

City of Palm Coast

Prosperity 2021



“Plan for Growing our Local Economy”

January 28, 2011



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City of Palm Coast Prosperity 2021

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January 25, 2011

Pros·per·i·ty: Prosperity is the state of flourishing, thriving, success, or good fortune.¹ Prosperity often encompasses wealth but also includes others factors which are independent of wealth to varying degrees, such as happiness and health.

Acknowledgements

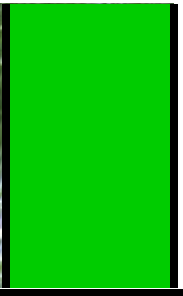
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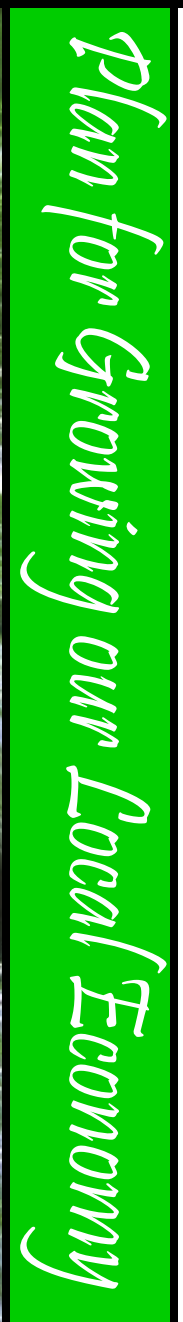
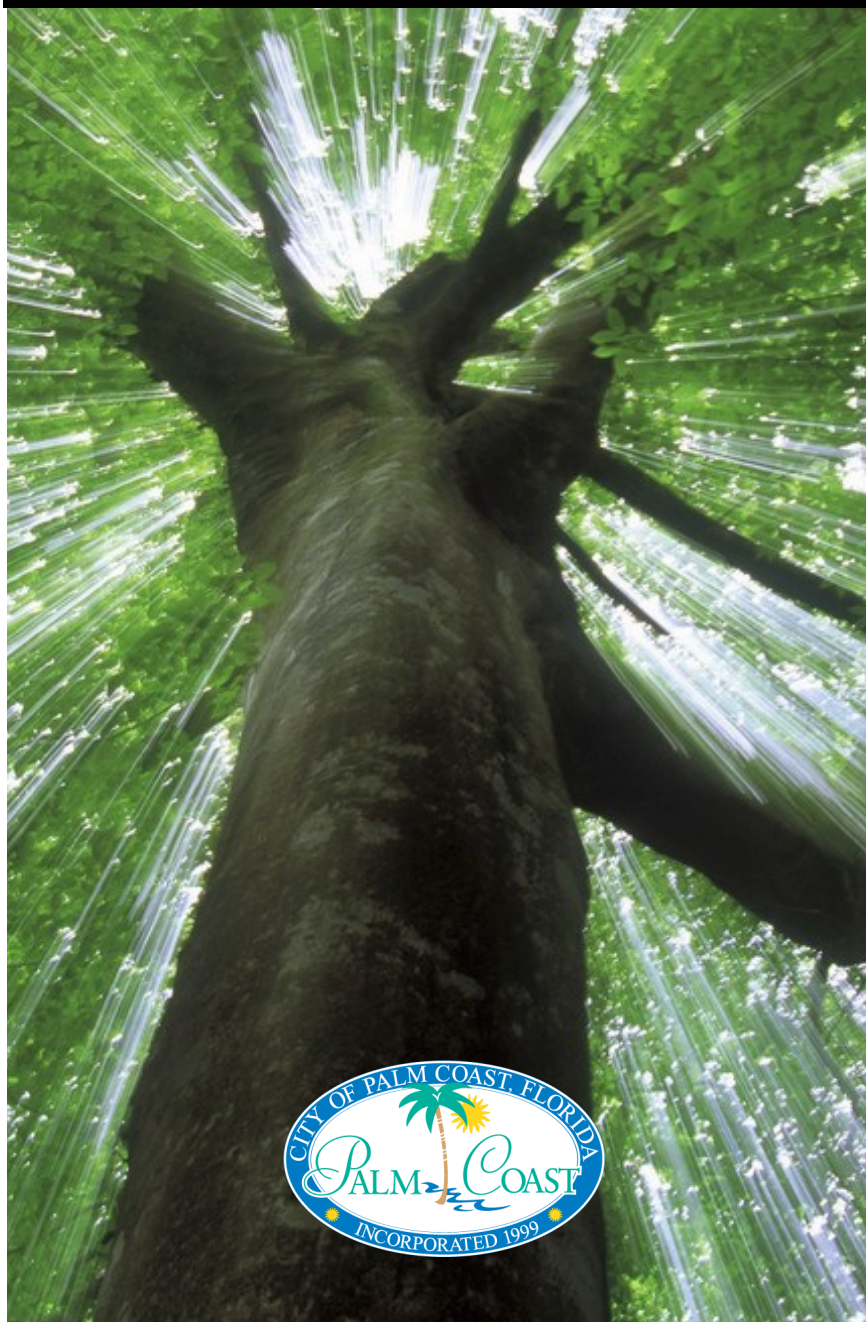
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Chapter I: Executive Summary



CITY OF PALM COAST **PROSPERITY 2021**

EXECUTIVE SUMMARY



Plan for Growing our Local Economy

Overview of the Plan

Purpose

- Serve as the City's Economic Development Plan
- Address City Council Goals and Priorities
- Outline the City's Role in Growing Our Local Economy
- Not Intended to Address Other Roles in Economic Development
- Outline Opportunities to Partner with both the Public and Private Sector

Background and History

- ITT/Levitt and Sons Developed Palm Coast as a Residential Retirement Community and our Economy is Heavily Dependent on the Residential Sector
- Our Local Economy is affected by External Factors that are Beyond our Control (real estate cycles, stock markets, national/state policies, etc.)
- Primary Dollars (including Primary Employers) Provide the Greatest Return on Investment and Should be Our Focus

Our Plan to Grow Our Local Economy

- Our Plan is Built upon the City Council Vision that Palm Coast Continue to be a Great Place to Live!
- Our Plan is Divided into Three (3) Sections
 - (1) **Neighborhoods:** *Our Primary Focus* - How do we keep Palm Coast beautiful, encourage homeownership and reinvestment, and provide quality services?
 - (2) **Districts:** *Create Vibrant and Great Places* - How can we encourage development of many districts and the economic vitality of those districts?
 - (3) **City and Region:** *Make our City Attractive and Competitive* - How do we make Palm Coast attractive to new residents, businesses, and visitors?
- Accomplishing these Goals will require Partnering with other Public and Private Entities and Identifying Funding Sources
- At Least Annually, We Need to Measure Our Efforts to Affect Change in the Local Economy

For the Complete Plan, Visit the City's Website

www.palmcoastgov.com





Neighborhoods

Our Primary Focus

Keep Palm Coast Beautiful

Ongoing

- Responsive Code Enforcement
- Rental Registration Program
- Foreclosed and Abandoned Properties Program
- Beautification Recognition Program

New

- Neighborhood Signs, Gateways, and Medians
- Neighborhoods Assessment and Plan

Encourage Home Ownership and Reinvestment

Ongoing

- Neighborhood Stabilization Program
- Building Permit Fee Discount Program

New

- Get a Neighbor, Get a Perk Program
- Welcome Home Program
- Community Development Block Grant Program

Provide Quality Services

Ongoing

- Quality Water and Wastewater Utility Services
- Quality Fire, Police, and Emergency Medical Services
- Quality Schools
- Stormwater Services
- Road Resurfacing Program

New

- Renew 1/2 Cent Sales Tax for Road Resurfacing



Districts

Create Great and Vibrant Places

Downtown District

Ongoing	<ul style="list-style-type: none">Continue to Use as Venue for Public and Special EventsBulldog Drive ImprovementsAdditional Central Park Improvements
New	<ul style="list-style-type: none">Identify Alternative Options for Venues as Downtown DevelopsFuture Trolley/Transit LinksCRA Funds to Incentivize Job Growth/Entertainments Uses

Commercial Districts

		Parkway West	Old Kings Road	Parkway East	Matanzas
Ongoing	<ul style="list-style-type: none">Reasonable Impact Fee MethodologyBrownfields ProgramContinue to Engage Property OwnersContinue FiberNet ExpansionContinue to Promote Trail NetworkContinue to Engage FAA CenterGolf Course Renovation and RenewalContinue to Maintain Tree CanopyContinue to Seek Funding for Matanzas Interchange		<ul style="list-style-type: none">....	<ul style="list-style-type: none">....	<ul style="list-style-type: none">.
New	<ul style="list-style-type: none">Engage Business/Property OwnersUtilize Pole Banners to Establish IdentityUpgrade Entrance at U.S. Highway 1Pedestrian ImprovementsRedevelopment PlanningOld Kings Road ProjectsEngage Daytona State College about Growth OpportunitiesForm Business Park Development Agreement/Special OverlayMarketing Assistance for Economic DevelopmentSpecial Area Master Plan	<ul style="list-style-type: none">.....	<ul style="list-style-type: none">...	<ul style="list-style-type: none">...	<ul style="list-style-type: none">..

Business Districts

		Hargrove Grade	Pine Lakes	Roberts Road	Airport Area
Ongoing	<ul style="list-style-type: none">Reasonable Impact Fee MethodologyBrownfields ProgramAssist with Wetland Mitigation PermittingDialogue with Property OwnersAirport Area Master Plan and Incentive Regulations	<ul style="list-style-type: none">..	<ul style="list-style-type: none">..	<ul style="list-style-type: none">..	<ul style="list-style-type: none">.
New	<ul style="list-style-type: none">Form Business Park Development Agreement/Special OverlayPursue Heavy Industrial Zoning of Additional AreasPursue Creation of Master Drainage FacilitiesPursue Community Development Block Grants for InfrastructureMarketing Assistance for Economic DevelopmentExtend FiberNetSpecial Area Master Plan	<ul style="list-style-type: none">......	<ul style="list-style-type: none">.....	<ul style="list-style-type: none">....	<ul style="list-style-type: none">...



City and Region

Make Our City Attractive and Competitive

Let the Secret Out	
Ongoing	<ul style="list-style-type: none"> Coordinate and Promote Local Events Geocaching Program Pedestrian/Bicycle Master Plan Implementation Florida Agricultural Museum Support Designation of Great Florida Birding Trail
New	<ul style="list-style-type: none"> Non-Governmental Website w/Social Media Create Branding/Marketing Strategy & Program Secure Large Venue for Special Events Sporting Events Attraction/Marketing Trails Map and Guide Blueways Map and Guide Trail Wayfinding and Signage
Celebrate our Diversity	
Ongoing	<ul style="list-style-type: none"> Cultural Grants
New	<ul style="list-style-type: none"> Minority Business Assistance Annual Multi-Cultural Event for All Groups
Invest in Capital Projects	
Ongoing	<ul style="list-style-type: none"> Aggressively Pursue Grants Expand Fiber Optic Network Water Reuse System Expansion Coquina Coast Desalination Project Expand Transportation Network
New	<ul style="list-style-type: none"> Wireless Access Program Promote Natural Gas Availability
Assist our Small Businesses	
Ongoing	<ul style="list-style-type: none"> Support our Partners (SCORE and SBDC) Simplify and Streamline Business Tax Receipt/Home Occupation
New	<ul style="list-style-type: none"> Business Assistance Center Business Services Web Portal Business Spotlight
Make Business Sense (Cents)	
Ongoing	<ul style="list-style-type: none"> Simplify and Streamline Development Processes Flexible Impact Fee Payment Program Local Preference Purchasing Policy
New	<ul style="list-style-type: none"> Procurement Outreach and Assistance
Encourage Job Creation	
Ongoing	<ul style="list-style-type: none"> Comprehensive Incentive Program (Multiple Incentives) Airport Area Master Plan and Incentive Zoning Overlay Partnership with Enterprise Flagler Involvement with Regional EDOs (Cornerstone)
New	<ul style="list-style-type: none"> Impact Fee Deferral/Forgiveness Program Bounty for Business Program Economic Gardening "Incentivization" Form Development Agreement for Business Parks Business Park Partnership Program

Partnership Opportunities

Public-Private / Non-Governmental Partnerships



- Create Branding, Marketing Strategy & Program
- Comprehensive Incentive Program
- Business Park Partnership Program
- Involvement with Regional EDOs
- Marketing Assistance to Property Owners
- Supporting our Partners (SCORE and SBDC)
- Business Assistance Center



- Coordinate and Promote Local Events
- Welcome Home Program
- Supporting our Partners (SCORE and SBDC)
- Procurement Outreach and Assistance



- Coordinate and Promote Local Events
- Sporting Events Attraction/Marketing
- Trails Map and Guide
- Annual Multi-Cultural Event for All Groups



- Get a Neighbor, Get a Perk Program
- Welcome Home Program



- Florida Agricultural Museum Support

Local Government Partnerships



- Neighborhood Stabilization Program
- Community Development Block Grant Program
- Quality Fire, Police, and Emergency Medical Services
- Renew 1/2 Cent Sales Tax for Road Improvements
- Seek Funding for Matanzas Interchange
- Roberts Road District Special Area Master Plan
- Airport Area Master Plan Implementation



- Coquina Coast Desalination Project
- Expand Transportation Network



- Quality Schools
- Coordinate and Promote Local Events
- Sporting Events Attraction/Marketing
- Annual Multi-Cultural Event for All Groups

Chapter II: Introduction

If you read the headlines in 2006, the news read something like this “Palm Coast, one of the fastest growing cities” or “Palm Coast, record low unemployment of 4%.” There was little or no talk about the need for economic development. Many residents were prospering from either the residential boom or the gains in their retirement accounts as the stock market continued upward. The recent headlines are much different.

Our unemployment hit a high of 17% in April of 2010. The residential sector hit rock bottom, the stock market hit a record low below 8,000, and the national/global economy was in a crisis. There is now very little argument about the need for growing our local economy and focusing on economic development. However, as always, there are a lot of opinions about how our community should go about economic development.

The City Council, as part of their annual goal setting, tasked the economic development team with developing a City Economic Development and Incentive Policy. This plan was developed to accomplish that goal and do the City’s part in growing our local economy. As covered in the next chapter, there are many players in economic development, not just the City. This plan is not intended to address the many roles of those players, such as Enterprise Flagler, Flagler County, the Flagler County School District, etc. This plan is intended to outline the City’s role in growing our local economy and achieving prosperity for our residents and businesses.



Chapter III: Background and History

In order to achieve prosperity in the future, we must first understand the basic principles of economic development, what affects businesses location and expansion decisions, and how our history can influence our decisions going forward, so we can prosper in the future.

Economic Development Primer

Economic Development 101²

No single definition incorporates all of the different strands of economic development. Typically economic development can be described in terms of objectives. These are most commonly described as the creation of jobs and wealth, and the improvement of quality of life. Economic development can also be described as a process that influences growth and restructuring of an economy to enhance the economic well being of a community. In the broadest sense, economic development encompasses three major areas:

- Policies that government undertakes to meet broad economic objectives including inflation control, high employment, and sustainable growth.
- Policies and programs to provide services including building highways, managing parks, and providing medical access to the disadvantaged.
- Policies and programs explicitly directed at improving the business climate through specific efforts, business finance, marketing, neighborhood development, business retention and expansion, technology transfer, real estate development and others.

The main goal of economic development is improving the economic well being of a community through efforts that entail job creation, job retention, tax base enhancements and quality of life. As there is no single definition for economic development, there is no single strategy, policy, or program for achieving successful economic development. Communities differ in their geographic and political strengths and weaknesses. Each community, therefore, will have a unique set of challenges for economic development.

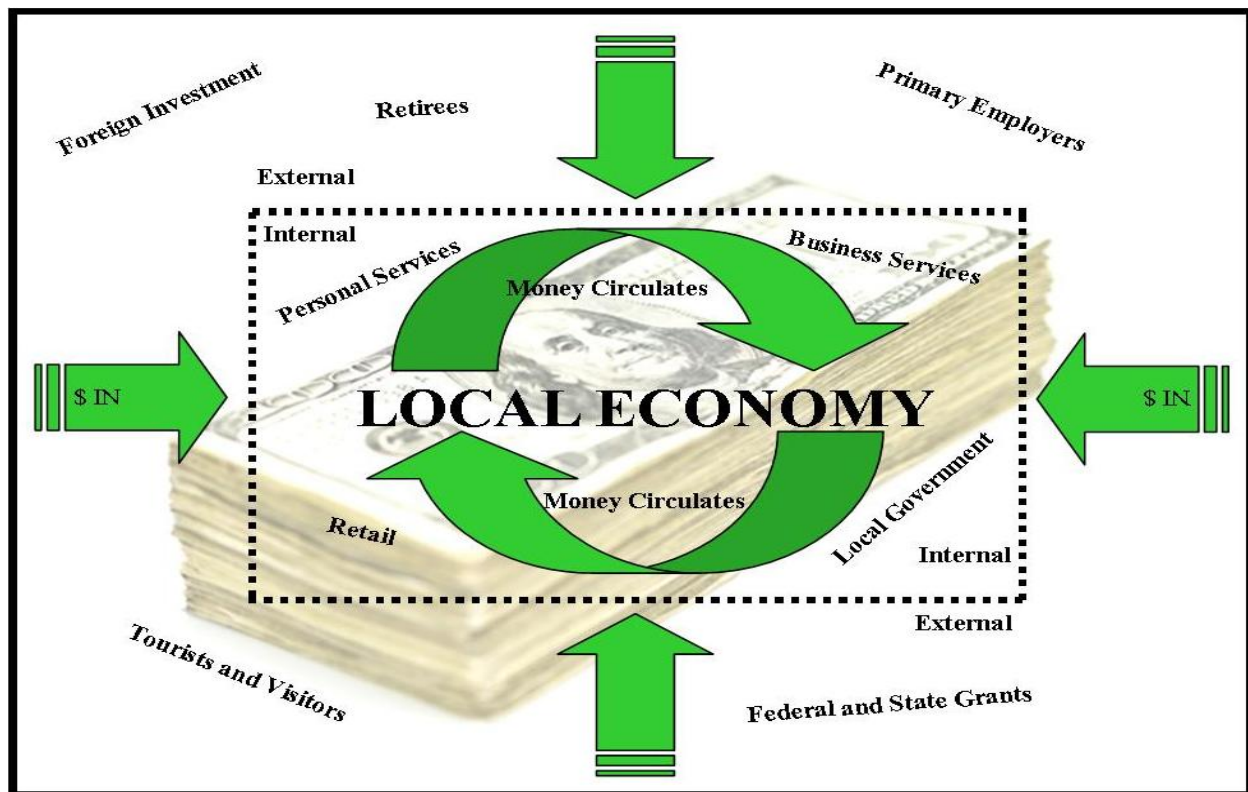
Primary Jobs and Multiplier's, Oh My³

Primary jobs are defined as jobs which produce goods and services in excess of what can be consumed by the local market. Those goods not consumed by the local market are exported to other markets in exchange for money, or export income. For example, SeaRay produces more boats than can be consumed, or bought, by its customers in Palm Coast. The boats are then “exported” to another market, such as Charlotte, North Carolina, and money is returned to Palm Coast for the boats. This is what creates the flow of new wealth into



the community.

While important in an overall economy, the retail and service sector does not typically create new wealth in our community. This is because retail outlets located within an area are typically exchanging money that has already been "created" by primary employers in that area. It is not "new money." The chart below illustrates a local economy, possible sources of "new money," such as primary employers, and those sections that circulate money, such as business and personal services.



As a result of creating new jobs, the demand for goods and services generated by the primary employer is increased and "indirect" or "spin-off" jobs are created. These jobs do not create wealth. They are the product of "wealth" created by primary employment. Generally, they are jobs such as retail services, suppliers, lawyers, doctors, non-profit employment, etc. These occupations provide services to primary jobs. They may also include jobs that meet the required "input" needs of primary jobs.

Spin-off or indirect jobs are typically associated with the term "multiplier." The term "multiplier" comes from a series of economic calculations that estimates the number of jobs required to meet the needs of one primary job. The larger the multiplier, the greater the economic impact of the primary job. Two things determine the size of the multiplier: average wage paid to the primary employee and the amount and cost of "inputs" required for the primary employee to accomplish his or her work.

Companies that have primary jobs have multipliers greater than 1.0, and generally in the range of 1.3 to 3.8. Translated, this means that the primary job needs between 0.3 and 2.8 indirect or spin-off jobs to accomplish his work and to meet his living needs. Retail employment, because of its low wages and limited "primary income generating capacity" will have multipliers in the .3 to .6 range. Therefore, retail is not

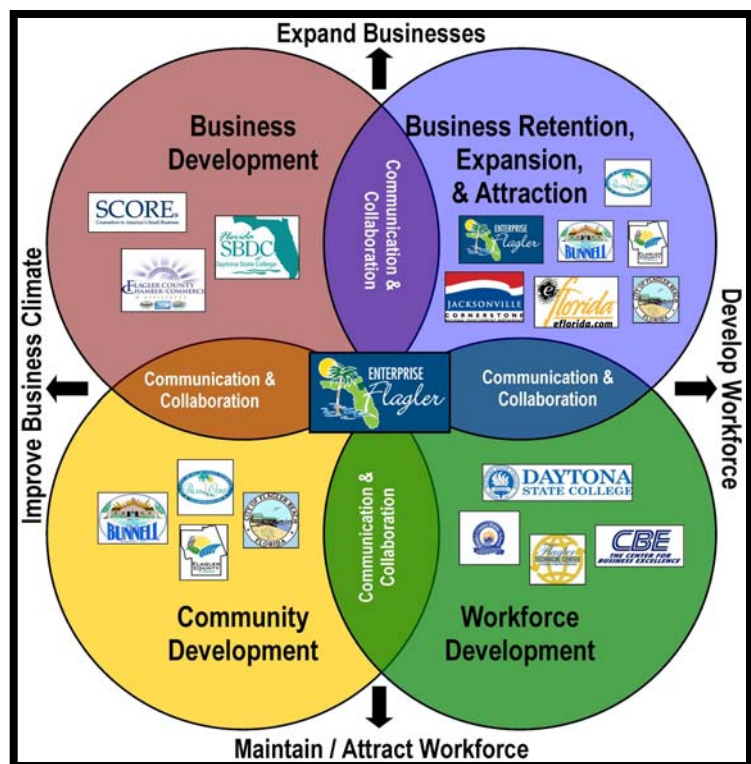
generally considered a good investment of economic development resources. Retail is seldom considered a primary employer, in terms of wealth creation, because of the old adage, “retail follows rooftops.” In other words, retail must follow customers and those customers are created through primary employment’s wealth generating ability.

A mature regional economy that offers a wide array of goods and services for purchase by the primary job will also have a larger multiplier than a smaller market. In other words, a diverse economy “holds on” to the primary worker’s income longer. In an immature market the dollar exits more quickly, thereby reducing the multiplier lacking many of the goods and services demanded by the primary job. When a diverse retail and service opportunities exist in the local economy, a local economy holds on to those dollars created by primary jobs and allows those dollars to circulate through the local economy.

Our Local Economic Development Organization and Structure

Primarily, Enterprise Flagler is the lead organization, whose mission statement is “Enterprise Flagler, in partnership with local governments, seeks to enhance, promote and develop the industrial and commercial growth of Flagler County.” Along with Enterprise Flagler, there are many organizations, which contribute to economic development, including the City of Palm Coast. The chart to the right best characterizes the different organizations, their roles in economic development, and where communication and collaboration should occur. This information is critical in understanding what the City’s role should be in economic development.

Site Selectors Survey Information



Annually, Area Development Magazine conducts a survey of site selectors⁴ and the factors that play a role in businesses location and/or expansion decisions. This information is crucial to understanding what factors our community should focus on in terms of economic development. (Survey excerpt is located on next page.)

Chart P		Combined Ratings* of 2009 Factors	Consultants Survey 2009
SITE SELECTION FACTORS			
RANKING		2009	2008
1.	Highway accessibility	98.9	95.8 (2)**
2.	Labor costs	94.3	82.8 (10)
3.	Occupancy or construction costs	92.9	87.1 (6)
4.	Availability of skilled labor	92.2	94.9 (3)
5.	State and local incentives	92.0	96.1 (1)
6.	Availability of land	90.8	85.6 (9)
7.	Energy availability and costs	89.7	90.7 (4)
8.	Tax exemptions	89.6	89.9 (5)
9.	Proximity to major markets	88.5	86.3 (8)
10.	Corporate tax rate	87.4	86.8 (7)
11.	Expedited or "fast-track" permitting	85.1	77.9 (11)
12.	Availability of advanced ICT services	81.3	72.8 (14)
13.	Right-to-work state	81.2	68.9 (18)
14.	Low union profile	80.0	72.3 (15T)
15.	Accessibility to major airport	79.0	73.4 (13)
16.	Environmental regulations	78.8	71.6 (17)
17.	Available buildings	77.9	76.9 (12)
18.	Availability of long-term financing	75.0	58.5 (20)
19.	Proximity to suppliers	70.9	72.3 (15T)
20.	Inbound/outbound shipping costs	67.5	N/A
21.	Training programs	67.1	67.0 (19)
22.	Availability of unskilled labor	61.9	48.4 (24)
23.	Proximity to technical university	60.7	51.5 (22)
24.	Raw materials availability	53.0	55.7 (21)
25.	Railroad service	38.1	50.0 (23)
26.	Waterway or oceanport accessibility	23.8	34.8 (25)
QUALITY-OF-LIFE FACTORS			
RANKING			
1.	Ratings of public schools	71.0	73.7 (1)
1T.	Housing costs	71.0	65.3 (5)
3.	Colleges and universities in area	70.1	66.4 (4)
4.	Low crime rate	69.0	71.6 (2)
5.	Housing availability	66.6	63.6 (6)
6.	Healthcare facilities	60.5	67.3 (3)
7.	Recreational opportunities	53.5	49.4 (8)
8.	Climate	53.4	52.1 (7)
9.	Cultural opportunities	48.9	48.4 (9)
<p>*All figures are percentages and are the total of "very important" and "important" ratings of the Area Development Consultants Survey and are rounded to the nearest tenth of a percent.</p> <p>** (2008 ranking)</p>			

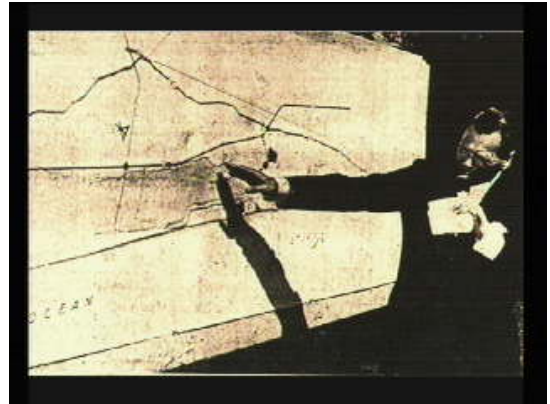
Our History

The Beginning

The City of Palm Coast developed in accordance with a master plan created by ITT/Levitt and Sons in the late 1960s. The master plan was based upon creation of *“the perfect place to live”* and was designed to *“incorporate and merge the beautiful, balanced and diverse environment that already existed in the area with the recreational interests of its prospective residents”*. The development was marketed for over twenty years (1974-1996) primarily to retirees from the northeastern United States.

The company also marketed land for industrial and commercial uses in compliance with a Settlement Agreement with the Federal Trade Commission. Several companies that were wooed to the area by ITT remain here. Other companies' decisions to relocate here resulted in interesting side effects. For example, one company moved its workers from Massachusetts, resulting in extended, younger families also moving to the community.

The developers created a homogeneous land use pattern of 49,800 single family lots, ¼ acre in size, on approximately 49,000 acres, accessed by a curvilinear street network. Commercial and industrial areas were designated along selected major arterials. Residential lots were sold and marketed individually, with each prospective buyer choosing their company approved model. Single family units were required to be a minimum of 1,200 square feet. Over time the size of the homes evolved to an average of approximately 2,800 square feet. To date, approximately 32,000 lots have been developed.



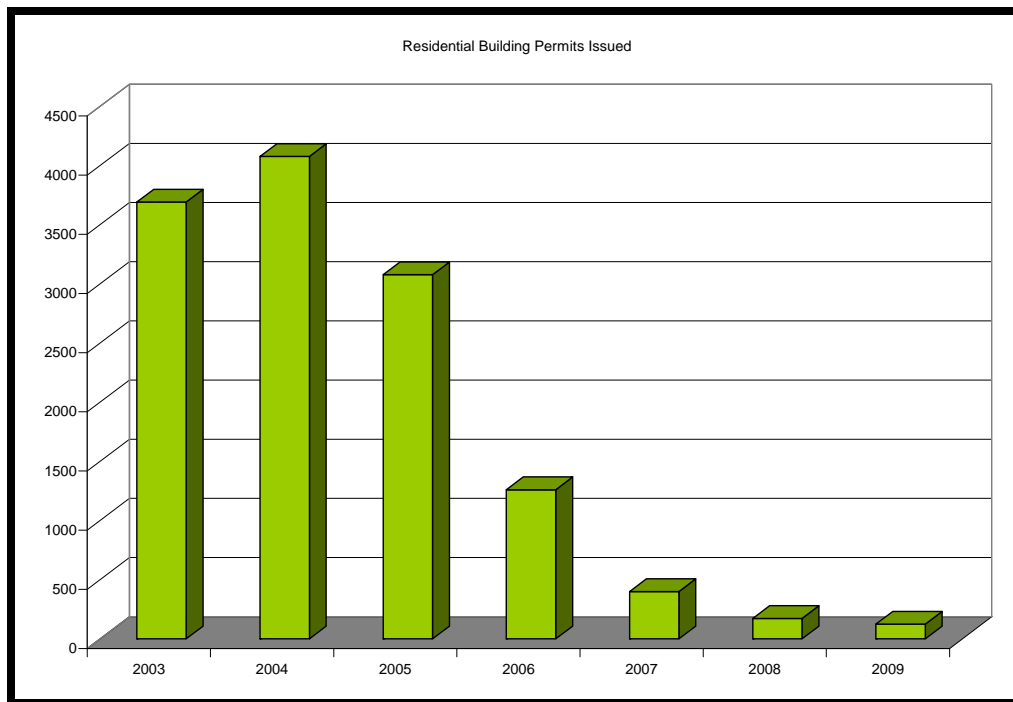
The savings and loan crisis of the early 1990s resulted in the development company selling off its real estate assets. Single family lots, reserve parcels and recreation amenities were sold to other private developers. Residents banded together and approved a referendum to incorporate as a City, which occurred in December, 1999. Only a handful of the recreational amenities transferred from the original developer to the newly created City.

What those recreational amenities meant to and did to foster socialization of a diverse community cannot be underestimated. The article entitled *“The Role Tennis Played in the Development of Palm Coast, Part 1”*, by George A. Libonate, Jr., published in The Palm Coast Historian, Spring 2010, by the City of Palm Coast Historical Society states:

“...the facilities were separated from the community’s assets and the role they played as unifying social hubs ceased to exist. Too few in positions of leadership seemed to fully appreciate the eventual impact that this sale would have on residents’ quality of life and the overall unifying vision that, up to that point, had guided development of Palm Coast.”

Growing and Growing and . . .

Between 2003 and 2006, the City of Palm Coast was the fastest growing community in the United States.⁵ This growth was driven by the residential housing sector. Many landowners rushed to entitle their property to residential uses. Retirees, families, and investors were all buying and building in Palm Coast. 12,110 building permits were issued from 2003 to 2006 and our population more than doubled from 32,732 in 2000 to around 75,000 in 2009⁶.



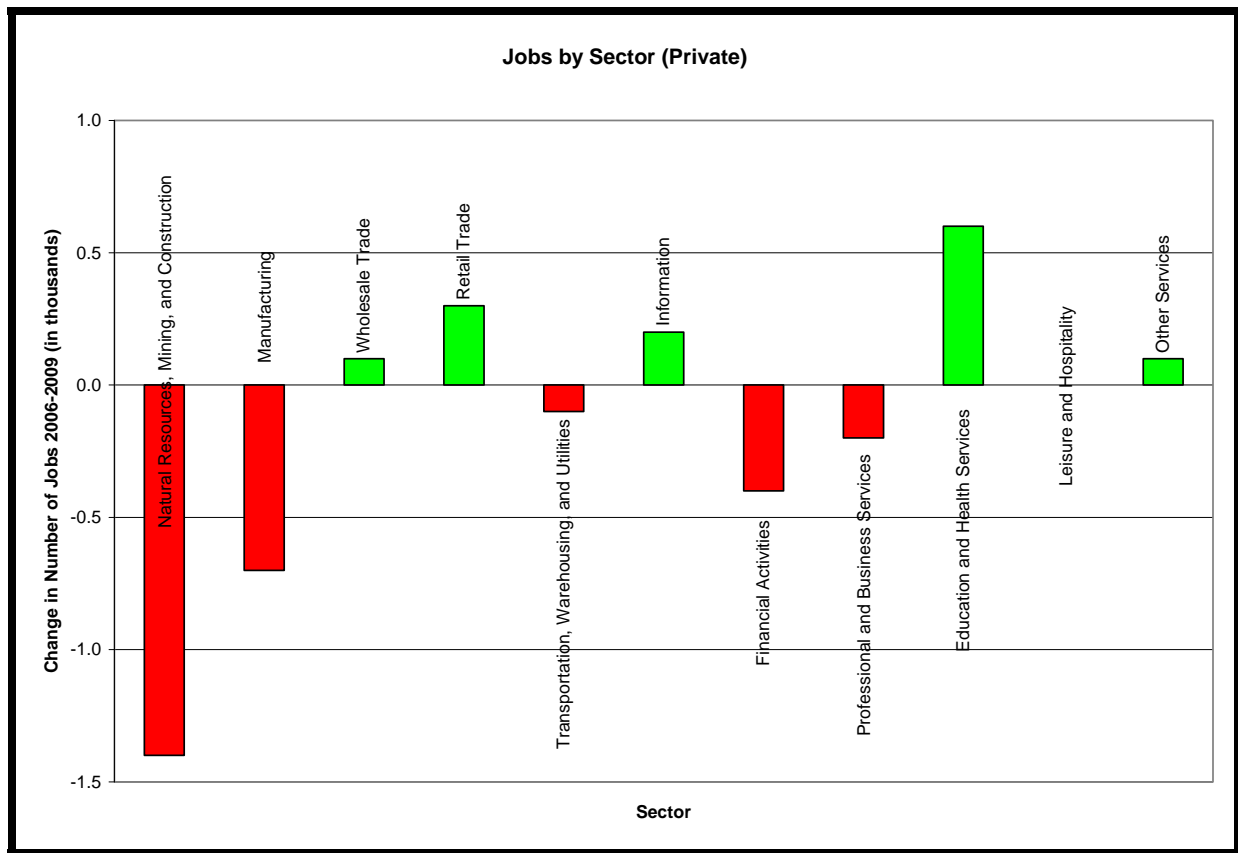
During this building boom, our community had one of the lowest annual unemployment rates of 4.0% in 2006⁷. Below is a table of the number of those employed in each sector, with a large number of those employed in the construction, financial, and professional/business services.

Sector	Number of Jobs (in thousands)
Natural Resources, Mining, and Construction	2.4
Manufacturing	1.3
Wholesale Trade	0.2
Retail Trade	2.9
Transportation, Warehousing, and Utilities	0.2
Information	1.1
Financial Activities	1.2
Professional and Business Services	2.0
Education and Health Services	1.4
Leisure and Hospitality	2.4
Other Services	0.8

During this time, the City focused on providing the necessary infrastructure and services to serve the unprecedented growth. Also during this time, Town Center was approved, which would serve as a major, regional mixed use project, and be our “downtown.”

Housing Bust and Economic Downturn

In 2009, our community had the highest annual unemployment rate in recent memory, 14.5%. The collapse of the housing sector was the primary factor, along with overall global and national economic downturn. This is further exemplified in the number of jobs lost, by sector, from our lowest unemployment in 2006 to the high unemployment in 2009, depicted in the chart below⁸.



Chapter IV: Growing our Local Economy

After learning about the basic principles of economic development, familiarizing ourselves with our history, and understanding our current situation, we can now analyze our strengths and weakness and start look forward and plan how to grow our local economy.

Our Strengths and Weaknesses

The chart below summarizes the City's current strengths, weaknesses, opportunities, and threats.

Strengths <ul style="list-style-type: none"> • Quality of Life • Available Workforce • Quality Schools • Affordable Housing • Geography and Climate • Transportation Network • City FiberNET • Utilities • Public/Private Partnerships • Cultural Diversity 	Weaknesses <ul style="list-style-type: none"> • Availability of Industrial Land and Space • Higher Cost Industrial Land and Space • Funding for Economic Development • Lack of Specialized Workforce • Permitting Time Constraints • Economic Base/Diversity • Public Awareness (Region, Nation, Global)
Opportunities <ul style="list-style-type: none"> • Available Land • Refocus on Industrial/Commercial • Medical Sector • Green Sector • GREAT Outdoors (Ecotourism, Sports, Active Lifestyle) • Retirees • Florida East Coast Railroad • Foreign Investment • Foreign Trade Zones • Regional and National Marketing/Branding 	Threats <ul style="list-style-type: none"> • National and Global Economic Conditions • State and National Policies • Private Sector Financing • Local Budgetary Constraints • Public Awareness (Region, Nation, Global) • Water Supply

External Factors

It is also important to note that there are some things that are just outside our community's control and are outside the focus of this plan. Here are just a few:

- Global, National, and State Economic Policy (i.e. interest rates, national debt, healthcare reform)
- Real Estate Cycle (i.e. the Boom and Bust)
- Consumer Confidence and Spending

Our Vision, Our Brand, and Moving Forward

The City of Palm Coast vision for this community was formulated during the annual City Council goal setting and is displayed to the right. This plan aims to build upon and accomplish this vision.

The vision statement clearly drives home the point that no matter what you do, continue to make Palm Coast a Great Place to Live!

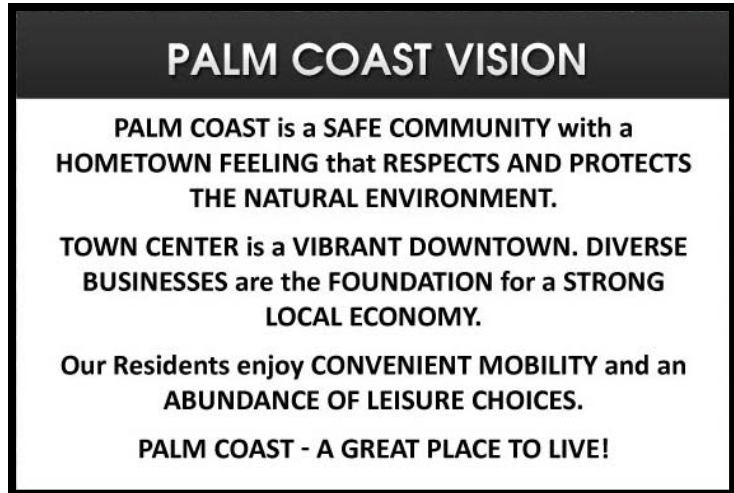
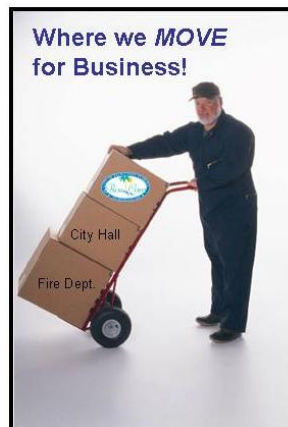
Our Brand

Recently, David Letterman best summed up outsiders' perspective of Palm Coast during one of his late night television segments: Palm Coast . . . sounds nice, where is it? The name already conjures up a nice place to folks, who don't know much about us, or even where we are located. Even within our region, most people don't know about Palm Coast or all the great things that are located here. Maybe they just need to *DISCOVER PALM COAST!*

And when they discover Palm Coast, they will find out about:

- Our Hometown Feeling,
- Our Natural Environment,
- Our Active Lifestyle,
- Our Quiet Side, and
- Our Culture.

This brand and messages can be tailored to existing residents, tourists, and even future residents. In addition, this brand and message can be tailored to prospective business looked to locate or re-locate to Palm Coast. Two examples are below.



Moving Forward

Our vision is the basis for the layout and focus of the core of this plan, the next three chapters, which starts with the neighborhoods, moving outward to the districts, and finally citywide.

Chapter V: Neighborhoods, Our Primary Focus – How do we keep Palm Coast beautiful, encourage homeownership and reinvestment, and provide quality services?

Chapter VI: Districts, Create Vibrant and Great Places – How can we encourage development of many districts and the economic vitality of those districts?

Chapter VII: City and Region, Make our City Attractive and Competitive – How do we make Palm Coast attractive to new residents, businesses, and visitors?

Each of these chapters will include a brief introduction of the topic/subtopics and its relation to achieving prosperity. Within the sections, there will be **Things to Keep Doing**, indicated with a 👉 symbol and **Bright Ideas**, indicated with a 💡 symbol. Also, within the sections **Key Partnerships** (i.e. Enterprise Flagler, Flagler County, etc.) will be indicated with a 🤝 symbol.

Chapter V: Neighborhoods

Our Primary Focus

Many of our residents moved to Palm Coast to escape “big city” problems, whether from the Northeast or from South Florida, and relocated to experience the “quiet side of Florida.” The “quiet side of Florida” is experienced through our many neighborhoods where homeownership is prevalent, homeowners maintain and reinvest in their homes, and quality services are provided by the City. The downturn in the housing section and global economic crisis have resulted in negative effects to our neighborhoods, such as abandoned/foreclosed homes, homeowners delaying repairs/reinvestment, and future residents delaying their move to Palm Coast. Efforts to keep Palm Coast beautiful, encourage homeownership and reinvestment, and provide quality services can go a long way to combat these negative effects and preserve our quality of life. We must not ever lose focus of what makes Palm Coast such a great place to live, it starts with our neighborhoods.



Keep Palm Coast Beautiful

Everyone wants to live in a “nice” neighborhood where residents maintain their property and the City maintains the common areas and necessary infrastructure. Efforts to encourage and/or enforce minimal maintenance standards of our neighborhoods can go a long way in maintaining / raising property values and allow residents to experience the “quiet side of Florida” they are seeking.

- 👉 **Responsive Code Enforcement** – Broken window theory states that monitoring and maintaining environments in a well-ordered condition may prevent further vandalism as well as an escalation into more serious crimes. Responsive code enforcement makes sure our neighborhoods are well maintained and do not deteriorate.
- 👉 **Rental Registration Program** – It is important to ensure that rentals are maintained and should code enforcements issues arise, a local contact be available to remedy those issues promptly.
- 👉 **Foreclosed and Abandoned Properties Program** – Foreclosed properties present unique challenges to maintaining the beauty of our neighborhoods. Mechanisms should be in place to enforce minimal property maintenance standards to lessen the impact of foreclosed/abandoned properties on neighborhoods.
- 👉 **Beautification Recognition Program** – A well maintained home or business landscape is a positive attribute for any City and should be encouraged. The City's Beautification and Environmental Advisory Board's program recognizes citizens' efforts to beautify their homes, businesses, and governmental buildings.

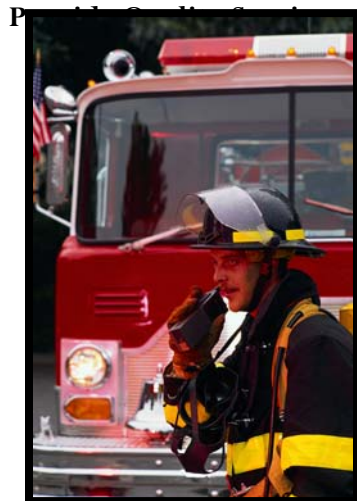


- 💡 **Neighborhood Signs, Gateways, and Medians** – The original neighborhood signage installed by ITT created identity for neighborhoods, but those signage features are outdated and need to be updated. In addition, our parkway and roadway medians create the first impression for visitors.
- 💡 **Neighborhoods Assessment and Plan** – While the majority of our neighborhoods are young compared to other communities, the City needs to begin planning on how to deal with those aging neighborhoods before they become major issues.

Encourage Homeownership and Reinvestment



Homeownership in a neighborhood and reinvestment by those homeowners through home improvements are directly related to the overall health of that neighborhood.

- 👉 **Neighborhood Stabilization Program** 🤝 – This program, funded by federal tax dollars, allows the City to purchase foreclosed/abandoned homes, rehabilitate those homes, and bring them back into home ownership.
- 👉 **Building Permit Fee Discount Program** – The 90% building permit fee discount encourages homeowners to complete repairs and reinvest in their homes.
- 💡 **Get a Neighbor, Get a Perk Program** – Unoccupied homes are easy targets for vandalism. In addition, the quicker the over supply of homes are absorbed by the market, the quicker the residential construction industry recovers. The concept for this program is to reward residents (i.e. free round of golf, a free hour of tennis, guided bike ride) who recruit people to move to Palm Coast.
- 💡 **Welcome Home Program** 🤝 – Similar to the previous program, the goal of this program is to attract future residents. The concept for this program is to provide perks (i.e. free round of golf, a free hour of tennis, guided bike ride) to people who visit Palm Coast and look at homes.
- 💡 **Community Development Block Grant Program** 🤝 – Community Development Block Grants can be a valuable source of Federal and State funding to encourage housing rehabilitation and improvement in neighborhood infrastructure and services.



Well-maintained infrastructure and quality public safety services are the foundation of healthy neighborhoods. Quality services encourage homeowners to take pride in their neighborhood and their home.

- 👉 **Quality Water and Wastewater Utility Services** – The City continues to provide high quality, safe drinking water and environmentally responsible wastewater service to the community.
- 👉 **Quality Fire, Police, and Emergency Medical Services** 🤝 – The City continues to provide fire, police, and emergency medical services to ensure that the lives, property, and environment of the citizens and visitors are protected.

- 👉 **Quality Schools**  – The Flagler County School District continues to receive high marks for the Flagler County School System. The City has undertaken several partnerships with the School District (trail improvements near schools, shared parks, after school programs, planning assistance) to work on efforts that not only benefit the School District, but also our citizens.
- 👉 **Stormwater Services** (Swale Rehabilitation and Response Program, Canal Maintenance Program, Street Valley Gutter and Pipe Replacement Program) – The City continues to provide maintenance of the original ITT stormwater infrastructure and has recently increased efforts to raise the level of service in these areas.
- 👉 **Road Resurfacing Program** – The City, through the ½ cent sales tax, resurfaces at least 50 miles every year.
- 💡 **Renew ½ Cent Sales Tax for Road Resurfacing**  - In 2013, the voter approved ½ cent sales tax measure will expire and the City, along with other governmental partners, will need to pursue voter re-approval of ½ cents sales tax, or pursue another funding source for the road resurfacing program.

Chapter VI: Districts

Create Great and Vibrant Places

In economic development planning, districts are typically identified by the type of activity that could or is encouraged to occur. For example, cities may have a downtown district, a financial district, a community theater district and more. Oftentimes districts can be combined and be multi-purpose. Establishment of districts can also focus resources to nurture economic activity. Nine districts are identified and discussed and a reference to future districts is provided. An overall map (Appendix A) shows their contextual location in the City. Each district is discussed in further detail below along with efforts the City can take to help create great and vibrant places.

Downtown District

The Downtown District is located within the heart of the Town Center Development of Regional Impact. This area has been designed and infrastructure installed to create a destination experience in a pedestrian oriented downtown that distinguishes it from other commercial areas in the City. In addition, the area has excellent transportation connections to the rest of the City and the region.



Strengths

- Community recognition as our “downtown”
- Infrastructure available
- Funding mechanisms in place to maintain
- Available land
- Epic Theatre
- “Class A” office space
- In proximity to Flagler Performing Arts Center (Flagler Auditorium)
- FiberNET through the area

Weaknesses

- Lack of visibility
- Entertainment area as opposed to multipurpose downtown, which requires residents to achieve
- Unstable real estate market may pressure changes to development plan

👉 **Continue to Use as Venue for Public and Special Events** 🤝 – Use of central park as a venue for special events increases the exposure of downtown.

💡 **Identify Alternative Options for Venues as Downtown Builds Out** – As the downtown continues to build out, central park will no longer be a viable option for large events.

- 💡 **Future Trolley/Transit Links to Residential Areas and Medical Facilities** 🤝 – Trolley/transit links from residential areas to the Town Center and Medical Facilities could serve to increase exposure to these areas and also serve those in need of public transportation to these areas.
- 💡 **Bulldog Drive Improvements** – Bulldog Drive is the main entrance to the downtown and in its current condition is insufficient to handle future traffic flows and not consistent with City standards.
- 💡 **CRA Funds to Incentivize Job Growth / Entertainment Uses** – Consider use of community redevelopment tax-increment funds to incentivize job growth and entertainment uses in the downtown.
- 💡 **Additional Central Park Improvements** – Additional improvements to make Central Park a better venue for special events.

Parkway West District

Vibrant cities typically contain cultural pockets that add dimension and depth to the community. A multicultural business or shopping district along Palm Coast Parkway, west of Pine Cone Drive to Pine Lakes Parkway, could advertise and promote the City's multicultural identity and expand upon the emerging cultural hub (art, ethnicity) at City Marketplace (formerly known as City Walk). Public spaces, such as the Flagler County Public Library, Heroes Park, Flagler County School Board Technical Institute and religious institutions further anchor the area.



Strengths

- Shopping area for surrounding residential neighborhoods
- Infrastructure available
- Recent commercial investment in area (Kohl's, Auto Zone) capable of attracting additional businesses
- FiberNET access along Parkway

Weaknesses

- Unanchored Shopping Plazas
- Automobile dependent
- Limited pedestrian opportunities to destinations (Library, religious institutions, restaurants)

- 💡 **Engage/Organize Businesses to Consider Multicultural Business District Identity** 🤝 – As you move towards US 1, the commercial areas lack an anchor and a sense of identity. One concept is to establish this area as a multicultural business district if the businesses embrace the concept.
- 💡 **Utilize Pole Banners to Establish Identity** – One way to reinforce this identity is continue the pole banners all the way to US 1.
- 💡 **Upgrade Gateway Entrance at U.S. 1** – Upgrade City gateway treatment at U.S. Hwy. 1 and Palm Coast Parkway to create a strong sense of place.

- 💡 **Complete Sidewalk Network** – Fill in sidewalk network to create better pedestrian access throughout the District.
- 💡 **Redevelopment Planning** 🤝 – Offer interested property owners to opportunity to develop redevelopment concept plans with planning staff.



Old Kings District

This area serves to buffer the residential areas from Interstate 95 and is somewhat influenced by the interchange. Businesses catering to the travelling public are located here, along with a mix of medical, professional and suburban shopping opportunities. There are also multiple social clubs and a faith based school anchors the north end.

Strengths

- Future commercial growth corridor due to Interstate 95
- Designated Brownfield leverages federal dollars for area
- Established businesses in area
- Redevelopment of commercial properties occurring

Weaknesses

- Antiquated shopping center layout
- Aging commercial buildings

- 👉 **Reasonable Impact Fee Methodology** – For business parks, City staff now consider all uses within that park as industrial park, removing confusion that previously existed.
- 👉 **Brownfields Program** 🤝 – Properties within this area are already designated for the State Brownfields Program and are eligible for related incentives.
- 👉 **Continue to Engage Property Owners** 🤝 – Continue to engage property owners to ensure that shopping centers remain vibrant commercial areas.
- 👉 **Continue FiberNET Expansion** – Continue to extend FiberNET north in proximity to all areas zoned commercial.
- 💡 **Old Kings Road Projects** – The Old Kings Road projects will improve transportation circulation and provide better connections to the north and south.
- 💡 **Pedestrian Improvements / Circulation** 🤝 – In addition to the pedestrian improvements that will be made as part of the Old Kings Road projects, additional improvements need to be examined in coordination with property owners to improve pedestrian circulation at shopping centers.

- 💡 **Redevelopment Planning** 🤝 – Offer interested property owners to opportunity to develop redevelopment concept plans with planning staff.

Parkway East District

This is the first area of the City to be developed and is therefore its oldest section. Multiple opportunities occur within this area, based upon existing medical, educational, and recreational facilities, but the dominate facilities from the City's perspective is recreational. Facilities that were constructed by the original developer to attract potential buyers include the Palm Harbor Golf Course, Holland Park and the Tennis Center. The Tennis Center and the Palm Harbor Golf Course were sold to private developers, separating those assets from the community. Eventually the City was able to gain control of and reopen the Palm Harbor Golf Course and reestablish a tennis center elsewhere in the City.



The City also received from the original developer the community center and fire station. Both buildings have exceeded their life spans but the land area remains an integral part of the overall area. Other City assets include the St. Joe Walkway and Linear Park and Waterfront Park, which extend the trail system to other facilities such as the Lehigh Trail and the Graham Swamp Trail.

Strengths

- Educational hub – Daytona State College, FAA Training Center, Flagler Learning Center within District; First AME Charter School and St. Marks Day Care and Pre-School close and capable of using facilities
- Recreational hub – Palm Harbor Golf Course, Holland Park, St. Joe Walkway and Linear Park, designated a Great Florida Birding Trail, that provides access to Waterfront Park, Wild Oaks Trail and Lehigh Trail; Kayak launches at St. Joe Walkway and Linear Park; private kayak and boat launch at Palm Harbor Marina
- Medical hub with two senior resident facilities capable of taking advantage of recreational facilities; medical services in close proximity to users (potentially walkable)
- Intracoastal Waterway proximity enhances residential property values
- FiberNET access along parkway to Hwy 1

Weaknesses

- Surrounding aging housing stock cannot compete with newer stock elsewhere in City
- Former tennis center remains vacant in private ownership
- Aging community center and fire station

- 👉 **Continue to Promote Trail Network** – Continue to promote trail network through organized rides and trail maps, which in turn promotes this district.
- 👉 **Continue to Engage FAA Center** 🤝 – The FAA will be soliciting bids for the location of the FAA Training Center and the community needs to continue to engage the FAA to ensure that it remains in Palm Coast.
- 👉 **Golf Course Renovation** – The renovation to Palm Harbor Golf Course has made significant improvements to the surrounding neighborhoods.
- 👉 **Continue to Maintain Tree Canopy** – The tree canopy in this area is a hallmark of Palm Coast and furthers our brand as a green, natural City.
- 💡 **Engage Daytona State College about Growth Opportunities** 🤝 – Establish dialogue with schools regarding campus needs and expansion.
- 💡 **Redevelopment/Reuse Strategies** 🤝 – The community center and fire station facility are nearing the end of their useful life and will need to be completely renovated or replaced. In addition, the Players Club (formerly a world famous facility) is now in disrepair and is for sale. Also, the European Village project continues to have issues maintaining tenants. This bright idea is to take a comprehensive approach to looking at possible redevelopment/reuse options in coordination with the property owners for all of these facilities.



Matanzas District

Excellent U.S. Highway No. 1 frontage and Interstate access is available to currently vacant lands, which gives the opportunity to locate a wide range of goods, services and manufacturing opportunities in this area. In addition, this area will serve as a neighborhood commercial areas for the north part of Palm Coast.

Strengths

- Infrastructure available to area
- Major intersection
- Entitlement intensities granted
- FiberNET access along Hwy 1 at easement

Weaknesses

- Lack of commercial services to existing residential area
- Residential market slowdown

- 👉 **Continue to Seek Funding for Interchange** 🤝 – The Matanzas Interstate 95 Interchange continues to be a major legislative/funding initiative for the City of Palm Coast and Flagler County.
- 💡 **Form Master Planned Development Agreement/Zoning Overlay for Business Parks** – Develop a form Master Planned Development Agreement/Zoning Overlay for Business Parks that relax internal landscape buffers and architectural requirements, resulting in lower development costs, while keeping the external landscape buffers in keeping with City standards.
- 💡 **Marketing Assistance to Property Owners for Economic Development** 🤝 – Assist property owners with marketing of their properties for opportunities that result in job creation.

Hargrove Grade District

This area is located west of and adjacent to US Highway 1, east of and adjacent to the Florida East Coast Railroad, which has a railroad spur that serves an existing business.

There is a mix of industrial and commercial uses due to availability of infrastructure and buildings. Matschel of Flagler, Inc. and the Witteman Company are two examples of manufacturing companies that have been in the area for over 15 years. The Matschel company occupies approximately 67,148 square feet on 12 acres; the Witteman Company, approximately 15,000 square feet on 2 acres. Service related businesses, such as automotive repair, have relocated here from elsewhere in the City.



Strengths

- Infrastructure exists, including rail spur
- Established manufacturing businesses
- Readily available buildings
- Natural gas available

Weaknesses

- Drainage may be limited, reducing available land area for development
- Properties within district are in foreclosure

👉 **Reasonable Impact Fee Methodology** – For business parks, City staff now consider all uses within that park as industrial park, removing confusion that previously existed.

👉 **Brownfields Program** 🤝 – Properties within this area are already designated for the State Brownfields Program and are eligible for related incentives.

💡 **Form Master Planned Development Agreement/Zoning Overlay for Business Parks** – Develop a form Master Planned Development Agreement/Zoning Overlay for Business Parks that relax internal landscape buffers and architectural requirements, resulting in lower development costs, while keeping the external landscape buffers in keeping with City standards.

💡 **Pursue Heavy Industrial Zoning of Additional Areas** 🤝 – The City has limited areas designated with heavy industrial zoning. Engage property owners to determinate if there are additional lands appropriate for heavy industrial zoning.

💡 **Pursue Creation of Master Drainage Facilities** 🤝 – Master drainage facilities can increase the amount of developable areas on existing lots by eliminating the need for drainage areas on each individual lot. The Unified Land Development Code allows a master developer to incorporate drainage in the overall subdivision plan, but does not address the concept of a master drainage plan that benefits multiple owners.

💡 **Pursue Community Development Block Grants for Infrastructure** 🤝 – If a prospective business is looking to locate in this district and results in job creation, the City can pursue community development block grants to offset the costs of related infrastructure.

💡 **Marketing Assistance to Property Owners for Economic Development** 🤝 – Assist property owners with marketing of their properties for opportunities that result in job creation.

- 💡 **Extend FiberNET** – Extend FiberNET into the area from US Highway 1 to provide businesses with high speed broadband access, enabling a broader selection of cost effective data and communications solutions.

Pine Lakes District

One of the first business parks established in the City is located at the southeast corner of U.S. Hwy. 1 and Pine Lakes Parkway. The site currently supports several manufacturing and service businesses, including Palm Coast Data. Several companies wooed to the area by ITT are still in the park (Kanthal) and others have relocated elsewhere in the City (Wittman Company). This area represents possible expansion due to the synergy of existing businesses. This area may also represent an opportunity for large offices due to the character of the existing business and large tract layout.



Strengths

- Established business park with other tenants
- Proximity to U.S. Hwy. 1 and Interstate (north)
- Services available
- FiberNET access along parkway to Hwy 1

Weaknesses

- May need roadway improvements where Commerce Boulevard connects to Pine Lakes Parkway and to U.S. Hwy. 1 and at Pine Lakes Parkway and Palm Coast Parkway.
- Evolving land uses in support of residential areas, i.e., self service storage

- 👉 **Reasonable Impact Fee Methodology** – For business parks, City staff now consider all uses within that park as industrial park, removing confusion that previously existed.
- 👉 **Assist with Wetland Mitigation Permitting** 🤝 – Continue to assist businesses with wetland mitigation permitting.

- 💡 **Form Master Planned Development Agreement/Zoning Overlay for Business Parks** – Develop a form Master Planned Development Agreement/Zoning Overlay for Business Parks that relax internal landscape buffers and architectural requirements, resulting in lower development costs, while keeping the external landscape buffers in keeping with City standards.
- 💡 **Pursue Community Development Block Grants for Infrastructure** 🤝 – If a prospective business is looking to locate in this district and results in job creation, the City can pursue community development block grants to offset the costs of related infrastructure (need roadway improvements).
- 💡 **Marketing Assistance to Property Owners for Economic Development** 🤝 – Assist property owners with marketing of their properties for opportunities that result in job creation.
- 💡 **Extend FiberNET** – Extend FiberNET from the old City Hall (2 Commerce Blvd) east to Pine Lakes and north to Palm Coast Pkwy.

Roberts Road District

This area also retains businesses lured to the area by ITT, who encouraged companies to locate here with below market land costs. At one time, the Lehigh Cement plant was located in this District and had access to a rail spur which was subsequently converted to the Lehigh Trail. Colbert Lane, a fairly new road that did not exist prior to 1992, forms the western boundary of the district. Roberts Road, originally designed as the entry road into the industrial area, but which now connects to Colbert Lane, runs through the center of the district. Improved traffic flow and connections provide greater visibility. This area is anchored by Sea Ray and has opportunities for additional businesses to locate here.



Strengths

- Access to the Intracoastal Waterway
- Available infrastructure
- Available land
- Established industrial uses

Weaknesses

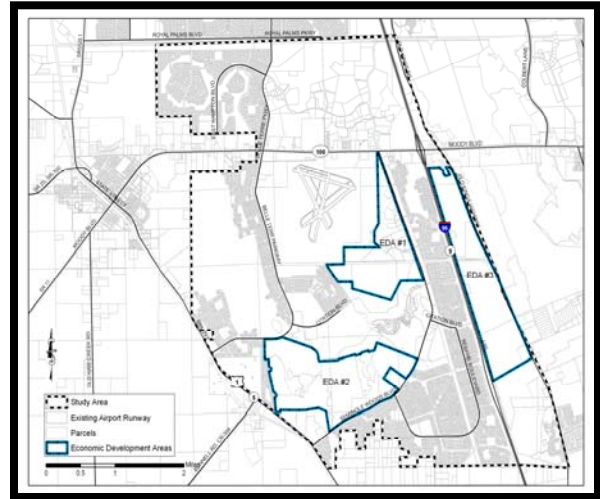
- Competition with other areas (air and rail hubs)
- Pressure for residential development
- Land use conflicts with adjacent residential areas
- Currently outside the City
- Part of the original Flagler Blueways (FDEP), an environmentally sensitive area worthy of preservation
- Cement Kiln Dust (CKD) on several parcels that requires environmental remediation

- 👉 **Dialogue with Property Owners** 🤝 – For business parks, City staff now consider all uses within that park as industrial park, removing confusion that previously existed.
- 👉 **Brownfields Program** 🤝 – Properties within this area are already designated for the State Brownfields Program and are eligible for related incentives.
- 💡 **Special Area Master Plan** 🤝 – In conjunction with the property owners, pursue development of a special area master plan for the district. The special area master plan will include land use scenarios and alternatives driven by data and analysis, including market analysis.
- 💡 **Form Master Planned Development Agreement/Zoning Overlay for Business Parks** – Develop a form Master Planned Development Agreement/Zoning Overlay for Business Parks that relax internal landscape buffers and architectural requirements, resulting in lower development costs, while keeping the external landscape buffers in keeping with City standards.
- 💡 **Pursue Community Development Block Grants for Infrastructure** 🤝 – If a prospective business is looking to locate in this district and results in job creation, the City can pursue community development block grants to offset the costs of related infrastructure.
- 💡 **Marketing Assistance to Property Owners for Economic Development** 🤝 – Assist property owners with marketing of their properties for opportunities that result in job creation.

Airport Area

The City of Palm Coast designated three areas in proximity to the Flagler County Airport as Economic Development Incentive Areas. This effort was completed in collaboration with Flagler County, landowners, and other jurisdictions in the immediate area to increase the competitiveness of the Flagler County Airport.

The Airport Area Economic Development Incentive Regulations provide the possibility of location-based incentives to properties (owners/agents) that rezone to Master Planned Development (MPD) and lie within the Economic Development Areas. These incentives include: increases in floor-area-ratio (FAR), reduction in open space requirements, and increases in impervious surface ratios (ISR).



In addition, the Area Economic Development Incentive Regulations provide the possibility of performance-based incentives for properties (owners/agents) that include green site design and building practices, shared parking, master stormwater management facilities, or transportation demand management techniques. Incentives for incorporating these innovative planning and construction concepts include: increases in floor-area-ratio (FAR), reduction in open space requirements, reduction in parking space requirements, reduction in set-back requirements, or refund of application fees.

Strengths	Weaknesses
<ul style="list-style-type: none"> Central locations; Multimodal access (highway and air) Interstate 95 visibility 	<ul style="list-style-type: none"> Cost to extend infrastructure Residential may ultimately encroach in some areas creating land use conflicts

👉 **Airport Area Master Plan and Incentive Regulations** 🤝 – The City, in coordination with private and public partners, developed the Airport Area Master Plan and Incentive Regulations.

💡 **Form Master Planned Development Agreement/Zoning Overlay for Business Parks** 🤝 – Develop a form Master Planned Development Agreement/Zoning Overlay for Business Parks that relax internal landscape buffers and architectural requirements, resulting in lower development costs, while keeping the external landscape buffers in keeping with City standards.

💡 **Pursue Community Development Block Grants for Infrastructure** 🤝 – If a prospective business is looking to locate in this district and results in job creation, the City can pursue community development block grants to offset the costs of related infrastructure (need roadway improvements).

💡 **Marketing Assistance to Property Owners for Economic Development** 🤝 – Assist property owners with marketing of their properties for opportunities that result in job creation.

💡 **Extend FiberNET** – Extend FiberNET wherever cost effective and feasible.

Future Business Districts

The City, through several planning and development approval processes, has set the foundation in future growth areas to ensure that land is available for non-residential uses, including industrial uses.

Developments of Regional Impact/Major Land Use Approvals: Within the past seven years, the City approved the following Developments of Regional Impact/Major Land Use Approvals, which included a significant amount of non-residential square footage:

PROJECT	LAND USE	SQUARE FEET
Palm Coast Park DRI	Retail	800,000
	Industrial	1,500,000
	Office	800,000
Old Kings South (Land Use)	Non-Residential	2,500,000
Old Brick Township DRI	Industrial	1,000,000
	Retail	100,000
	Office	50,000
Neoga Lakes DRI	Industrial/Office (70/30%)	1,870,000
	Village Center	319,000

Chapter VII: City and Region

Make our City Attractive and Competitive

The final piece of this plan is to focus on the greater city and region. In order to make our City attractive and competitive, we must let the secret out, celebrate our diversity, continue to invest in capital projects, assist our small businesses, make business sense (cents), and encourage job creation. By accomplishing these things, not forgetting about our neighborhoods and creating vibrant and great places, our City can move closer to achieving prosperity.

Let the Secret Out

As we discovered while watching David Letterman, people still don't know where Palm Coast is located or what our community has to offer. Creating awareness is a catalyst to prosperity; we just need to "let the secret out" through marketing, events, and ecotourism.



Marketing Program

A successful marketing program furthers our brand through messaging for the target audiences (future residents/retirees, visitors, and businesses).

- 💡 **Dedicated Non-Governmental Website with Social Media Elements** – While the current City website provides an excellent and necessary resource for governmental information (City Council agendas, etc.), the website does not further our brand to our target audiences.
- 💡 **Create Branding/Marketing Strategy & Program** (Future Residents/Retirees, Tourists, Businesses) 🤝 - A branding/marketing strategy is necessary to get our message and further our brand to our target audiences.

Events, Events, Events

Special events provide the City visibility in the region / nation and give us an opportunity to further our brand. In addition, special events bring visitors in to Palm Coast to spend dollars in our local shops and restaurants.



🤝 - Continue to coordinate and promote major events and spend dollars in our local shops and restaurants.

- 💡 **Secure Large Venue for Special Events** – As our downtown builds out, central park will no longer be a viable venue for large special events.
- 💡 **Form Regional Sports Commission** 🤝 - Most areas around the State have a non-profit entity (aka Regional Sports Commission) that organizes and promotes sporting events. The City should

coordinate with other entities to either form such entity, or determine if an existing entity can assume that role.

Ecotourism

Outdoor recreation can mean kayaking on one of the many fresh water canals, fishing, dolphin viewing, or boating. Palm Coast is proud of its many jogging and biking trails that wind through old oak canopies, providing plenty of places to exercise or just stroll and enjoy the scenery. Tourists enjoy these activities and after visiting Palm Coast, may just decide to move here and maybe their business too.



👉 **Geocaching Program** – Geocaching is an outdoor sporting activity in which the participants use a Global Positioning System (GPS) receiver or other navigational techniques to hide and seek containers, called "geocaches" or "caches", anywhere in the world. Palm Coast is now on the map with its own geocaches hidden around the City.

👉 **Pedestrian/Bicycle Master Plan Implementation** – The City now has over 97 miles of trails and pathways that connect to numerous parks and the Lehigh Trail. The City continues to implement the master plan.

👉 **Florida Agriculture Museum Support** 🤝 - This museum is the State designated Agriculture Museum and a unique tourist destination located in the City of Palm Coast. The City continues to support the museum both financially and with staff support.

👉 **Designation of St. Joes Walkway as Great Florida Birding Trail** – St. Joes Walkway was recently designated as a Great Florida Birding Trail.

💡 **Dedicated Non-Governmental Website with Social Media Elements** – While the current City website provides an excellent and necessary resource for governmental information (City Council agendas, etc.), the website does not provide readily accessible information for eco-tourists. A destination and lifestyle oriented website focused on seeing and doing in Palm Coast will help to build our ecotourism focused "brand", while social media efforts using services like Facebook will help us distribute our message to a global audience.

💡 **Trails Map and Guide** 🤝 - Develop trail map and guide to encourage use of trails and it is also a great way to advertise our extensive trail network.

💡 **Blueways Map and Guide** – Develop map and guide for "blueways," which are basically trails on our waterways and geared towards kayaks and canoe users.

💡 **Trail Wayfinding and Signage** – Develop trail wayfinding and signage to encourage use of trails.



Celebrate our Diversity

In Richard Florida's "Rise of the Creative Class," he explains the rise of a new social class that he labels the creative class. Members include scientists, engineers, architects, educators, writers, artists, and entertainers. He also goes on to say that the creative class is mobile and desires to live and work in places

where there is a wide array of cultural opportunities. Our cultural diversity is a strength that should be celebrated and advertised, so that we can attract these high skilled workers, which in turn could attract businesses as well.

- 👉 **Cultural Grants** – The City of Palm Coast Cultural Arts Grants are intended to provide start-up funding for cultural arts programs and/or events that are conducted in the City by a City based organization.
- 💡 **Minority Business Assistance** – Provide assistance to minority businesses by tailoring workshops and information specifically to their needs.
- 💡 **Annual Multi-Cultural Event for All Groups** 🤝 - Organize and coordinate an annual event that could showcase all of the cultures in Palm Coast.

Invest in Capital Projects

Continued investment in capital projects, not only provides long term benefits by continuing the high level of service our residents expect, but can also provide jobs to our local contractors that maybe unemployed due to the downturn in the housing market.

- 👉 **Aggressively Pursue Grants** – When State and Federal grants are awarded that brings new money into our local economy and also reduces the local tax burden to provide those capital projects and services to our citizens.



- 👉 **Expand Fiber Optic Network** – The City's FiberNET is an economic tool that can be used to attract businesses that require higher speed telecommunications access and generally reduces their costs for these services.
- 👉 **Water Reuse System Expansion** – Continued expansion of the water reuse system provides lower quality water for non-potable uses thereby reduces the need for additional groundwater, and at a lower cost to a business/consumer than potable water service.
- 👉 **Coquina Coast Desalination Project** 🤝 – Long-term, utilities in Florida cannot continue to rely on groundwater withdrawals to meet their future needs. The City's effort to pursue alternative water supplies will better position the City in the future for growth.
- 👉 **Expand Transportation Network** 🤝 – One of the factors businesses evaluate when choosing a location, is whether the location has an efficient and well operating transportation network.
- 💡 **Wireless Access Program** – Offering wireless access in public locations is attractive to the “creative class.” Of course management of such a program can be difficult.
- 💡 **Promote Natural Gas Availability** – Natural gas can result in significant cost savings for energy costs for businesses. Natural gas is now available along major corridors in Palm Coast.

Assist our Small Businesses

Small businesses are an important part of our local economy and employ more than half of all private sector employees⁹. The City does not have the expertise to provide the technical assistance that is necessary to assist small businesses and must rely on its partners. At the same time, providing incentives to a small business is not appropriate, since so those incentives can provide an advantage to one business and not others thus interfering with the local market/competition.

👉 **Support our Partners (SCORE and SBDC)** 🤝 - The Service Corps of Retired Executives (SCORE) and the Daytona State College Small Business Development Center (SBDC) provide free or low cost assistance to small businesses. These services are confidential and help provide the technical assistance to understand the basics of starting or running a business.

👉 **Simplify and Streamline Business Tax Receipt and Home Occupation Processes** – The City has streamlined the processes to make it much easier to apply for and obtain these approvals.

💡 **Business Assistance Center** 🤝 - When most new businesses apply for a home occupation license or business tax receipt they usually have many more general questions about the rules and regulations for a business (tax structure, filing with the State, etc). Providing space for a SCORE or SBDC counselor and offering assistance at this time would be very beneficial to those businesses.

💡 **Business Services Website Portal** – Providing a website portal specifically geared towards businesses with external links to our partners.

💡 **Business Spotlight** – Feature new business in a segment on TV199 and through the City's website and social media pages.



Make Business Sense (Cents)

Efforts to simplify our processes, provide flexibility in payment of fees, and provide assistance in bidding on City contracts and services just makes business sense.

👉 **Simplify and Streamline Development Processes** – Development to ensure that development within the City meets minimum design and has recently made efforts and will continue to review those processes to streamline those processes while still maintaining the standards our residents expect.

👉 **Flexible Impact Fee Payment Program** – Impact fees pay for necessary capital infrastructure associated with new development. Impact fees are often a significant hurdle to new construction. A program that offers flexible payment options of impact fees may mitigate the initial costs of getting a non-residential project started.



- 👉 **Local Preference Purchasing Policy** – The City currently has a local preference policy in place to provide preference for local companies.
- 💡 **Procurement Outreach and Assistance** 🤝 - Efforts to educate local businesses about our government procurement process / opportunities could produce more local respondents to City bids and hopefully some of those local respondents will be successful, keeping more of our tax dollars local.

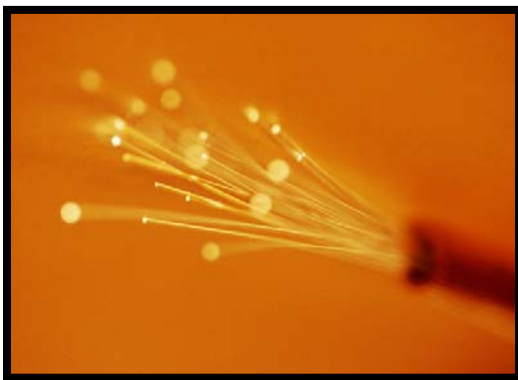
Encourage Job Creation

There is no question with regards for the need to encourage job creation with an unemployment rate near the top in the State. Job creation can be encouraged through efforts to attract primary job employers, including partnerships with property owners/developers to develop and construct business parks.

Comprehensive Incentive Program

Using the Site Selectors Survey from Chapter 2, the comprehensive incentive program has been tailored to addresses the following key factors a business would consider in establishing in or relocating to Palm Coast:

- Labor costs;
 - Occupancy or construction costs;
 - State and local incentives;
 - Availability of land; and
 - Tax exemptions.
- 👉 **Building Permit Fee Discount** – Discounting building permits directly addresses occupancy and constructions costs. Combined with a program of expedited permitting, this tool helps a business get off the ground quickly.
- 👉 **Flexible Impact Fee Payment Options** – Impact fees pay for necessary capital infrastructure associated with new development. Impact fees are often a significant hurdle to new construction. A program that offers flexible payment options of impact fees may mitigate the initial costs of getting a project started.

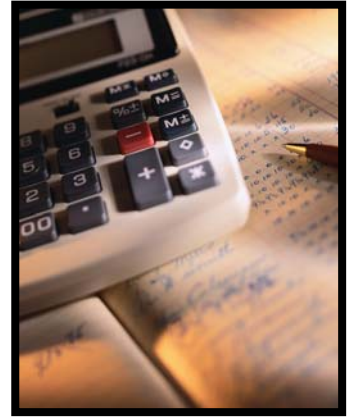


- 👉 **Fiber Optic Extension** – As our society becomes more digital, the ability to access high speed fiber optic networks is no longer just a benefit to business, but a requirement of doing business. Palm Coast FiberNET provides access to world class data and telecommunications services that enable businesses to operate more effectively and with less cost. Furthermore, FiberNET provides an opportunity for businesses to securely interconnect offices locally or nationally to share data and resources to a distributed workforce. By expanding our partnerships with national and international, Tier 1 internet backbone

providers, FiberNET provides Palm Coast businesses with access to an exceptional range of data services and connection redundancy that will be a crucial incentive to attracting business investment.

👉 **Tax Abatement / Tax Rebate for Local Employees** – Property tax abatements, exemptions, and reductions are subsidies that lower the cost of owning real property by reducing or eliminating the taxes a company pays. "Real property" is land and all the things that are attached to it, such as buildings. For capital-intensive companies (companies that require a large investment of money in land, buildings, and machinery) such as manufacturers, property tax abatements can be one of the most lucrative subsidies. In return, the local economy benefits with higher employment.

👉 **Relocation Cost Reimbursement** – The availability of specialized labor is an identified weakness of Palm Coast. Relocation cost incentives help a business bring its high skilled employees to the City. These types of jobs are often higher wage positions that contribute significantly to the local economy and real estate market.



👉 **State of Florida Incentives** 🤝 – There are several State sponsored programs available to businesses that consider relocation or investment in Palm Coast. These include Qualified Target Industry Tax Refund (QTI), Quick Response Training (QRT), Rural Job Tax Credit (RJTC), and Incumbent Worker Training (IWT). These programs provide incentives to create job growth.

👉 **Brownfield Program Incentives** 🤝 – The City of Palm Coast, Flagler County and Enterprise Flagler worked closely to establish the Flagler Economic Enhancement District (FEED). This creates areas designated to receive State and Federal assistance for development. Incentives are based on jobs created which lower overall labor costs for businesses investing in these areas.

💡 **Impact Fee Payment Deferral/Forgiveness Program** – Impact fees pay for necessary capital infrastructure associated with new development. A program that offers deferral of impact fees mitigates the high costs of getting a project started and can be a key factor when a business is deciding between multiple locations.

💡 **Bounty for Business Program** – Existing residents and business leaders are in the best position to tell the world about the benefits of living and working in Palm Coast. Incentives targeted towards recruiting businesses will help leverage this untapped resource. Bounty would only be eligible for targeted industries with job creation of five or more employees in the first year and with an annual average wage greater than 115%.



💡 **Economic Gardening** – Economic gardening is an entrepreneurial approach to economic development that seeks to grow the local economy from within. Its premise is that local entrepreneurs create the companies that bring new wealth and economic growth to a region in the form of jobs, increased revenues, and a vibrant local business sector. Economic gardening seeks to focus on growing and nurturing local businesses rather than hunting for "big game" outside the area.

💡 **"Incentivization"** 🤝 – "Incentivization" is not a real word, rather made up to describe when creativity is applied to the concept of incentives. The City, along with our partners, has been very successful in being creative to retain and attract businesses. For example, the City sold City Hall in order to retain Palm Coast Data.



Business Park Development

Within the City and the surrounding areas, there are very few large industrial buildings (30,000 square feet or greater) or business parks that have super pad ready sites. Some business prospects are looking to lease already constructed space. Other business prospects may be willing to construct a facility, but not with the uncertainty and time involved in permitting a site in Florida. Since occupancy and/or construction costs are at the top of site selector's survey, efforts should be undertaken to encourage business park development.



Airport Area Master Plan and Incentive Zoning Overlay

- The City of Palm Coast, Flagler County and the Flagler County Airport (FCA), concerned for the future economic and redevelopment growth of the area surrounding the airport, entered into a cooperative effort to develop a master plan to guide development in and around the airport. As part of that effort, the City adopted incentives for areas surrounding the airport to encourage compatible growth, including business parks.

- 💡 **Form Master Planned Development Agreement for Business Parks** - Develop a form Master Planned Development Agreement for Business Parks that relax internal landscape buffers and architectural requirements, resulting in lower development costs, while keeping the external landscape buffers in keeping with City standards.
- 💡 **Business Park Partnership Program** - The concept of this program is to partner with landowners and developers to make sites super pad ready and/or construct shell buildings. Since capital markets have tightened and in order to encourage development of business parks, public investment may be necessary.

Local, Regional, and State Partnerships

Continued involvement with local, regional, and state economic development organizations provide another resource to pursue businesses looking to relocate and/or expand.

- 👉 **Partnership with Enterprise Flagler** - Enterprise Flagler provides the link to Enterprise Flagler and is also able to provide the confidentiality required by most businesses looking to relocate or expand in our community.



- 👉 **Involvement with Regional Economic Development Organizations** - Most large businesses when looking to relocate or expand, start their search by looking at regions first, then local communities. Continuing our involvement with regional economic development organizations can provide another resource for business prospect leads.

¹ Random House, Inc. 09 & Webster's Revised Unabridged Dictionary. February 2009.

<http://dictionary.reference.com/browse/prosperity>. Retrieved 1 July 2009.

² International Economic Development Council – Economic Development Reference Guide.

http://www.iedconline.org/?p=Guide_Overview. Retrieved 1 September 2010.

³ Adapted from Tucson Regional Economic Opportunities – Economic Development 101. <http://www.treoaz.org/ED101-Primary-Jobs.aspx>. Retrieved 1 September 2010.

⁴ 6th Annual Site Selectors Survey. Area Development Magazine. January 2010. <http://www.areadevelopment-digital.com/CorporateConsultsSurvey/24thAnnualCorporateSurvey>. Retrieved 1 September 2010.

⁵ Based on US Census Bureau Data.

⁶ Derived from City of Palm Coast Building Permit Data and from the University of Florida Bureau of Economic and Business Research.

⁷ Derived from Bureau of Labor Statistics Data.

⁸ Derived from Bureau of Labor Statistics Data.

⁹ SCORE Website. http://www.score.org/downloads/46th_Fact_Sheet2010.doc. Retrieved 1 September 2010.