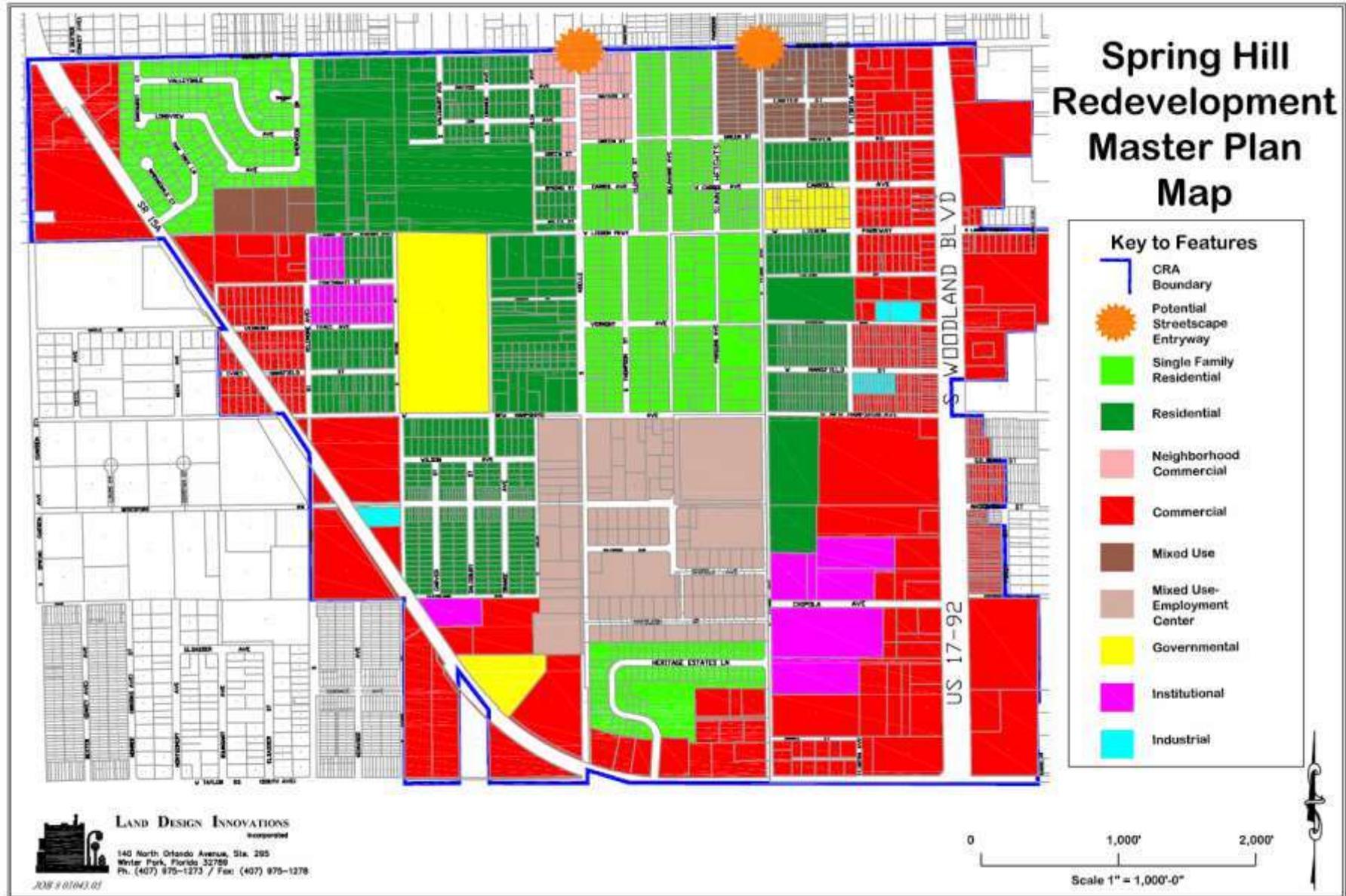
3. Future Land Use Plan/Redevelopment Master Plan Land Use Map

The prescribed City and County land uses provide guidance and direction for future development in the Spring Hill area. The current Future Land Use Map (FLUM) provides broad categories that accommodate a wide range of uses throughout Volusia County. The proposed Redevelopment Master Plan Land Use Map was created based on input received during the Community Workshops. This map identifies the residential CORE area of Spring Hill, identifies potential areas for future commercial development, employment center and non-residential development. The Redevelopment Master Plan Land Use Map also proposes the establishment of a Mixed-Use land use within the Spring Hill CRA. The Mixed Use land use designation is intended to allow *compatible* residential and non-residential uses within the same area. See **Figure 5: Spring Hill Redevelopment Master Plan Land Use Map** on the following page. The proposed Redevelopment Master Plan Land Use Map seeks to identify/provide areas for:

- Continued residential development and in-fill residential development;
- Future commercial and retail development to serve the residential CORE of Spring Hill;
- Development of employment centers and other areas of mixed uses; and
- Provision of transitional areas between residential and non-residential uses.



FIGURE 5: SPRING HILL REDEVELOPMENT MASTER PLAN LAND USE MAP





The proposed Redevelopment Master Plan Land Use Map is not intended to replace or supplant existing land use regulations of the City or County. Upon review and evaluation by City and County planning staffs, the City and County may choose to amend their respective Future Land Use Maps to incorporate the uses described in the proposed Redevelopment Master Plan Land Use Map. Should the City and County determine not to incorporate the uses described in the proposed Redevelopment Master Plan Land Use Map, the Map may still be utilized by Spring Hill CRA Board when evaluating future development activity and construction locations and its compatibility to the overall redevelopment efforts in Spring Hill. The proposed land uses and areas identified in the Redevelopment Master Plan Land Use Map are intended to provide a framework or context within which the Spring Hill Community Redevelopment Agency may make decisions regarding future development and growth within the Spring Hill CRA.

The proposed Redevelopment Master Plan Land Use Map Building does not provide densities, intensities or prescribe allowed or restricted forms of development. That level of detail will be provided by the City and County's respective land planning and zoning agencies. The proposed overall uses are intended to preserve and strengthen the residential neighborhood CORE of the Spring Hill community while providing areas of future development for employment centers, commercial uses and mixed uses. There are current and historical trends that apply specifically to the Spring Hill area, that are not applicable to the rest of Volusia County as a whole and are not reflected in the current City or County FLUM or zoning maps. The proposed Redevelopment Master Plan Land Use Map addresses specific community conditions while enabling the community to retain its central residential CORE, and pursue economic development and commercial development projects emphasizing compatibility between residential and non-residential uses. The following table provides an analysis of the existing land uses contained within the Spring Hill CRA.



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**SPRING HILL COMMUNITY REDEVELOPMENT AREA
LAND USE ANALYSIS**

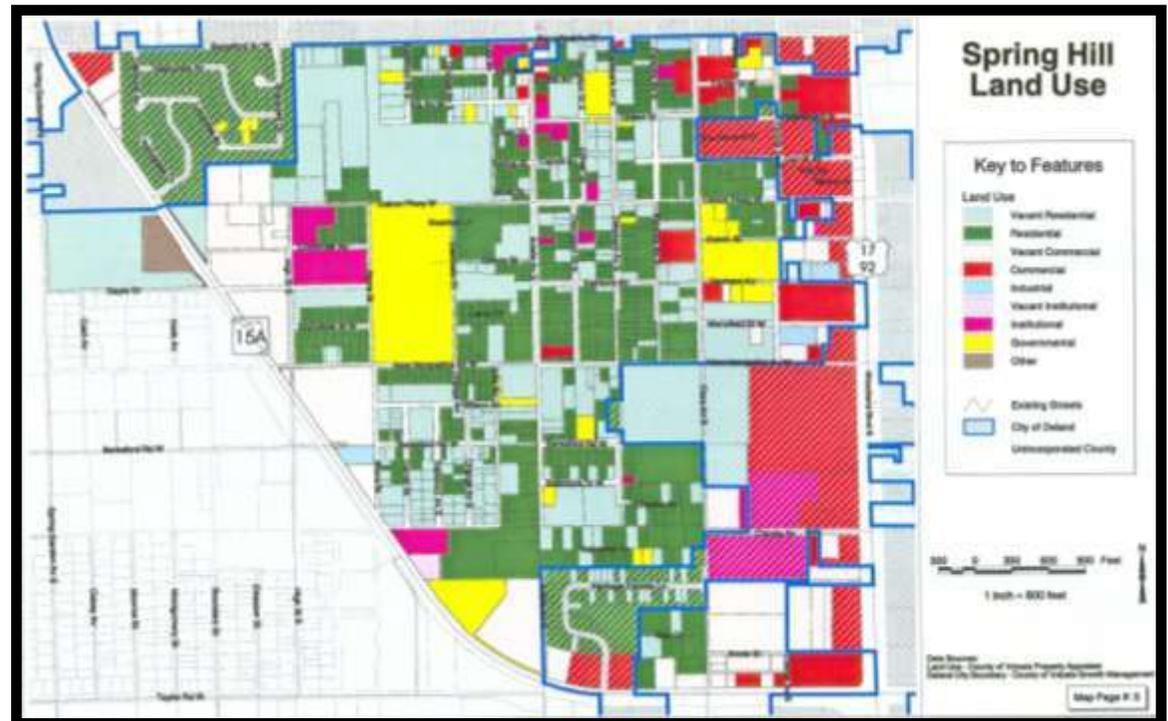
LAND USE	ACRES	% OF TOTAL AREA	TAXABLE VALUE	% OF TOTAL VALUE
Vacant Residential	96.98	17	\$1,602,808	2.2
Residential	161.38	28	\$18,492,960	26
Vacant Commercial	111.98	20	\$5,006,333	7
Commercial	74.41	13	\$28,386,208	40
Vacant Industrial	0	0	\$0	0
Industrial	14.44	2	\$4,238,776	6
Agricultural	6.05	1	\$9,600	Less than 1
Vacant Institutional	1.25	.2	\$0	0
Institutional	50.87	9	\$12,534,790	17
Government	50.48	9	\$1,268,112	1.8
Other	4.1	.7	\$12,460	Less than 1
TOTAL	571.94	99.9%	\$71,552,047	100%

Source: Volusia County Property Appraisers Office, 2005.

The above table illustrates the large proportion (40%) commercial land use comprises of the total taxable value of the Spring Hill CRA. Representing only 13% of the total area, commercial land use also comprises 40% of the total taxable revenue. A significant opportunity for increased ad-valorem tax revenue is presented by the 111.98 acres of vacant commercial properties which represents approximately 20% of the total CRA acreage. A significant opportunity also exists for increasing the ad-valorem revenue of the CRA through the development of the vacant residential area which comprises approximately 17% of the total CRA land area.

FIGURE 6: SPRING HILL LAND USE

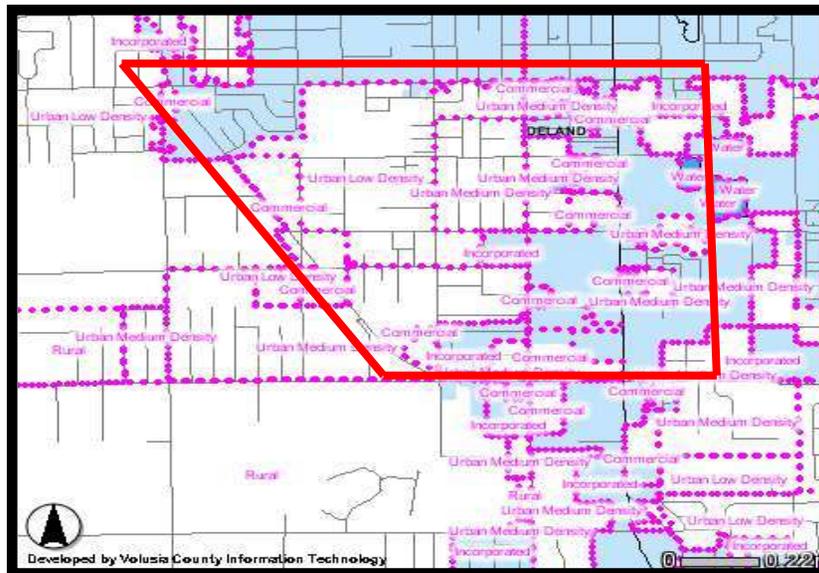
There is a mixture of land use types found within the CRA, including commercial, industrial, public parks, utilities public/institutional and a range of residential densities. While the majority of the existing land uses are appropriate for the traditional zoning categories, no safeguards exist to preserve and enhance the residential nature of the CORE of the Spring Hill community. The use of the proposed Redevelopment Master Plan Land Use Map is intended to accommodate the community goals of preserving existing residential uses, accommodating redevelopment and creating commercial, retail and employment opportunities that are compatible with the existing and future residential uses.



The proposed land uses outlined in the Redevelopment Master Plan Land Use Map are compatible with existing Volusia County's land uses and zoning as well as the City of DeLand's zoning and land uses within the Spring Hill area.

Non-standard lot sizes and configurations prevalent in the CRA may be addressed by the development regulations outlined in the Volusia County Affordable Housing Incentive Plan (Appendix 3). This incentive plan is discussed in greater detail in the following section of this report. Another proposed technique that may be used to address non-standard lot sizes is granting increased density bonuses and/or granting setback variances when 2 or more non-standard lots are aggregated into a larger, more usable parcel.

FIGURE 7: EXISTING VOLUSIA COUNTY LAND USES WITHIN SPRING HILL CRA



Existing Volusia County land uses within the Spring Hill CRA (red boundary).

The use of the Planned Unit Development or Planned Development (PUD/PD) process when evaluating and permitting development or redevelopment projects also provides the City and County increased flexibility when addressing non-standard and sub-standard sized lots. This process allows developers increased flexibility when designing their projects to accommodate the pre-existing conditions and site constraints present within the Spring Hill CRA while establishing compatible densities, lot area requirements and defining the shape and appearance of the project through the PUD/PD review process as described through a development agreement for each project.

The maximum height for buildings within the Spring Hill CRA under the current Volusia County Land Development Code is 35 feet. The utilization of the PUD development process would allow flexibility when considering development that may seek a building height taller than 35 feet.

Volusia County adopted an Affordable Housing Incentive Plan in 1993 (Appendix 3). The Affordable Housing Incentive Plan details a variety of methods and techniques designed to accommodate non-standard lot sizes and configurations, and assists in the creation of affordable housing. The defining feature of this plan is the flexibility it provides affordable housing projects when applying the County's Land Development Code. This flexibility includes allowed variances for lot sizes, parking requirements, density bonuses, reduced minimum square footage requirements, right-of-way requirements, the use of flag-lots and the use of in-law suites. This Redevelopment Plan recommends the inclusion of the Affordable Housing Incentive Plan information in any marketing and information packages the CRA may develop. The range of incentives contained in the Affordable Housing Incentive Plan can be a significant marketing tool and catalyst for affordable residential development, but only if the development community is made aware of the available incentives.



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

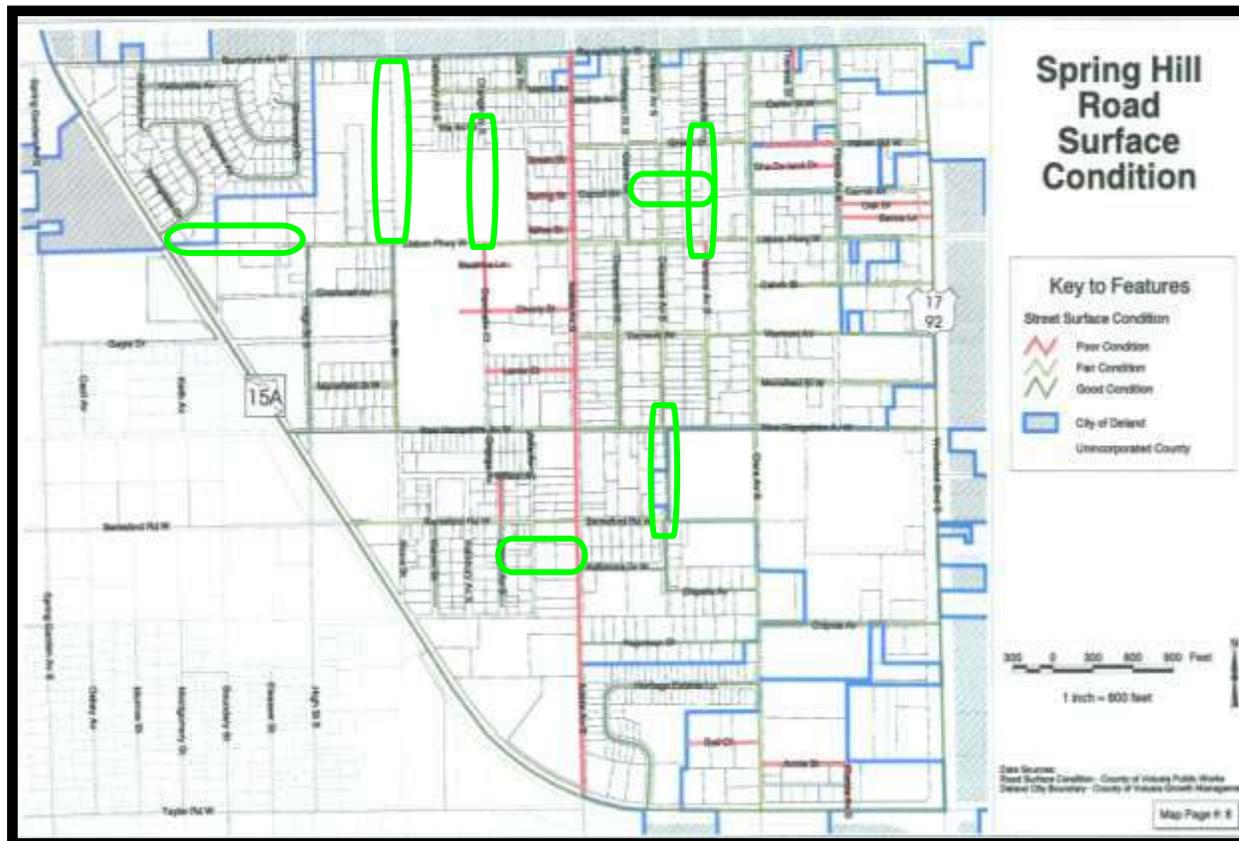
- Parcel aggregation;
- Enhanced landscaping along public right-of-ways that meet City and County standards;
- Creation and use of public spaces and open spaces in project design;
- Increased pervious surface areas;
- Incorporation of neighborhood retail and or desired community service (daycare, grocery, etc.);
- Rehabilitation or replacement of dilapidated structures or housing;
- Use of City and County design guidelines and incorporation of architectural themes, styles and imagery; and
- Creation of job opportunities and business retention.

The existing City of DeLand land uses and their associated zoning requirements are compatible with the redevelopment goals of the CRA and the proposed Redevelopment Master Plan Land Use Map, and do not require modification at this time.

4. Preserving and Enhancing Existing Street Grid System

In addition to the proposed Redevelopment Master Plan Land Use Map designed to address compatibility issues and development needs, this Plan also recognizes the value of the Spring Hill area's existing street grid network. This street grid can provide an efficient and safe travel network as well as necessary access to promote the continued development of the Spring Hill area. The existing roadway network and existing connection gaps in the network are shown below.

FIGURE 8: SPRING HILL ROAD SURFACE CONDITION



There are several gaps identified within the Spring Hill road network that should be addressed in order to maintain connectivity, ensure efficient movements and provide access to future development sites. These gaps are highlighted in light green in **Figure 8: Spring Hill Road Surface Condition**. Due to the limited amount of available TIF revenue in the early years of the CRA, activity associated with improving the connectivity of the existing street grid system have not been identified in this Plan.



E. IMPLEMENTATION

1. One Year Work Activity Plan

The One Year Action Plan is based on the Goals and Objectives and associated action items presented earlier in the Redevelopment Plan. Due to the limited TIF funding anticipated during the initial year's of the program, the primary activities proposed for the CRA during this time are administrative (establishing the CRA structure/staffing/TIF fund establishment), the evaluation and creation of programs and the establishment and formalizing of partnerships that will be utilized to implement the action items identified in the Plan when sufficient TIF funds become available. Additional items may be added to this list should the CRA determine that specific action items in Redevelopment Plan need to be addressed or implemented immediately, and sufficient funding may be secured to address any shortfall of TIF funds.



SPRING HILL
COMMUNITY REDEVELOPMENT AGENCY
"A CITY COUNTY PARTNERSHIP"



**SPRING HILL COMMUNITY REDEVELOPMENT AGENCY
ONE YEAR WORK ACTIVITY PLAN**

ACTIONS	GOALS/OBJECTIVES	ESTIMATED COST	RESOURCES/PARTNERS
Adopt Redevelopment Plan	Administration & Operation of CRA	N/A	<ul style="list-style-type: none"> • Volusia County Council • City Commission of DeLand
Establish Base Year Valuation and Tax Increment Fund	Administration & Operation of CRA	N/A	<ul style="list-style-type: none"> • Volusia County Property Appraiser's Office • Volusia County Council • City Commission of DeLand
Register Spring Hill CRA with Department of Community Affairs	Administration & Operation of CRA	\$175.00	<ul style="list-style-type: none"> • Department of Community Affairs
Identify Projects for acting on in Year 1 from Redevelopment Plan	Overall Implementation of Plan	N/A	<ul style="list-style-type: none"> • Spring Hill CRA Board
Evaluate Partnership Role and Activities with Riverside Bank including, but not limited to: <ul style="list-style-type: none"> • Affordable Housing Program • Subsidized Loan Program 	Increase Availability of Affordable Housing and Attract Investment and Create Value	N/A	<ul style="list-style-type: none"> • Spring Hill CRA Board • Riverside Bank (386.736.0524) Lisa Peterson (Manager) Jennifer B. Herndon (Assistant Vice President) • DRAFT Affordable Housing Program Partnership Agreement attached as Appendix 7
Evaluate applicability of successful Main Street DeLand programs and other CRA programs for applicability to Spring Hill CRA program including: <ul style="list-style-type: none"> • Façade Grant Program • Underutilized Building Program • Site Development Assistance Program • Business Development Assistance Program • Paint Up Program • Parking Lot Improvement Grant 	Attract Investment and Create Value, Develop CORE Area of Spring Hill and Provide Employment Opportunities	N/A	<ul style="list-style-type: none"> • City of DeLand Community Development Department • DeLand Main Street Association • SAMPLE forms for Subsidized Loan Program, Site Development Assistance and Business Development Assistance programs attached as Appendix 8
Evaluate availability of City, County or CDBG funds that may be 'advanced' to the CRA for use implementing Redevelopment Plan activities. Funds would be 'repaid' to lending source from TIF funds when available.	Overall Implementation of Plan	N/A	<ul style="list-style-type: none"> • Spring Hill CRA Board • Volusia County • City of DeLand



The success or failure of the Spring Hill Redevelopment Plan is directly linked to the ability of the Community Redevelopment Agency and its establishing partners, the City of DeLand and Volusia County governments, to stimulate reinvestment, to continue to implement planned community improvement projects and to involve and enable Spring Hill residents to participate in the redevelopment process. The Spring Hill community, the City of DeLand and Volusia County have taken the arduous first steps by identifying community needs, establishing the Spring Hill Community Redevelopment Agency and preparing a Redevelopment Plan to guide its efforts.

This section of the plan identifies a series of implementation strategies that have the highest potential for assisting the Spring Hill CRA achieve its goals.

2. Management Plan

Implementation of the Redevelopment Plan will require both human and financial resources. The Community Redevelopment Agency must assess its manpower needs and current funding sources to promote and market the Spring Hill area, review development plans, create new regulatory frameworks, leverage private and public investment, assist small businesses, maintain financial integrity, and provide day-to-day management of the CRA's operations. Three specific areas are highlighted for work under the management plan:

1. Assessment and assignment of staff hours for project administration. This will assist in establishing the value of the in-kind services and administrative services provided by the City of DeLand.
2. Evaluation of shared marketing opportunities with the City of DeLand Community Development Department, Volusia County Economic Development Department and the DeLand Area Chamber of Commerce for redevelopment of specific parcels or areas within Spring Hill and the creation of associated marketing materials.
3. Establish and Formalize partnerships with agencies, groups, lenders that share the goal and objectives of redeveloping the Spring Hill area.



3. Financial Plan

Planning for the income and expenditures within the CRA is integral to Redevelopment Plan's implementation. Separate sections of the report present the initial years' potential projects, revenue projections and proposed time frames. However, a variety of funding sources should be considered, such as:

1. Tax Increment Trust Fund. This is the mainstay of the Redevelopment Plan. Initial revenues derived from this source are somewhat small and will fall short of proposed project funding needs for the first few years. Due to the limited TIF revenue during the start-up years, other financial sources should be used to supplement this source.
2. Special Assessments.
3. General Obligation Bonds.
4. Special Revenue Bonds.
5. Grants and Loans to the Spring Hill CRA.
6. Public and private grants and loans using CDBG funds, Community Reinvestment Act funds, historic preservation funds, Small Business Administrations loans, and small business facility rehabilitation loans.
7. Fees and charges.

Financial incentives should be considered as Trust Fund revenues accumulate in order to stimulate the location of new tax paying or expanding facilities within the Spring Hill CRA. These incentives could include:

1. Temporary tax abatement or deferment equal to the amount of additional capital investment.
2. Public partnership with a private development wherein the public sector installs necessary infrastructure (roads, water, sewer) to make the project feasible.
3. Creation or establishment of a Community Development Corporation or Community Development District.

The CRA has expressed an interest to evaluate the applicability of matching grants, façade grants, under-utilized building grants and other successful grant and incentive programs that have been successfully applied elsewhere in the City. The DeLand Main Street Association has



successfully employed under-utilized building grants, façade grants and other programs to reinvigorate Downtown DeLand. These programs should be evaluated for their applicability to the Spring Hill CRA. The purpose of this financial aid is to encourage frontage improvements and visual appearance of the area as well as to stimulate major economic development projects.

Volusia County's Economic Development Department employs a range of incentive packages that may be modified for applicability to commercial or light industrial development within the Spring Hill community. These incentives include, but are not limited to:

1. Cash Incentives;
2. Site Locations Assistance;
3. Expedited Permitting;
4. Workforce Development/Education; and
5. Tax Abatement.

4. Marketing and Promotions

The effectiveness of this Redevelopment Plan will largely depend on the perception of the plan by the residents of Spring Hill and the general public, prospective developers, the development community and financial backers. Colorful illustrative materials are necessary prior to and during the process of developer solicitation, as well as for marketing potential development sites within the Spring Hill CRA. The Spring Hill Community Redevelopment Agency should establish a community theme or sponsor a contest for logo submittals; publish a CRA newsletter to residents and businesses; and establish an events program to generate and maintain public interest. The utilization of 'success stories' and other themed press releases can assist the marketing and improve the perception of the Spring Hill community.

5. Developer Solicitation and Selection

The developer solicitation process will occur if the CRA 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 Proposal (RFP) for targeted 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 Spring Hill CRA, City Commission and County Council to assure that there are



established performance expectations and to assure that all the terms and conditions of the Agreement are met. If incentives are utilized, the use of a Surety Instrument and Performance Agreement should be utilized to safeguard taxpayer monies, as well as a claw-back mechanism to recover any incentive funds if necessary.

Upon completion and execution of the required General Development Agreement, land acquisition, assemblage and other actions may commence.

6. Public Improvements

The Public Improvements section of the Redevelopment Plan presented programmed and planned public improvements within the Spring Hill CRA. These public improvements will serve as a catalyst for private developer investment and residents' investment in their own homes. The planned and programmed public improvements should be included in any marketing brochures or information to be developed by the CRA. The continued public commitment to the Spring Hill CRA demonstrated through the timely completion of these public improvement projects, will present a positive image to the development community regarding the Spring Hill area. This will improve the overall perception of the area and stimulate additional private investment.

7. Land Use Regulations

In the Action Items section of the Redevelopment Plan, the evaluation of current land use assignments and regulatory frameworks was discussed. In conjunction with the overall management and operation of the CRA, an in-depth evaluation of the City and County development frameworks and regulatory mechanisms should be undertaken. Additionally, the plan proposed the creation of a Redevelopment Master Plan Land Use Map to provide guidance regarding the future location of residential and non-residential uses. To further implement the proposed Redevelopment Master Plan Land Use Map, an evaluation of the existing development codes and potential code modification or revisions may be necessary. Modifications or revisions to existing codes or land use regulations should be undertaken if they can stimulate private investment, justify additional developer risk, create opportunities for new development, encourage parcel aggregation, increase development of affordable housing, initiate parcel rehabilitation, and promote user-friendly development. These might include:

1. Modified land development codes for the CRA;
2. Performance-based zoning;



3. Use of Transferable Development Rights;
4. Property vesting;
5. Density bonuses for rehabilitation, demolitions, acquisition and parcel aggregation;
6. Increased FAR ratios for new commercial development;
7. Reduced on-site parking requirements;
8. Enhanced landscape and open space requirements;
9. Amending the Future Land Use Map to locate new opportunities for increased residential density and development in the CORE of the Spring Hill community as shown in the Redevelopment Plan;
10. Use of crime prevention through environmental design strategies to minimize opportunities for crime; and
11. Systematic code enforcement program to address dilapidated structures and non-conforming uses, buildings and undergrowth.

The Volusia County Affordable Housing Incentive Plan created by the Affordable Housing Advisory Committee (AHAC) presented a range of incentives including the majority of those listed above and those presented in the Sadowski Act. The Affordable Housing Incentive Plan was adopted by the County and made law in 1993. Increasing the Spring Hill community's awareness and the development community's awareness of such incentives currently available may encourage additional development of affordable housing. The Affordable Housing Incentive Plan (Appendix E) information should be included in any marketing and informational material created by the Spring Hill CRA.

8. Tax Increment Finance Revenue Projections (TIF)

The methodology used to estimate the potential Tax Increment Fund revenue stream for the Spring Hill CRA utilized the following millage rates: Volusia County Operational Millage (6.204); Voter Approved Millage (ECHO) (0.4); Special Fire Control District Millage (3.3668) and the Municipal Service District Millage (1.691). The combined millage rates equal 11.6618. The City of DeLand's millage rate (6.169) was not included in this estimate.



SPRING HILL
COMMUNITY REDEVELOPMENT AGENCY
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The value of taxable property within the Spring Hill CRA has increased from \$50,133,230 in 1998 to \$64,791,246³ in 2003. This represents a positive change of \$14,658,016 over a 5 year period, a ~29% increase in valuation from 1998 through 2003 or approximately 5.8% per year. The current (2004) taxable value of properties within the Spring Hill CRA is \$71,552,047. This represents an increase of \$6,760,801 or 10.4% over the 2003 values.

A conservative approach was used when estimating the potential TIF revenue for the Spring Hill CRA. Although the historical data indicated a taxable valuations increasing between ~5% to ~10% per year, residential properties were projected to increase in value at a 3% per year while all other land uses were projected to increase in value at 5% per year. The resulting projections are based on the existing property valuations provided by the Volusia County Property Appraiser's Office. The TIF revenue estimates are conservative and may under-represent the true TIF revenue potential of the Spring Hill CRA. A detailed revenue projection incorporating all of the different mileage rates applicable to the Spring Hill CRA should be completed subsequent to adoption of the Redevelopment Plan. A summary of the Spring Hill CRA TIF revenue projections is presented in the table below. The Spring Hill CRA TIF revenue projections are presented in Appendix 3.

³ Volusia County Planning and Development Services Division, 2005



SPRING HILL TAX INCREMENT FUND (TIF) REVENUE PROJECTIONS

FISCAL YEAR	ANNUAL AMOUNT	CUMULATIVE AMOUNT
2005-2006	\$27,536	\$27,536
2006-2007	\$28,779	\$56,315
2007-2008	\$30,081	\$86,396
2008-2009	\$31,443	\$117,839
2009-2010	\$32,869	\$150,708
2010-2011	\$34,362	\$185,070
2011-2012	\$35,926	\$220,996
2012-2013	\$37,563	\$258,559
2013-2014	\$39,276	\$297,835
2014-2015	\$41,071	\$338,906
CUMULATIVE TIF REVENUE THROUGH FY 2015:		\$338,906



F. LEGAL AND REGULATORY ISSUES

1. Neighborhood Impact Assessment

a. Introduction

This assessment provides a detailed description of the impact of the proposed Redevelopment Plan upon the neighborhood residents of the Spring Hill CRA and the surrounding areas as required by Chapter 163.362 (3), Florida Statutes. Fewer than 25 Section-8 participants reside in the CRA. The Sha-DeLand Mobile Home Park lies within the CRA and contains a significant number of lower income households. There are no public plans for redevelopment of the mobile home park. The provision of additional affordable housing within the CRA is discussed in the Redevelopment Plan. The Redevelopment Master Plan Land Use Map identifies and provides areas for the future location of single family and multi-family residential units including the provision of affordable housing. The Redevelopment Master Plan Land Use Map also seeks to protect existing residential uses by identifying areas for future commercial development, employment center development and transitional areas between strictly residential and non-residential or mixed use areas. Additional traffic is anticipated along US 17-92 (Woodland Boulevard) and SR-15A (Truck Route); however, the neighborhoods comprising the Spring Hill CRA should not experience any direct negative impacts from these activities.

b. Relocation

The Redevelopment Plan does not propose the acquisition of any land by the public sector. Therefore, displacement and relocation of residents by the Community Redevelopment Agency is not currently contemplated. Although the potential displacement of residents by future development is a concern that will be addressed by the Community Redevelopment Agency when it occurs, there are few single-family dwelling units which are non-conforming uses in the commercial zones along SR-15A and US 17-92. It is possible that, in the long-term, private developers will buy residential properties and develop them for commercial uses at which time rezoning issues would be examined. The same event may occur regarding the mobile home park. However, these transactions would be between private parties. The Spring Hill Community Redevelopment Agency will assess the need for governmental relocation assistance on a case-by-case basis.



c. Traffic Circulation

The Redevelopment Plan proposes the development of vacant residential parcels in the Spring Hill CORE, infrastructure improvements and development of commercial areas along SR-15A and US 17-92. Over time, these changes may result in increased traffic generation. A major objective of the Spring Hill redevelopment effort is to encourage a more vibrant business community with more customers. Most of the additional anticipated traffic will directly impact the arterials identified previously, SR-15A and US 17-92. The collector road Beresford Avenue may be impacted, as may City streets Adelle Avenue and South Clara Avenue. However, it is the intent of the proposed Redevelopment Master Plan Land Use Map that existing residential neighborhoods be protected from incompatible commercial development or uses. By identifying specific areas for future non-residential and commercial development in the Redevelopment Master Plan Land Use Map, residential streets within the CRA will be marginally impacted in the long-term. Additional traffic generation associated with the long-term residential development of the Spring Hill CRA, will be addressed by Volusia County's and the City of DeLand's Land Development Regulations and the jurisdictional concurrency requirements of the code.

d. Environmental Quality

There are no plans to introduce any type of land use or business that would be a producer of 'pollution'. On-site storm water management systems will be required to adequately treat run-off from new development. The continuing installation of storm-water facilities, sanitary sewer and potable water services to the Spring Hill CRA area will further improve the overall environmental quality of the area by reducing the use of old and failing septic and well systems. Implementation of the Redevelopment Plan will result in additional landscaped open spaces and clearing of undergrowth and debris resulting in a positive impact on the environment.

e. Availability of Community Services and Facilities

Implementation of the Spring Hill Redevelopment Plan will result in enhanced and improved community services and facilities within the CRA. Such enhancements will include increased public health safety; reduced opportunities for crime; additional streetscape and entryways for added beauty; additional park and recreational opportunities; sidewalk and drainage improvements; public/private cost share programs



to encourage façade and home improvements; and the expansion of the services and facilities available to the Central Florida Community Development Corporation (CFCDC).

f. Effect on School Population

The plan will have little direct impact on the school population in the short-term. In the long-term, a successful increase in the residential inventory of the Spring Hill CORE will have an impact upon the potential number of students. The only school within the Spring Hill CRA is the Southwestern Middle School. One of the positive benefits for the school-age population residing or using the area will be the additional sidewalk connections.

g. Other Issues Affecting the Physical and Social Quality of Community

It is anticipated that once the implementation of the Spring Hill Redevelopment Plan gains momentum over time and accrues several development achievements, the overall physical and social conditions within the CRA will significantly improve. This improvement may also generate a shift in the mindset of Spring Hill residents and increase community pride and motivation to take part in the redevelopment opportunities and program. Additionally, the positive changes over time will improve the perception of the Spring Hill community by non-residents of the community.

2. Comprehensive Plan Consistency

The Spring Hill Redevelopment Plan is consistent with and in compliance with the City of DeLand's and Volusia County's adopted Comprehensive Plans, including the Future Land Use Maps (FLUM) and the Goals, Objectives and Policies of their respective Comprehensive Plan Elements. A Comprehensive Plan Amendment will be required to include the CRA in the City and County FLUM and Goals, Objectives and Policies of the appropriate Elements of the respective Comprehensive Plans. When revising their respective Comprehensive Plans, the priority for the City of DeLand and Volusia County should be given to those amendments that facilitate the implementation of the Redevelopment Plan.

3. Plan Duration

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

4. 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.

5. Severability

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

6. Public Improvements

Volusia County and the City of DeLand are continuing a range of public investment and public improvements within the Spring Hill community. These include sidewalks; sanitary sewer and potable water; an entryway/streetscape project; and park improvements. The City and County have utilized a creative array of funding sources for these programs including CDBG funds and City and County General Fund revenues.

a. Sidewalks

Volusia County had 6 sidewalk projects scheduled for installation during FY 2004-2005 in the Spring Hill area. The

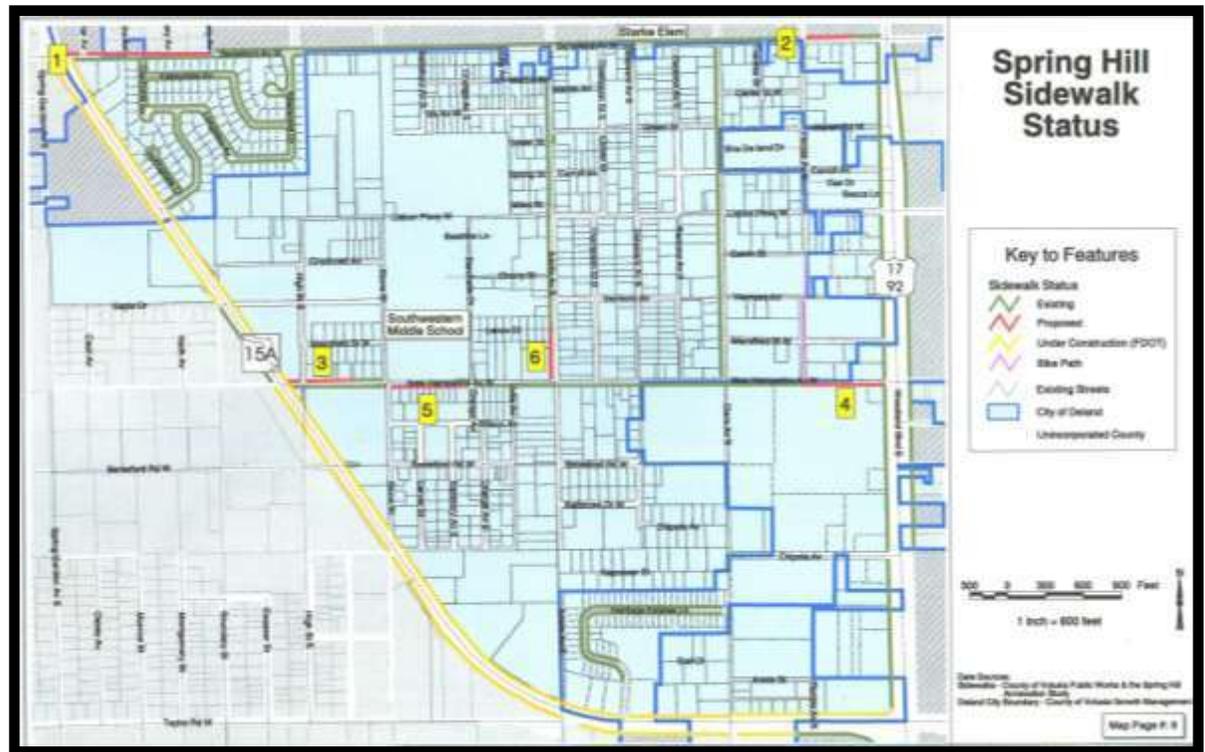


FIGURE 9: SPRING HILL SIDEWALK STATUS



table below lists these projects and their costs. These sidewalks have been installed; however, there are gaps within the network due to encroachment by residential parcels and lack of available right-of-way. CRA TIF may be utilized in the future to acquire right-of-way to allowing connecting the gaps in the sidewalk system wherever possible. The installation of sidewalks, particularly around the Southwestern Middle School to the surrounding neighborhoods and residential areas is a priority.

**SPRING HILL SIDEWALK CONNECTIONS
 VOLUSIA COUNTY PUBLIC WORKS**

LOCATION AND NUMBER	DESCRIPTION	COST ESTIMATES
Beresford Avenue 1	From Boundary to SR-15A	\$33,000
Beresford Avenue 2	From US 17-92 to Florida Avenue	\$16,000
New Hampshire Avenue 3	From Southwestern Middle School to SR-15A	\$14,000
New Hampshire Avenue 4	East End from Health Department Driveway to US 17-92	\$11,000
New Hampshire Avenue 5	South Side across from Southwestern Middle School	\$20,000
Adelle Avenue 6	From Lenox Court to New Hampshire Avenue West	\$10,000
TOTAL		\$104,000



b. Sanitary Sewer and Potable Water

Volusia County has utilized Community Development Block Grant (CDBG) funds to assist the City of DeLand with the installation of sanitary sewer and potable water services to the Spring Hill area. The County received \$250,000 from the State Legislature in 2004 for the continued installation of sanitary sewer services to the Spring Hill community. The County is requesting an additional \$187,500 this year (2005) with a local match of \$62,500. The following table lists CDBG funds that Volusia County has allocated for the installation of sanitary sewer and potable water service in the Spring Hill community.

**SPRING HILL
PLANNED SANITARY SEWER AND WATER IMPROVEMENTS**

PUBLIC IMPROVEMENT	DESCRIPTION	COST ESTIMATES	STATUS
South Adelle Avenue	Sanitary Sewer Improvements	\$902,248 ⁴	PLAN COMPLETED OUT TO BID
Potable Water Distribution Lines	Installation of Potable Water Distribution to Spring Hill area	\$952,000	SCHEDULED CONSTRUCTION BEGINNING 2005-2006
Sanitary Sewer Collection System	Phase I	\$325,000	2005-2006
	Phase II	\$325,000	2006-2007 ⁵
	Phase III	\$325,000	2007-2008 ⁶
TOTAL:		\$2,829,248	

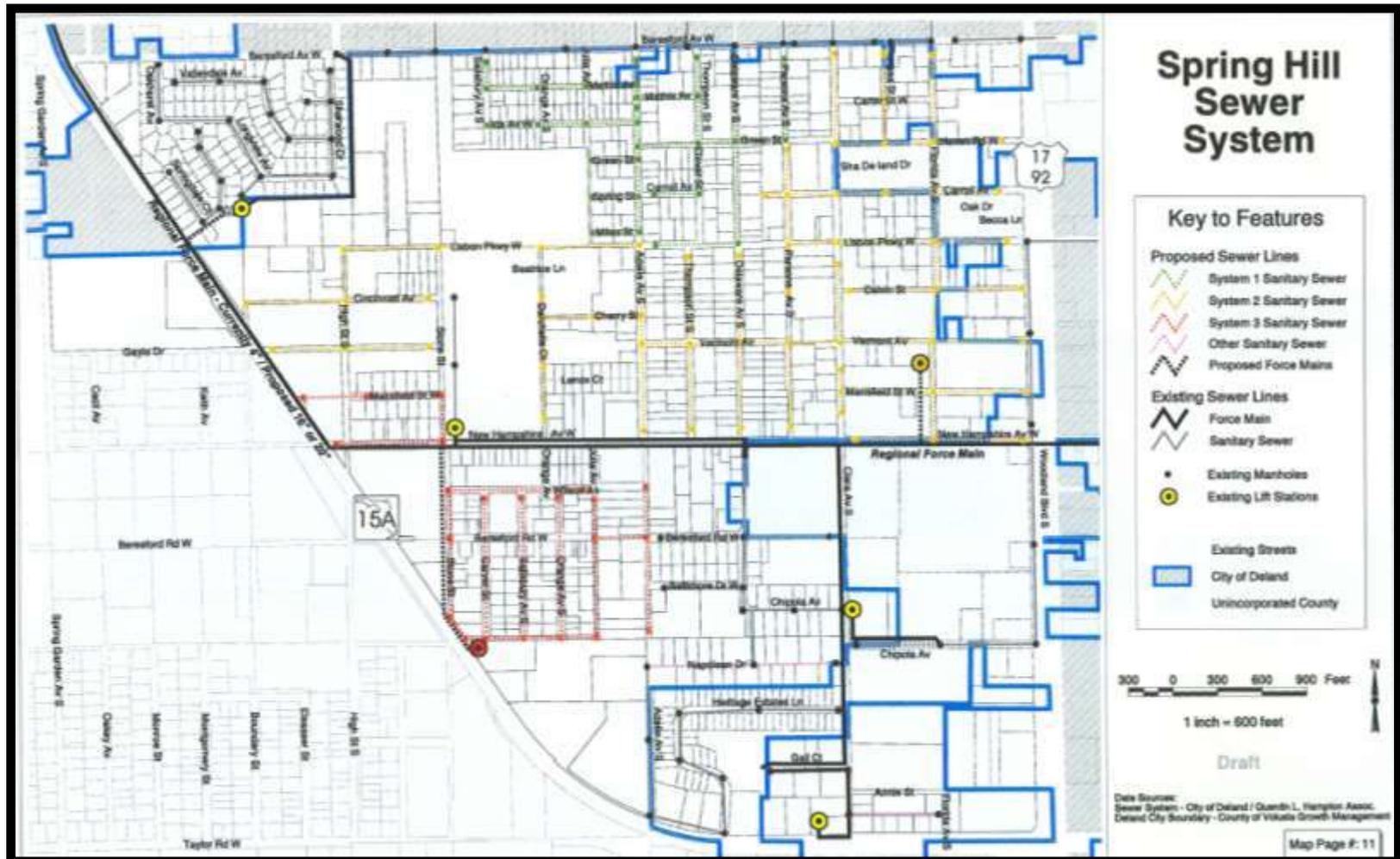
⁴ City of DeLand Public Works Department, 2005

⁵ Contingent Upon Availability of Funds

⁶ Contingent Upon Availability of Funds

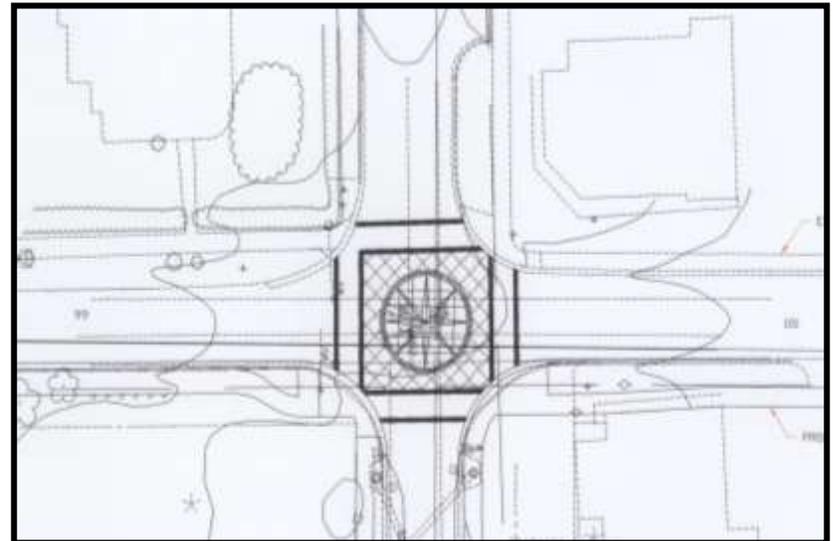
The exact timing, scheduling of installation and completion of the improvements is contingent upon continued availability CDBG and State legislative funding. The proposed phases of the sanitary sewer improvements are shown in **Figure 10: Spring Hill Sewer System**. The planned sanitary sewer collection improvements for South Adelle Avenue are shown in Figure 12.

FIGURE 10: SPRING HILL SEWER SYSTEM



c. Streetscape and Entry Feature at Adelle Avenue

Volusia County and the City of Deland are partnering to utilize CDBG funds to install streetscape features at and around the intersection of Adelle Avenue and Beresford Avenue. The specific improvement area runs south along Adelle Avenue, south from Beresford Avenue to Spring Street, and runs along Beresford Avenue from Adelle Avenue west to Julia Street and east to Thompson Street. These features will include sidewalks, decorative pavers, benches, streetlights and trees. The streetscape features will identify the Spring Hill community and serve as an entry point into the community. CP&H Engineering is donating the engineering services needed for this project. The improvement is scheduled to begin installation subsequent to the installation of the sewer and water lines along Adelle Avenue. The City and County have earmarked \$28,000 and \$75,000, respectively for this project. CDBG funds will be applied for the balance of the project's cost. The overall value of this improvement is \$250,000.



The above graphic illustrates the streetscape and intersection improvements to be installed at the Adelle Avenue and Beresford Avenue intersection.

d. Parks

Spring Hill Park, located near Green Street and Thompson Street, will undergo improvement this year. Improvements will include the installation of a picnic and activity pavilion and restrooms. The overall public investment for improving Spring Hill Park is \$116,000. The source of the funding for the park's improvements is the CDBG program. Another park located within the Spring Hill CRA is Bruton Park. Bruton Park is located on South Clara Avenue near Lisbon Parkway. Volusia County will evaluate potential improvements to the retention features adjacent to the park. This evaluation will address potential expansion of the capacity of the retention feature and as well as expansion of the passive recreation opportunities within the area. The map on the following page, **Figure 11: Spring Hill Government Property**, shows government owned property, parks and public areas within the Spring Hill CRA.

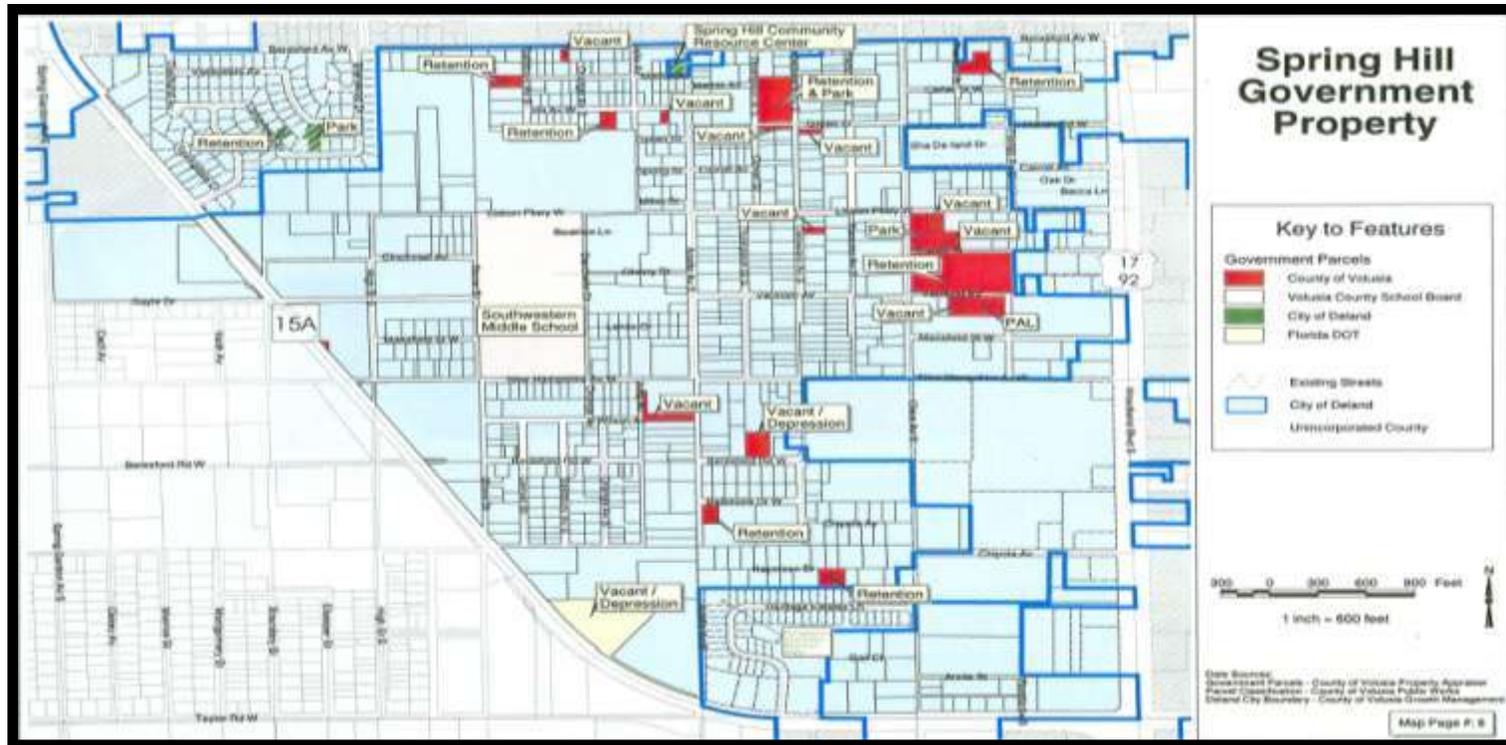


FIGURE 11: SPRING HILL GOVERNMENT PROPERTY

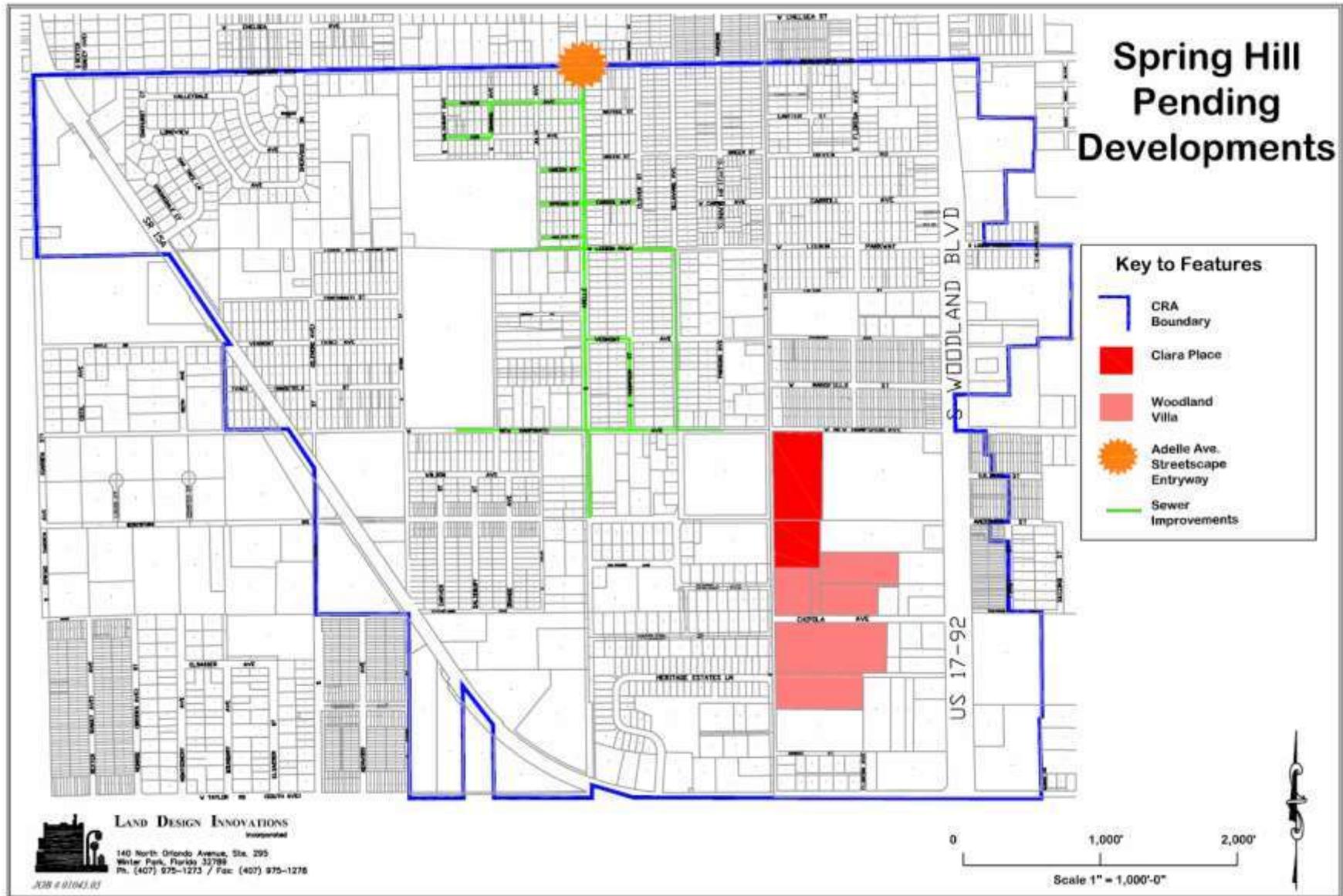
7. Planned and Pending Development

a. Woodland Villas (ACLF Duplexes)

Woodland Villas is a proposed extension of the Woodland Towers Adult Congregate Living Facility (ACLF) located on Woodland Boulevard. See **Figure 12: Spring Hill Pending Projects** on the following page. The existing facility consists of the Woodland Towers Retirement Apartments. The proposed Woodland Villas/Phase I would consist of 6 duplex units and a Club House. Phase I will be located at the northeast corner of the intersection of South Clara Avenue and Chipola Avenue.



FIGURE 12: SPRING HILL PENDING PROJECTS





Future phases of the project are planned for development south of Chipola Avenue. The future phases of the development will include 17 buildings containing 46 residential units. This development is currently going through the development review process with the City of DeLand. The development represents a unique opportunity for ancillary commercial and retail development to serve new residents. An opportunity may exist to develop outpatient medical services, diagnostic laboratory services, health clinic services or medical and health supply retail facilities to serve the growing population of the Woodland Towers facilities.

b. Clara Place (Multi-family Residential Development)

Clara Place is a proposed multi-family residential development at the southeast corner of New Hampshire and South Clara Avenues. The proposed development will consist of 14 buildings containing 89 residential units. The units will be comprised of 50 1-bedroom units and 39 2-bedroom units. This development will provide additional residential opportunities within the area. This development is currently going through the planned development review process with the City of DeLand. The project represents an opportunity for increased demand of neighborhood retail services.

8. Partnership Opportunities

A wide variety of partnership opportunities is available for the Spring Hill CRA. Due to the varied activities undertaken by the CRA, the partnerships may involve public service agencies, private financial institutions, community and economic development organizations, and philanthropic and religious organizations. The CRA's historic partnership with the establishing entities of Volusia County and the City of DeLand will continue to be strong in providing guidance and support that the CRA will depend on during the initial years of the program. Other partnership opportunities exist with the DeLand Chamber of Commerce; the Volusia County Economic Development Department; the City of DeLand's Community Development Department; Main Street DeLand Association; and community development foundations. Partnerships with various social organizations can also assist the Spring Hill CRA achieve its goals and objectives and address issues facing its residents. Appendix D lists a variety of agencies, contacts and their purpose or mission.



G. APPENDICES



1. Community Workshop Summary Reports



2. Spring Hill's Community Legal Description



3. Spring Hill CRA Revenue Projections



4. Listing of Potential Partnership Service Agencies



5. **Volusia County's Affordable Housing Incentive Program**



SPRING HILL
COMMUNITY REDEVELOPMENT AGENCY
"A CITY COUNTY PARTNERSHIP"



6. Letter from P-3 Community Foundation



7. Letter of Understanding Sample for Affordable Housing Program (Riverside Bank)



8. Program Examples and Forms

- **Business Development Program**
- **Subsidized Loan Program for Commercial Building and Businesses**
- **Site Development Assistance Program**
- **Paint Up Program (Painting and Pressure Washing)**
- **Parking Lot Improvement Program**