



Parkway East District

A Neighborhood Assessment, Reinvestment and Preservation Plan
City of Palm Coast, Florida



August 2012

In Appreciation

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1.1 Introduction

In 2011, the City of Palm Coast began the process of developing a strategic plan for the Parkway East District community – drawing upon strategic intelligence gathering, economic business review, area planning, and community visioning initiatives known as Prosperity 2021. The emphasis of Prosperity 2021 is to identify and protect important community assets and capitalize on these assets to promote economic development and reduce limitations for future generations to come.

Not unlike many places throughout the nation, the City of Palm Coast is a community that has attractive assets and distinctive character, areas for improvement, as well as opportunities for growth. Creating the synergies and linkages between these assets are what will keep Palm Coast healthy into the future. It was with this purpose that the City undertook the Parkway East District plan and to this end will seek to implement its major ideas.

1.2 Study Area Context

The study limits total approximately 908± acres that comprises most of the original ITT land development acreage that began the community’s settlement in early 1970’s. It contains a stable mixture of residential types with limited non-residential uses. It is experiencing changing demographics as original owners and families are replaced with second and third generation property owners and redevelopment actions replace long-term icons.

The study area includes the former ITT Welcome Center and Sales Center sites, marina, the first residential neighborhoods, community center and fire station, as well as containing major recreational amenities. While the original ITT Welcome Center and Sales Center buildings have been removed, this neighborhood has an important local history of being the social and cultural hub of Palm Coast. It contains major transportation corridors that provide critical north-south and east- west connections. It has numerous natural features including tree canopied roadways, major environmental systems, and access to the Intracoastal Waterway.

The City undertook this study to help identify the communities assets and liabilities then to determine how both public and private efforts can work together to preserve important community character while seeking needed reinvestment.

1.3 Important Things We Learned

The collected data, analyses, and public discourse provided during the creation of this plan tells us that the Parkway East District community:

- Has a culture that places value on the initial settlement history and wants it recognized for future generations;
- Has undeveloped lands with approvals in place and under-performing developments that need to be completed by the private sector market place to improve neighborhood identity, vitality, and increase the City tax base;

- Has market trends indicating a stable community that won't see dramatic demographic change without major economic development attraction;
- Has numerous intrinsic assets, important employers, post-secondary education, and recreational uses that are regionally significant and must be managed for the greatest City benefit; and
- Needs to complete its transition from the original ITT master planned development entertainment center mindset to more of a Palm Coast regional activity and cultural center.

1.4 What Needs to be Done

The individual sections of this neighborhood planning report include observations and recommendations. The purpose of this section is to provide the overarching discussion on the identified opportunities. Please see the individual section narratives for complete topic discussions.

- Celebrate Local History

The community wants to protect the original development sites. This can either occur through public acquisition or in cooperation of the private owner's development. Recognizing the capital funding challenge, it is anticipated that cooperative partnerships will be needed for the foreseeable future.

As the community's original development area the City should assist in recognizing the neighborhood's context by telling the community's settlement story through cultural and educational wayfinding programs. This would benefit the City through increased awareness and visitor attraction.

- Protect Public Assets and Seek Return On Investment

The City has made substantial public investments within the district through the redevelopment acquisition of the Palm Harbor Golf Course, development of the St Joe Walkway and Linear Park and other recreational trails, as well as the Community Center complex and Fire Station. The public's investments need to be protected and returns maximized through regional visitor attraction to benefit the local economy.

It is important that the Palm Harbor Golf Course remains successful. Part of this public course attraction is the availability of the practice driving range and clubhouse facility. The private ownership of portions of the underlying areas and the existing approved residential townhome entitlement may hinder the public golf course facility's long term success. To maintain the golf course's role as a regional destination the City should acquire the driving range property. The City could also expand the hub of activity surrounding the clubhouse by purchasing the Sesame Island parcel and developing new facilities that provide expanded cultural awareness of the settlement activities, improved golf facilities, and public water access. Sesame Island and the golf course area hold an important development history of Palm Coast and these

improvements could add to the regional attraction and economic development strategy of attracting recreational visitors to the area.

The City's extensive multi-use recreational trail system needs to be recognized and branded as a regional asset that will attract visitors to come and experience the City. The trail network links the public facilities and lands with important employers, post-secondary education campuses, mixed use activity centers, and the Intercoastal Waterway. The tree canopied hammock that is contained within portions of the City owned parcels along the Palm Coast Parkway is recognized as an important community asset. Protecting the habitat value, as well as the driving and pedestrian experience is important. Expanded cultural and educational wayfinding programs and increased recreational programming would benefit local businesses through eco-tourism by attracting outdoor adventurers with disposable incomes to the district.

- Support Appropriate Private Development Actions

Due to the timing and extent of the national recession, the district has several private development parcels that are currently vacant. However, most of these properties have existing approved development entitlements that will respond to market conditions in the future to deliver residential condominiums, townhomes, and hotel projects. The community must recognize the existence of these entitlements and the importance of the future development and the needed economic benefit that the increased tax base will have for the City. The vacant, planned lands need to be replaced with people and uses that add to the districts and City's identity, vitality, and economy.

However, some of the sites in the district have additional conditions that will make success more challenging. The City should assist private owners where possible to effectively and efficiently develop their properties and increase the local economy. As an example, the European Village & Resort development has several physical conditions, as well as operational limitations that will make its ultimate success difficult to achieve. The properties design doesn't instill a great desire for visitors to enter the complex and the structures are showing signs of deterioration. The subterranean parking is closed due to poor design and intermittent flooding. The original site development pro forma and multiple ownership patterns will make collective renovation actions extremely difficult to coordinate and complete.

The City has previously assisted European Village by helping to identify additional programming of special events in the courtyard space that draw visitors to local businesses. The City should consider assisting in a more substantial improvement of the site in association with the adjacent Old Palm Harbor Tennis Club site. It is anticipated that the decreased property values, multiple ownership pattern and complexity of needed building renovations may limit a solely private sector interest in redevelopment of the site. The combined two properties have possible "slum" and "blight" conditions that might support establishment of a Community Redevelopment Area. If acceptable to the private owners, the creation of a CRA would provide a coordination mechanism for identifying needed physical improvements to make the activity center vibrant again. It would also permit the capture of Tax Increment Finance (TIF) increases to fund project improvements. A CRA-TIF Revenue Projection is provided in Section 7 of the report.

The following tables include implementation recommendations that are included within the report.

Emphasis Area	Short Description	Implementation Actions	Generalized Priority	Primary Responsibility
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Economic Development	Management and Leadership Business Cluster	•Coordinate with Federal Aviation Authority Center for Management and Executive Leadership, and state and federal legislators to identify future actions and advocate support for facility and program improvements;	High	City Manager
		•Coordinate with Daytona State College leadership to identify future actions and advocate support for management and leadership degree coursework at the Palm Coast campus;	High	City Manager
		•Seek public partnerships that increase the recognition of the business cluster;	Medium	Community Relations
	Community History and Culture	•Support recognition of eligible historic sites by interested private owners;	Medium	Community Development
		•Include settlement history information within future City funded projects;	Low	Public Works
		•Seek public-private partnerships in projects that bring awareness and increased public access to important settlement locations within the district;	Medium	Private / Community Development
	Recreational Amenities and Attractors	•Support operations and maintenance funding for City recreational facilities and infrastructure enhancements;	High	Parks & Recreation
		•Market the Palm Harbor Golf Course, St Joe Linear Park, and multi-use trails as regional attractions to increase number of annual visits;	High	Community Relations
		•Seek increased programmed recreational activities and private services to support increased use;	Medium	Parks & Recreation

Site Specific Areas	Old Palm Coast Tennis Club	•Require pedestrian connection and increased orientation of future redevelopment with adjacent properties;	High	Community Development
		•Support public-private partnerships in redevelopment that eliminates blighted conditions and provides increased public access;	Medium	City Manager
	European Village	•Seek private redevelopment actions that increase interior site visibility and enhances the architectural and pedestrian orientation;	High	Community Development
		•Support public-private partnerships in redevelopment that eliminates blighted conditions and provides increased public access;	High	City Manager
	Palm Harbor Marina and Resort	•Seek private redevelopment actions that increases public access to marina waterfront and restaurant, and provides continued boat ramp access to Intracoastal Waterway;	Medium	Private / Community Development
		•Require completion of public multi-use trail along Intracoastal Waterway to connect Clubhouse Canal, Palm Harbor Marina, and Palm Harbor Parkway;	High	Community Development
	Old Hammock Cove	•Support private redevelopment actions that increases public access to waterfront, and establishes pedestrian connection between Palm Harbor Golf Course and Clubhouse Drive;	High	Private / Community Development
		•Evaluate public acquisition of portions of site for increased recreational programming, water access, and preservation of cultural heritage;	Medium	Parks & Recreation
	Clubhouse Drive / Casper Lane	•Support capital improvement and operational funding for neighborhood pocket-park improvements;	Medium	Parks & Recreation
		•Include settlement history information within future City funded projects;	Low	Public Works
	Community Center / Fire Station	•Support capital improvement and operational funding for future community center / fire station renovation or replacement, and increased public-realm improvements;	Medium	Public Works
		•Include settlement history information within future City funded projects;	Low	Public Works

Areawide Items	Palm Harbor Golf Course Driving Range	•Evaluate public acquisition of the site for preservation of the driving range and clubhouse;	High	Parks & Recreation
	Wayfinding Signage	•Create a recognizable sign program that provides resident identity, visitor orientation, and cultural emphasis throughout the district;	Medium	Public Works
	Challenge Course	•Evaluate locations within City owned lands where increased recreational programming could complement management and leadership business cluster uses, while minimizing wildlife impacts;	Low	Parks & Recreation
	Canopy Roads	•Increase protection of natural hammock areas by designating Palm Coast Parkway, Palm Harbor Parkway, and Colbert Lane within the district as "constrained" transportation facilities;	Medium	Public Works

2.1 Project Overview

In the summer of 2011, the City of Palm Coast (City) contracted with WilsonMiller Stantec and Florida Economic Advisors, LLC (Consultant) to prepare a neighborhood plan for the Parkway East District. The neighborhood is an original portion of the City's development past that is generally located along the north and south sides of Palm Coast Parkway interchange between Interstate 95 and the intercostal waterway. The study area represents the oldest portions of the City's master planned community and was originally developed by ITT Community Development Corporation in the 1960's. As such it has a special meaning and an importance in the City's collective history.

This planning study was undertaken to identify the major assets and liabilities affecting its current market and land use conditions, as well as to better understand what change may be supported in the future to preserve and enhance its position. The background analyses use both qualitative and quantitative assessments to identify the areas needing attention. The results of analyses were reviewed during the planning process and vetted with public input received during the workshop meetings in the community.

2.2 Development History

The Parkway East District represents the community's oldest areas of master planned development. In fact, the birth of Palm Coast itself took place in the Parkway East study area, originally known as the Palm Harbor section. Palm Coast started with the purchase of

land for the community in 1969 followed shortly thereafter by land development construction. The welcome center and model home area, on the site currently referred to as Old Hammock Cove, opened in October 1970.

The first homes began construction in August 1971 and the Palm Harbor Golf Course opened for play in September of that same year. The first residents arrived in early 1972 and by the end of the year 100 homes were occupied. The highlight of 1972 was the opening of the Palm Coast Yacht Club, with its pool and marina basin, on the Intracoastal Waterway at the main canal entrance. The Yacht Club became a focal point of the community's civic and social activities. 1973 saw the opening of a convenience center on Clubhouse Drive just north of Palm Coast Parkway, containing a small grocery store and a doctor's office. In 1974 the Shangri-La condominium began construction and the Sheraton Inn on the ocean opened for business. The Hammock Dunes club house sits on that site today.

ITT named Alan Smolen President of ICDC in 1975 and he began the process of consolidating the New York and Miami company offices into a single location in the community. The Palm Club condominium began construction in 1975 and at the end of the year it was estimated that 1,000 people lived in the community. The canals were opened in 1976 as was the community's first church building. It was the first of many houses of worship to come. The Palm Coast YMCA building, now the Palm Coast Community Center and the Emergency Services / Fire Station building were completed by ICDC and dedicated to the community in 1977.

ICDC completed its corporate headquarters move to Palm Coast in 1978 with the grand opening of its new headquarters building, now home to the Flagler Technical Center at 1 Corporate Drive. Nancy Lopez began representing Palm Coast on the LPGA tour that same year and remained a spokesperson for the community for several years.

Palm Harbor shopping center opened in 1979 with Publix and an Eckerd drug store as its anchor tenants along with a branch of Daytona Beach Community College and a US Post Office. The simple function of general mail delivery to the Post Office caused the shopping center to become an important community gathering place as residents went to the Post Office to pick up their daily mail and shop. It became the town center where neighbors saw each other and caught up on local news and events. The 80 slip Yacht Club Marina was completed in 1979 as well and Tom Gullickson became Palm Coast’s touring tennis pro that same year.

The Interstate 95 interchange, constructed through a private/public partnership by the developer and DOT, opened in May 1981 to great fanfare. The community finally had a front door, providing direct access in and out of the community and opening the balance of Palm Coast for development. Essentially Palm Coast was the Parkway East area for the first 10 years of the community and continued to play a vital role for the next 10 years.

2.3 Major Defining Features

The identified study area is generally located in the northeast portion of the City and includes a total of 908-acres. The study areas main defining feature is the Palm Coast Parkway, a directionally bifurcated multilane roadway that connects Interstate 95 to A1A. As the community matured and expanded many of the early milestone community buildings were replaced with new or renovated structures or their functions moved to another area of the community. The existing single family residential uses remained stable but have been affected by increasing age of structures, transition of original ownership and the availability of newer construction in other locations in the City.

A. Palm Coast Parkway

A major defining element of the district has been its main access roadway from Interstate 95 through the study area. Originally the Palm Coast Parkway was the community’s main street, collecting and containing all the local trips within the community under this treed canopied roadway.

All of the major recreational facilities and activities revolved along this naturalized, canopied parkway facility. In 1988, the Hammock Dunes Parkway was opened and it provided an elevated crossing over the Intercoastal Waterway to A1A. The effect that the new extension had was to change portions of the study area from the “to-place” to a “through-place”. This lessened the importance of several locations and made new development on the beach more easily accessible elsewhere.

B. Palm Harbor Golf Course

One of the major changes affecting the study area occurred in 2005 when a private developer purchased the Palm Harbor Golf Course, the marina and the existing buildings of the Harborside Inn on the Intercoastal Waterway at the old Yacht Club site with plans for a high end resort development. They closed the golf course, demolished the buildings and it was left barren in anticipation of a major renovation that never occurred. Some of the resort buildings were built, along with a parking structure, but the national economic downturn affected this development and it ended in 2007.

Ownership of the golf course was transferred to the City in 2008. The City subsequently invested \$4.5 million to renovate the golf course. The course reopened recently and is again a popular community asset in the study area. The City's purchase and renovation of the Palm Harbor Golf Course is a significant contribution to the revitalization of the heart of the community. The YMCA building has evolved into an active and well used Community Center and the original Emergency Services building still houses the area's public safety fire station.

C. Daytona State College

Since its opening in 1957 the College has evolved from a small single campus into a multi-campus institution providing educational and cultural programs for the citizens of Volusia and Flagler counties. The college now has six campuses, Daytona Beach, Deland, Deltona,

New Smyrna Beach-Edgewater, Advanced Technology College, and the Flagler/Palm Coast campus.

The Palm Coast campus is located at 3000 Palm Coast Parkway S.E. within the study area. The College provides college credit, adult education and workforce training. In 2008 it changed its name to Daytona State College to reflect its transition to four-year college offering workforce baccalaureate degrees. It currently offers a Bachelors of Applied Science in Supervision and Management, Bachelors of Science in Education, and Bachelors of Science in Engineering Technology degrees.

In addition to providing the undergraduate degree coursework, the College also includes an Office of Economic Development that provides leadership and representation for the College with local, regional and state economic and workforce development organizations and initiatives.

D. Center for Management and Executive Leadership (CMEL)

The Federal Aviation Administration (FAA) Center for Management and Executive Leadership (CMEL) is located within the study area at 4500 Palm Coast Parkway, S.E. CMEL provides a creative and progressive program of leadership and management training for public-sector supervisors, managers, executives, and team leaders. Course and workshop offerings are available through their franchise or fee-for-service (FFS) partnerships for any government organization. CMEL is capable of designing a complete curriculum for face-to-face, blended learning or e-Learning courses as defined by the requesting organization.

CMEL instructors can also deliver training at the full service residential training center or at an alternate location. The on campus facility includes classrooms with state-of-the-art audio/visual resources, full-service residential lodging facility, computer lab, cafeteria, health awareness program, library, fitness center, heated swimming pool, racquetball court, half basketball court, sand volleyball court, bicycles, and other recreational equipment for your use. Situated along the City of Palm Coast's Linear Park, the facility also provides access to miles of walking, jogging, and biking trails.

2.4 Land Use Assessment

A. Existing Land Use

The Parkway East District is mostly developed with single family residential units surrounding the Palm Harbor Golf Course north and south of Hammock Dunes bridge. Multi-family residential resorts line the Intracoastal Waterway on the north and south sides of Hammock Dunes Parkway, and inland along the northern side of Palm Coast Parkway NE. A small mixed-use commercial center and the Linear Park and vacant Tennis Center are located between Palm Harbor Parkway and Hammock Dunes Parkway. Further to the north along the Intercoastal Waterway is a marina and commercial uses.

Commercial, office, governmental uses and multifamily development line both sides of Palm Coast Parkway NE. Medical and office uses are interspersed with a heavily vegetated hardwood habitat south of Palm Coast Parkway NE which includes the St. Joe Walkway/Palm Coast Linear Park. Large tracts of publicly owned

lands exist in the southern half of the study area, south of Palm Coast Parkway SE.

B. Future Land Use

Similar to the existing uses within the district, the Palm Harbor Golf Course is designated Greenbelt and the surrounding areas are designated Residential on the Future Land Use Map. The area along the Intracoastal Waterway which contains a marina, resort development and commercial uses is designated Mixed Use with a Neighborhood Scale Village Center overlay at the intersection of Palm Harbor Parkway and Hammock Dunes Parkway.

Areas along the north side of Palm Coast Parkway NE, to the east of Clubhouse Drive and Colbert Lane are designated Mixed Use and on the south side are designated Institutional. The balance of the area south of Palm Coast Parkway NE, are designated Conservation and Institutional.

Table 2.4.a - Future Land Use	
City Designation	Gross Acreage
Institutional	133.7
Residential	240.0
Greenbelt	220.9
Mixed Use	130.6
Other	119.2
Conservation	46.5
Canals	16.5
DRI-Residential Area	0.8
Sub-Total	908.1

Source: Flagler County Property Appraiser parcel data, WMS spatial analysis, September 2011

2.5 Environmental Assessment

The Parkway East District study area occupies a 900-acre area immediately north of the Graham Swamp Conservation Area. The area north and west of Palm Coast Parkway NE is dominated by urban/residential land uses, with small remnants of native forest preserves. The minor forest remnants are comprised of upland mixed coniferous/hardwood forest (FLUCCS 434), mixed wetland

hardwoods (FLUCCS 617), and cypress (FLUCCS 621). In general, wildlife utilization within this urbanized area would be limited, and any listed species occurrences would be considered isolated and/or opportunistic. Planning efforts within the overall area should address water quality issues, given the adjacency of the Intracoastal Waterway to the east, and the Club House Waterway canal to the north.

Large contiguous patches of native forested communities comprise the majority of the land area south of Palm Coast Parkway NE, interrupted by Palm Coast Parkway SE, Colbert Lane, and a handful of commercial and/or institutional developments. The western portion of the Parkway East neighborhood contains upland mixed coniferous/hardwood forest (FLUCCS 434), with a smaller extent of mixed wetland hardwoods (FLUCCS 617) and wetland forested mixed (hardwood/coniferous mixed; FLUCCS 630) in the westernmost portion. The eastern side of the neighborhood contains a cypress strand that emanates from the Graham Swamp, while the easternmost portion of the area contains a mix of previously cleared upland herbaceous and shrub communities, with remnants of wetland and upland forest.

Although a check of wildlife databases did not reveal any listed species element occurrences, the areas with large contiguous native habitats can reasonably be expected to harbor various listed species that occur in northeast Florida. City staff did identify that a bear was killed along Colbert Lane in 2007. This incident, along with other listed species including a variety of wading birds, gopher tortoises, eastern indigo snakes, etc., represents the potential conflicts that exist between the naturalized hammock areas and the vehicular

traffic, as well as the impact of roadway widening may have upon wildlife movements in the study area.

2.6 Infrastructure Assessment

A. Major Roadways

The study area is defined by its major roadway network. The Palm Coast Parkway is a bifurcated 2-lane directional roadway. The SE 2-lanes provide eastbound movement from Interstate 95 to the Palm Harbor Parkway / Hammock Dunes Parkway toll bridge. The NE 2-lanes provide the westbound movements from the Palm Harbor Parkway / Hammock Dunes Parkway bridge to Interstate 95. The combined facility traverses through the study area and its major woodland canopy.

The Hammock Dunes Parkway facility is located at the east end of the Palm Harbor Parkway. It is an elevated toll bridge (collected only on the Palm Coast side of the bridge) overpass of the Intracoastal Waterway that subsequently provides connection to A1A. The bridge was opened in 1988 and affected the study area by changing historical traffic patterns and taking traffic off Club House Drive to get to the marina site. Its opening provided a direct connection across the Intracoastal Waterway from Interstate 95 to A1A and made the Parkway East District more of a pass through area than its previous destination. The elevated construction also creates the impression of a physical barrier from north to south portions of the study area and it seems add to the lack of sense of place to the surrounding uses. The imposition of the toll reinforces this barrier.

The Palm Harbor Parkway provides the major north-south connection for residential neighborhoods along the west side of the Intercoastal Waterway to the Palm Coast Parkway.

The Clubhouse Drive is a 2-lane facility located along the west and north sides of the study area. The southern half of the facility has adjacent views of the Palm Harbor Golf Course. The portions of the northern half of the facility abut residential uses.

Colbert Lane is a 2 lane facility that provides connection from the Palm Coast Parkway southward to SR 100. This County facility transitions from its peak hour LOS C to LOS D at the southern study area limit.

Table 2.6.a – Existing Roadways Peak Hour Level of Service				
Roadway	Functional Classification	Jurisdiction	# Lanes	Existing Peak Hour LOS
Palm Coast Parkway (NE and SE)	Major Arterial	City	2	B
Hammock Dunes Parkway	Major Arterial	City	2	C
Palm Harbor Parkway	Minor Arterial	City	2	B/C
Clubhouse Drive	Collector	City	2	B
Colbert Lane	Collector	County	2	B

Source: City of Palm Coast, Transportation Facilities Status Report, 2012.

2.7 Finding of Necessity Assessment

As part of the Parkway East District’s assessment, the Consultant conducted a preliminary screen relating to the Florida Statutes requirements to determine if conditions existed that would support inclusion within a community redevelopment area.

A municipality or county may designate an area as a Community Redevelopment Area (“CRA”) if it is determined that factors of slum and/or blight, as defined by Chapter 163, Part III, Florida Statutes (“Act”), are found to exist. The specific goals and objectives related to the CRA designation vary from community to community; but, in general, the designation serves as a mechanism to stimulate housing, economic, and community development or redevelopment.

Prior to exercising the powers conferred by the Act, a municipality must make a finding of necessity, determined by way of resolution, that conditions of slum and/or blight, as defined in the Act, exist in an area. Therefore, the purpose of this report is to provide preliminary data sufficient to substantiate whether or not conditions of slum and/or blight exist in the Parkway East District Study Area (“Study Area”) of the City of Palm Coast. This information summarizes the determining factors of slum/blight and outlines the methods of data collection utilized in the process of writing this report.

A. Definitions

The Act defines a “Slum Area” as:

“An area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements, whether residential or nonresidential, which are impaired by reason of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:

- (a) Inadequate provision for ventilation, light, air, sanitation, or open spaces;*
- (b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code; or*
- (c) The existence of conditions that endanger life or property by fire or other causes.”*

The Act defines a “Blighted Area” as:

“An area in which there are a substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property, and in which two or more of the following factors are present:

- (a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;*
- (b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;*

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

However, the term “blighted area” also means any area in which at least one of the factors identified in paragraphs (a) through (n) are present and all taxing authorities subject to s. 163.387(2)(a) agree, either by interlocal agreement or agreements with the agency or by resolution, that the area is blighted. Such agreement or resolution

shall only determine that the area is blighted. For purposes of qualifying for the tax credits authorized in chapter 220, “blighted area” means an area as defined in this subsection.

The Act defines “Community Redevelopment” or “Redevelopment” as:

“Undertakings, activities, or projects of a county, municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight, or for the reduction or prevention of crime, or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area or rehabilitation and revitalization of coastal resort and tourist areas that are deteriorating and economically distressed, or rehabilitation or conservation in a community redevelopment area, or any combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such a plan.”

The Act defines a “Community Redevelopment Plan” as:

“A plan, as it exists from time to time, for a community redevelopment area.”

B. Preliminary Analysis

To determine whether there is sufficient evidence to prove and document slum and/or blighted conditions, existing conditions data was collected and analyzed. The details of this analysis are included within the following two sections. The first section documents existing conditions throughout the proposed expansion area using government statistics and other available data. The second section then analyzes the data and documents the presence/absence of blight as required in Florida Statutes.

C. Demographics

Data from the U.S. Census Bureau was collected in order to capture a snapshot of the demographic and socioeconomic conditions within the study area. The data is presented in the following tables and are grouped by the specific data source that was utilized to create them.

The tables in this section contain the current population totals for the Study Area and the City of Palm Coast as reported in the 2010 Census. The data in the following tables are reported at the Census Tract level. The Study Area encompasses an area larger than a single tract, but the majority is contained within Census Tract 601.03 and therefore used as a representative population in this reporting. The Census Tract contains approximately 2,408 residents compared to Palm Coast’s population of 75,180. Similar to the City, more than half of the population is female. A higher proportion of the population within the district is over the age of 65 - 38% compared with 23% within the City. As shown in the table, the study area has a much lower minority population than the City as a whole, with

African-Americans making up the largest racial group at 6% (compared to Palm Coast’s 13%).

Table 2.7.C.1 Age and Gender - Parkway East District and Citywide				
Category	Parkway East District¹		City of Palm Coast	
	Number	Percent	Number	Percent
Total Population:	2,408	100%	75,180	100%
Male	1,051	44%	35,904	48%
Female	1,357	56%	39,276	52%
Under 18	278	12%	16,114	21%
18 and Over	2,130	88%	59,066	79%
20-24	91	4%	3,183	4%
25 – 34	187	8%	7,592	10%
35 – 49	373	15%	13,678	18%
50-64	545	23%	15,702	21%
65 and over	911	38%	17,267	23%

Source: US Census American FactFinder, 2010. ¹Census Tract 601.03, Flagler County

2.0 | EXISTING CONDITIONS
Parkway East District

Table 2.7.C.2 Racial Composition - Parkway East District and Citywide				
Category	Parkway East District ¹		City of Palm Coast	
	Number	Percent	Number	Percent
Total Population:	2,408	100%	75,180	100%
White	2,118	88 %	60,063	80%
Black or African American	165	7%	9,585	13%
Asian	56	2%	1,902	3%
American Indian and Alaskan Native	3	>0%	191	>0%
NHPI	5	>0%	56	>0%
Some Other Race	24	1%	1,469	2 %
Two or More Races	37	2%	1,914	3%

Source: US Census American FactFinder, 2010. ¹Census Tract 601.03, Flagler County

Table 2.7.C.3 Household Population & Type - Parkway East District and Citywide				
Category	Parkway East District ¹		City of Palm Coast	
	Number	Percent	Number	Percent
Total Occupied Housing Units	1,145	100%	29,8058	100%
Owner occupied units	737	64%	22,592	76%
Population in owner occupied units	1,352	63%	53,478	71%
Average household size in owner occupied units	1.83	n/a	2.37	n/a
Renter occupied units	408	36%	7,213	24%
Population in renter occupied units	801	37%	21,383	29%
Average household size in renter occupied units	1.96	n/a	2.96	n/a

Source: US Census American FactFinder, 2010. ¹Census Tract 601.03, Flagler County.

In 2010, US Census tract data identified that there were 1,145 total occupied housing units recorded, of which, 64 percent were owner-occupied, which is less than the 76 percent citywide owner-occupancy rate. Renter-occupied units totaled 36 percent within the study area which is higher than the 24 percent citywide rate. The data shows an approximately 12%± variance in the owner-renter unit distribution between the study area and citywide totals.

D. Income

In 2010, the estimated citywide median household income was \$42,894. Within the study area Census Tract 601.03, the estimated median household income was \$27,156, which is approximately 36 percent lower than the citywide rate. It is possible that this difference may relate to the higher number of renter-occupied units and the age of population within the study area.

E. Employment

No information is available for Palm Coast or the Parkway East district. However, in 2007, there were 823 business establishments in Palm Coast, with the majority in the following sectors:

- Real estate and rental and leasing,
- Professional, scientific, and technical services,
- Retail trade; and
- Health care and social assistance.

Like much of the nation, Flagler County area was hit hard by the great recession. By the end of 2009, total employment dropped to

17,853 and Flagler County had the worst unemployment rate in the state of Florida of 16.9 percent. In July 2011, the unemployment rate in Flagler County declined to 15 percent and a slight increase (17,937) in the number of employed (US Department of Labor, Bureau of Labor Statistics, August 2011).

These tables paint the picture of a portion of Palm Coast that is older and less diverse than the remainder of the City. This is not surprising given the study area’s historic context and location. It does not illustrate an existing need for economic advancement and redevelopment.

The following sections of the report contain a further examination of specific physical and economic characteristics for the Study Area as required by Florida Statutes for the determination of “Blight” and the creation of a community redevelopment area.

F. Blighted Conditions Analysis

The study area encompasses approximately ±990 acres including rights-of-way. Site visit observations indicated that few properties and structures in the study area show signs of lack of property maintenance and of aesthetic deterioration.

As documented in the definitions and methodology discussion, there is a two-step process to determining whether or not blight exists in a proposed area. The first step is to determine whether or not the proposed area contains a “substantial number of deteriorated or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endangerment of life or property” (Florida Statutes 163.340(8)). The first blight determination criteria

were not satisfied in this preliminary review. Therefore a finding of necessity cannot be made.

In the event that there were a significant number of deteriorated or deteriorating structures within a Study Area, Florida Statutes require that at least two additional criteria of blight be met. This analysis included in the following section.

G. Structure Conditions

In order to determine whether there were a “substantial number of deteriorating or deteriorated structures” within the Study Area two analyses were undertaken. The first step was the completion of a field survey of structures. The second step was an analysis of code enforcement violations for the Study Area. The results of these analyses are summarized below.

Structure Field Survey

The field survey was conducted that included identification of existing structure conditions in the Study Area. The generalized conditions of structures were reviewed to determine if conditions existed to warrant further detailed analyses. The following categories were used.

- **Sound:** New or like new; requiring nothing more than routine maintenance;
- **Deteriorating:** Lowering in quality in the condition or appearance of the building or parts thereof, characterized by holes, breaks, rot, crumbling, cracking, peeling or other

evidence of physical decay or neglect, or excessive use or lack of maintenance; and

- **Deteriorated:** Nearing the state of dilapidation; close to, or of such condition that said building or parts thereof is no longer adequate for the purpose or use for which it was originally intended.

The conclusion of the preliminary structure field survey review was that very few single-family residential structures existed within the study limits meeting the F.S. definitions for deteriorating or deteriorated therefore the condition of blight is not met. It was noted that portions of the European Village development has exterior masonry cracking, paint peeling and physical decay that may represent a “deteriorating” condition. Additionally, there was evidence that parts of the building structure including the underground parking structure is no longer adequate for continued use and has been closed by the owners. Inadequate vehicular access, non-ADA compliant ramp grading, and effects of stormwater flooding on regular use may represent a “Deteriorated” condition.

H. Additional Blight Criteria

Once it has been determined that a substantial number of deteriorating or deteriorated structures are present in an area, the next stage analysis can begin. This requires that at least two out of the fourteen possible criteria be observed and documented in order for the Study Area to be considered blighted. The following is an analysis of each of the fourteen criteria that appropriate data could be collected for, with conditions documented for the Study Area.

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

The area is primarily residential with two-lane rural cross-section (no curbs or gutters) streets. The streets appear to be in generally good condition. There are roadside ditches (open drainage) and limited drains with the exception of the commercial areas of the Study Area.

There are limited sidewalks within the neighborhoods. However, multi-use paths have been installed along the major roadways, including Palm Coast Parkway, Palm Harbor Drive and Clubhouse Drive. This condition could create a potentially dangerous pedestrian environment but is not by itself a condition of blight. The bicycle or walking environment on the residential streets within the neighborhood could be improved through implementation of shared route strategies as described in the City's Recreation and Parks Facilities Master Plan. As described shared roads do not require installation of sidewalks but instead use elements such as signage, street trees, speed bumps, and pavement marking to alert motorists and cyclists that they are sharing the road.

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

While a detailed review of specific property appraised parcel information was not part of this analysis, it is understood that study

area properties have experienced a similar 25%± just market value decline as other Florida communities since 2007. Therefore, no assessed value increase occurred during the reporting period.

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

Faulty lot layout pertains to the layout and size of the exiting lot structure throughout the Study Area. In order to meet these criteria, lot structure is examined to determine if proper accessibility and/or adequate parking are being provided to the existing uses. In addition, the examination of lot layout can also look at the overall pattern to determine if there are other characteristics (e.g. lot size) that inhibit redevelopment. The redevelopment potential of an area can depend greatly on the configuration of parcels. Different building types and uses have varying size and access needs.

The Study Area consists primarily of small lots for single-family homes, though there is also a commercial property along Palm Coast Parkway. Faulty lot layout does not appear to be a major limiting factor in the development of the Study Area, given the uses that are allowed within the Study Area Zoning district and Comprehensive Plan designation. For that reason, faulty lot layout it is not considered to be a condition of blight.

(d) Unsanitary or Unsafe conditions.

Field observations were used to investigate the existence of potentially unsanitary/unsafe conditions. While heavy overgrown parcels exist and may be an indicator of this condition, little public dumping was seen and therefore the perception that the area is in

decline was negligible. Overgrown areas can support other pests, which can have the potential to cause safety/health issues but none were documented during field reviews. This is not considered to be a condition of blight.

(e) Deterioration of site or other improvements.

In order to determine the presence of deteriorated site or other improvements, a review of the existing infrastructure system was completed. This review included an analysis of subsurface infrastructure including stormwater, water and wastewater systems, as well as a review of existing roadway conditions.

In addition to site improvements, the existing condition of the public infrastructure was reviewed utilizing atlas and other data as provided by the City of Palm Coast. The findings are documented below.

- **Water**

The water needs for the study area is provided for the study area via pressurized main loop located along Palm Coast Parkway, Palm Harbor Parkway and Club House Drive. Reclaimed water is located along Palm Coast Parkway and extends to Hammock Dunes.

- **Wastewater**

Wastewater service for the study area is provided via a series of gravity main sewer pipes that move wastewater from the area to the south/southwest.

Generally, the conditions of existing water/wastewater infrastructure are acceptable, and although the age of many of the pipes may be approaching 40 years (which is an age range where there is often an increased need for rehabilitation and replacement), it is not anticipated that the existing infrastructure merit significant capital expense in the near-term.

- **Stormwater**

In addition to the water/wastewater systems, the stormwater management system was also reviewed. Within the Study Area, the streets are predominantly two-lane rural cross-sections that lack curbing and gutters, or ditches of any significance.

- **Roadway Conditions**

The pavement condition of the roadways within the study area is generally good. The principal roadway network adjacent to and within the Parkway East district includes the following roads: Palm Coast Parkway NE, Palm Coast parkway SE, Hammock Dunes Parkway, Palm Harbor Parkway and Clubhouse Drive.

(f) Inadequate and outdated building density patterns.

Due to blighting factors, distressed areas often do not develop or redevelop at appropriate, modern urban densities. In order to determine if the development patterns within the Study Area are outdated, the following data were analyzed to determine if the

existing development pattern is consistent with the potential, as documented in local plans.

- Existing land use (Department of Revenue Code),
- Future Land Use designation (Comprehensive Plan), and
- Zoning district (Land Development Regulations)

In addition, a field review was conducted where density patterns were observed. The Study Area is currently developed with a mix of single family, multi-family and commercial uses. The development potential allowed within the Future Land Use and zoning designations would allow for significant additional density/intensity within the Study Area. It was observed that single family residential development has most recently occurred in other parts of the City. While single family residential vacancy rates do not appear to be substantially higher than other areas, multi-family residential vacancy is where the largest concentration occurs in this district. These factors are insufficient evidence to determine that the Study Area contains outdated building density patterns.

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

Insufficient evidence was available to determine whether or not lease rates have been falling in comparison to the remainder of the City.

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

According to the Flagler County Tax Collector online database, few properties within the Study Area have delinquent property taxes; therefore this condition of blight does not apply.

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

Previous presented information included a higher observation of multi-family residential vacancy rates. However, there was insufficient information available to analyze commercial property vacancy rates within the Study Area. This condition of blight does not apply uniformly throughout the study area, but might contribute to localized areas of the Old Palm Coast Tennis Club and underutilized European Village properties.

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

In order to determine if there is incidence of crime in the Study Area higher than in the remainder of the City, data from January of 2008 to December of 2010 was analyzed to determine the per capita rate of crime for the study area and for the City as a whole. The population data from the 2010 Census was utilized for total number of residents in the City of Palm Coast. The analysis shows that generally, the Study Area has a crime rate less than the City of Palm Coast as a whole; therefore, this is not a condition of blight.

2.0 | EXISTING CONDITIONS
Parkway East District

Crime Comparison - Study Area and Citywide (2010)		
TYPE	CITYWIDE 2010 (All Other City Sectors)	STUDY AREA 2010 (Sectors 22 & 23)
Assault and Battery Aggravated	6	2
Assault and Battery Simple	139	14
B & E Attempt	15	1
Bomb Threat	1	0
Burglary Business	12	5
Burglary Residence	376	33
Death Homicide	0	0
Fraud	444	110
Larceny	491	70
Larceny from Building	15	2
Larceny - MV	369	47
Larceny Shoplifting	191	22
Narcotics	129	22
Prowling/Loitering	6	0
Robbery	17	8
Sex Other	74	10
Sex Rape	1	0
Stolen vehicle	48	4
Suspicious Incident	111	15
Suspicious Person	1	5
Suspicious Vehicle	9	5
Threats	77	7
Trespassing	31	0
Vandalism	180	31
Weapon complaint	22	6

Crime Comparison - Study Area and Citywide (2009)		
TYPE	CITYWIDE 2009 (All Other City Sectors)	STUDY AREA 2009 (Sectors 22 & 23)
Assault and Battery Aggravated	27	2
Assault and Battery Simple	104	15
B & E Attempt	27	4
Bomb Threat	0	0
Burglary Business	17	6
Burglary Residence	318	29
Death Homicide	2	0
Fraud	300	49
Larceny	362	57
Larceny from Building	96	10
Larceny - MV	436	75
Larceny Shoplifting	149	26
Narcotics	76	14
Prowling/Loitering	2	0
Robbery	22	3
Sex Other	50	5
Sex Rape	16	1
Stolen vehicle	58	6
Suspicious Incident	125	14
Suspicious Person	7	3
Suspicious Vehicle	4	0
Threats	43	8
Trespassing	18	10
Vandalism	238	47
Weapon complaint	17	5

Crime Comparison - Study Area and Citywide (2008)		
TYPE	CITYWIDE 2008 (All Other City Sectors)	STUDY AREA 2008 (Sectors 22 & 23)
Assault and Battery Aggravated	27	3
Assault and Battery Simple	92	5
B & E Attempt	27	2
Bomb Threat	0	0
Burglary Business	22	7
Burglary Residence	327	26
Death Homicide	0	0
Fraud	275	28
Larceny	352	58
Larceny from Building	79	10
Larceny - MV	388	44
Larceny Shoplifting	99	15
Narcotics	55	10
Prowling/Loitering	6	0
Robbery	17	8
Sex Other	41	4
Sex Rape	6	2
Stolen vehicle	62	9
Suspicious Incident	79	8
Suspicious Person	15	1
Suspicious Vehicle	6	1
Threats	59	7
Trespassing	19	2
Vandalism	287	37
Weapon complaint	11	5

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

Insufficient geocoded data existed to complete the analysis. However, a high number of Fire/EMS calls were identified and mapped in the Study Area using the available data. This data may represent a condition of blight.

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

Insufficient geocoded data existed to complete the analysis.

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

Redevelopment within an urban neighborhood often requires the assemblage of multiple parcels in order to create sites large enough to accommodate parking and open space requirements. The assemblage of properties can be greatly inhibited by a diversity of property ownership that forces a developer to make several transactions in order to create a parcel of usable size. There are 741 properties identified within the study area and a diversity of ownership that could greatly inhibit land assemblage, and given the development potential within the study area (particularly on vacant lands), this may be considered a condition of blight.

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

No adverse environmental conditions were noted within the study area.

The information presented as determining and/or contributing factors in this report are defined by Chapter 163, Part III, Florida Statutes. Based upon the research, fieldwork observations, interviews, and analysis conducted for the preparation of this preliminary assessment, there is not sufficient evidence to recommend that Conditions of Blight exist within the study area.

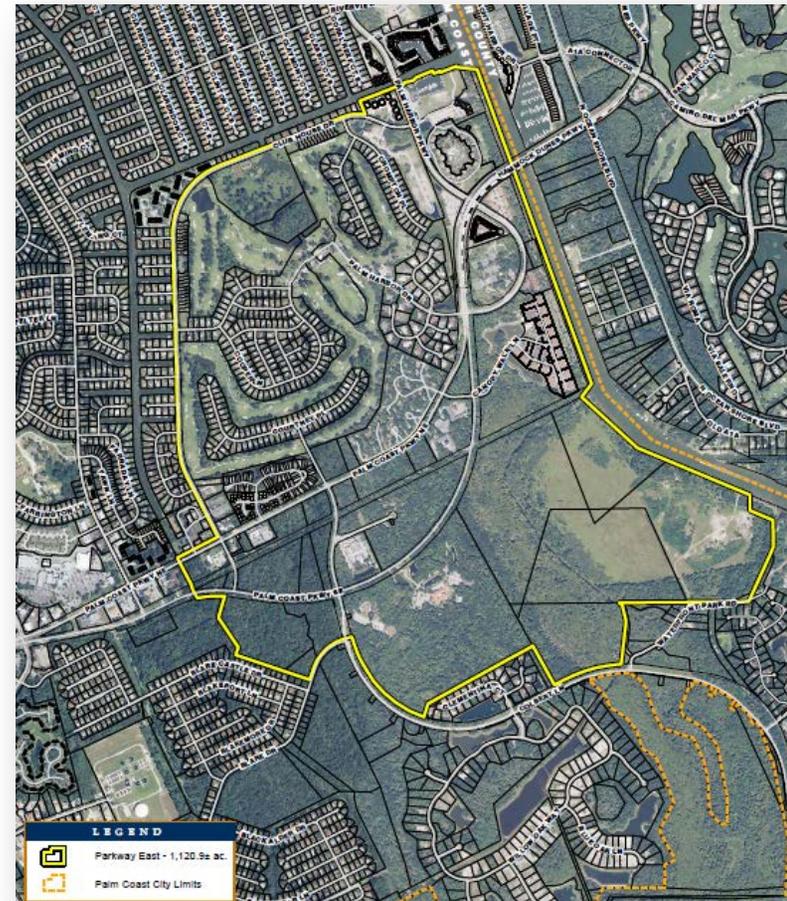
3.1 Introduction and Outline

The study area’s economic position was evaluated in relationship to Flagler County and the region. The following information profiles economic and market activity influencing development potential within the Parkway East District in Palm Coast (Flagler County), Florida. Parkway East represents oldest development area within the City of Palm Coast, comprising approximately 1,700 housing units and a mix of commercial, institutional, and recreational uses.

The principal objective of this analysis is to address the economic and market potential for redevelopment and future greenfield development with this district, given forecasted trends in local activity.

The analyses include five sections. Section 2 defines the regional area of economic influence for the Parkway East district, and provides an overview of historical and projected economic conditions influencing development in the region. Section 3 discusses micro-geography economic conditions, within the boundaries of the Parkway East district. Finally, Section 4 discusses a proposed economic strategy for Parkway East; emphasizing case study examples of communities with “village center/downtown” orientations, that could serve as a template for repositioning of the Parkway East district.

Parkway East District Study Area



All tables, charts, forecasts, and conclusions presented in this report are based on information provided by public and private sector sources that Florida Economic Advisors deems to be reliable. Florida Economic Advisors makes no warranty, express or implied, regarding the accuracy of data provided in this report. Future economic conditions not theorized in this analysis could substantially impact the rate and nature of economic development within the local and regional area; as a result, forecasted outcomes may significantly deviate from those offered in this report.

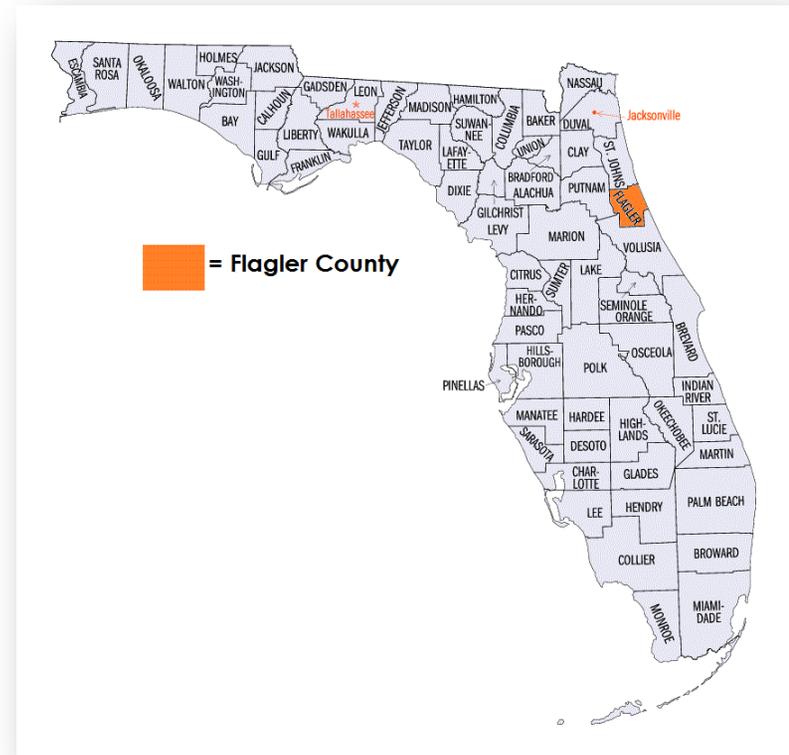
3.2 Overview of Area Economic Conditions

The analysis provides an overview of the regional and county level marketplace conditions affecting the study area.

The Regional Marketplace

A market area is defined in the Dictionary of Real Estate Terms, Fourth Edition as “a geographic region from which one can expect primary demand for a specific product or service provided at a fixed location.” For a community of Parkway East’s size, this regional area would include the whole of Flagler County.

Flagler County Location Map

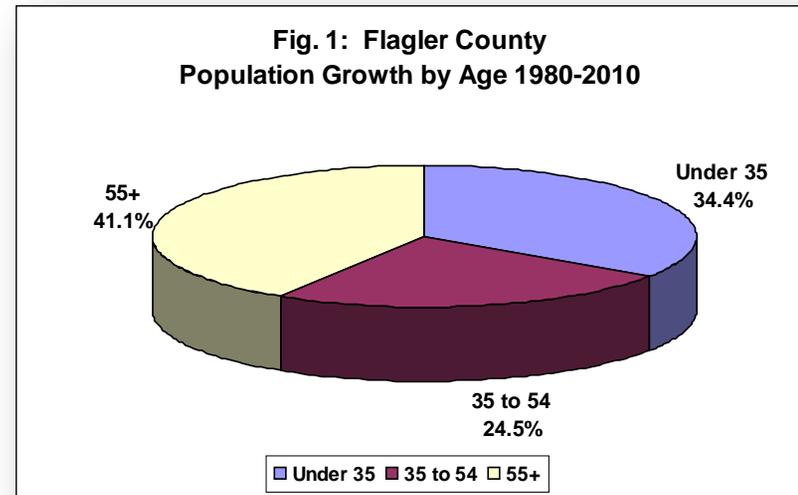


Economic development opportunities for the Parkway East District will be influenced by Flagler County's ability to recover from the recent recession. Flagler's future trajectory of economic development may or may not resemble the trends of recent years, when the County consistently experienced some of the fastest growth rates in all of Florida.

Flagler County Growth Patterns, 1980 to 2010

As Flagler County fights to rebound from a debilitating statewide and national recession, recent statistics indicate that local conditions are worse in Flagler than a majority of the Florida's county economies. As of July, 2011, Flagler County has the second highest unemployment rate in Florida, at 14.7 percent. Only Hendry County's 18.8 percent jobless rate was higher. Unemployment in Flagler currently runs 4 percent above the state average (10.7), and 5.6 percent above the national average (9.1). Major employers include Palm Coast Data, Florida Hospital Flagler, Publix, Hammock Beach Resort, Wal-Mart, Sea Ray Boats, and Ocean Hammock Resort. 2010 estimates indicate that Flagler County has a population of 94,190 persons and 28,490 attendant employees. These totals comprise 0.5 percent of the state's population and 0.3 percent of the state's employment base.

From 1980 through 2010, population growth within Flagler County accounted for 0.92 percent of state growth, or 82,990 persons. This equates to average population growth of 2,766 persons per year. During the 1980 - 2010 period, 24,280 net new jobs were created in the county, totaling 0.47 percent of Florida's employment growth. An average of 809 jobs per year have been added to the County Economy since 1980.



3.0 ECONOMIC ASSESSMENT
Parkway East District

Table 2.1: Flagler County Economic Profile

Growth 1980-2010	1980	1990	2000	2010	2020	2030	2040
Total Population (Thousands)	11.20	29.47	50.56	94.19	120.04	146.17	172.30
Age Under 5 Years	0.63	1.61	2.08	4.74	5.87	6.80	7.48
5 to 9 Years	0.67	1.63	2.39	4.74	5.62	6.73	7.37
10 to 14 Years	0.73	1.67	2.87	5.27	5.44	6.54	7.18
15 to 19 Years	0.78	1.50	2.54	5.09	5.18	5.98	6.80
20 to 24 Years	0.68	1.25	1.60	4.13	5.73	5.79	6.69
25 to 29 Years	0.71	1.51	1.77	4.68	6.95	6.99	7.83
30 to 34 Years	0.62	1.82	2.28	4.70	6.37	8.26	8.97
35 to 39 Years	0.50	1.86	2.91	4.98	6.27	8.77	8.29
40 to 44 Years	0.51	1.66	3.27	5.48	5.87	7.57	9.13
45 to 49 Years	0.45	1.40	3.30	5.90	5.79	7.05	9.24
50 to 54 Years	0.67	1.43	3.44	6.12	6.38	6.57	7.90
55 to 59 Years	0.99	1.83	3.59	6.76	7.44	6.86	7.75
60 to 64 Years	1.15	2.81	4.07	7.87	8.48	8.21	7.69
65 to 69 Years	1.00	3.36	4.40	7.66	11.32	11.80	9.89
70 to 74 Years	0.58	2.25	4.19	5.76	11.04	11.85	10.96
75 to 79 Years	0.29	1.08	3.29	4.47	6.90	10.25	10.46
80 to 84 Years	0.14	0.50	1.58	3.26	4.17	8.29	8.89
85 Years and Over	0.09	0.32	0.98	2.60	5.24	11.85	30.65
Median Age of Population	42.83	45.99	50.41	47.74	50.73	51.78	55.09
Caucasian Population	n.a.	25.53	42.68	74.40	97.83	121.85	146.03
African-American Population	n.a.	2.32	4.52	9.70	9.89	10.33	10.97
Native American Population	n.a.	0.05	0.14	0.19	0.20	0.21	0.20
Asian and Pacific Islander Population	n.a.	0.27	0.61	2.18	2.84	3.44	3.93
Hispanic Population	0.11	1.30	2.61	7.72	9.29	10.34	11.17
Total Employment (Thousands)	4.21	11.05	20.26	28.49	35.25	43.22	53.15
Farm	0.21	0.20	0.27	0.35	0.35	0.35	0.35
Forestry, Fishing, & Other	0.11	0.24	0.44	0.39	0.44	0.49	0.54
Mining	0.00	0.04	0.04	0.05	0.06	0.08	0.08
Utilities	0.11	0.15	0.13	0.23	0.23	0.23	0.23
Construction	0.33	0.88	1.57	1.59	1.79	1.98	2.16
Manufacturing	0.16	1.31	1.70	0.96	0.92	0.86	0.81
Wholesale Trade	0.04	0.13	0.23	0.62	0.80	1.02	1.28
Retail Trade	0.42	1.34	2.98	5.93	8.69	12.41	17.47
Transportation & Warehousing	0.07	0.09	0.13	0.10	0.12	0.13	0.14
Information	0.16	0.59	1.18	1.15	1.30	1.45	1.59
Finance & Insurance	0.33	0.38	0.38	0.61	0.63	0.65	0.66
Real Estate, Rental & Lease	0.04	0.74	0.67	0.90	0.68	1.02	1.05
Professional & Tech Services	0.14	0.43	1.04	0.88	0.92	0.92	0.90
Management & Enterprises	0.00	0.01	0.01	0.05	0.06	0.08	0.08
Administrative & Waste Services	0.09	0.25	0.95	1.45	1.81	2.18	2.62
Educational Services	0.01	0.01	0.04	0.26	0.35	0.45	0.57
Health Care & Social Assistance	0.18	0.56	1.31	2.45	3.43	4.67	6.29
Arts, Entertainment & Recreation	0.03	0.10	0.23	0.79	1.06	1.37	1.76
Accommodation & Food Services	0.32	0.98	1.97	2.13	2.21	2.23	2.23
Other Services	0.28	0.83	1.84	2.26	2.58	2.88	3.18
Federal Civilian Government	0.02	0.10	0.17	0.22	0.26	0.28	0.32
Federal Military Government	0.03	0.11	0.16	0.23	0.23	0.22	0.22
State and Local Government	0.53	1.58	2.82	4.88	6.04	7.29	8.69
Total Earnings (Millions 2005\$)	110.26	302.50	645.70	880.23	1,212.21	1,628.41	2,186.73
Per Capita Income (2005\$)	18,039.00	21,463.00	26,827.00	27,422.00	30,424.00	34,788.00	40,402.00
Avg. Household Income (2005\$)	45,514.00	52,737.00	62,182.00	62,069.00	67,404.00	76,703.00	89,937.00
Per Capita Income (Current\$)	8,414.00	15,485.00	24,084.00	30,315.00	46,281.00	76,287.00	129,266.00
Avg. Household Income (Current\$)	21,228.00	38,048.00	55,825.00	68,616.00	102,535.00	168,201.00	287,755.00
Retail Sales Per Household (2005\$)	16,253.00	17,240.00	17,573.00	16,275.00	17,503.00	18,684.00	20,373.00
Number of Households (Thousands)	4.42	11.94	21.65	41.45	54.00	66.07	77.14
Persons Per Household	2.52	2.45	2.31	2.26	2.21	2.20	2.22
Households With Money Income (Thousands)	4.42	11.94	21.65	41.45	54.00	66.07	77.14
Less than \$10,000 (2000\$)	n.a.	1.07	1.41	2.38	2.66	2.43	2.10
\$10,000 - \$29,999	n.a.	3.68	6.23	10.53	11.78	10.75	9.29
\$30,000 - \$44,999	n.a.	2.85	4.50	7.82	8.75	7.99	6.90
\$45,000 - \$59,999	n.a.	1.77	3.33	7.24	10.31	11.03	9.52
\$60,000 - \$74,999	n.a.	1.07	2.42	5.26	8.01	13.20	16.40
\$75,000 - \$99,999	n.a.	0.69	1.87	4.08	6.21	10.27	16.36
\$100,000 - \$124,999	n.a.	0.43	0.87	1.89	2.87	4.76	7.58
\$125,000 - \$149,999	n.a.	0.10	0.34	0.74	1.12	1.86	2.96
\$150,000 - \$199,999	n.a.	0.13	0.42	0.91	1.39	2.29	3.65
\$200,000 or more	n.a.	0.15	0.27	0.60	0.91	1.50	2.39

Data Sources: Woods & Poole Economics, Inc; Florida Economic Advisors, LLC

Figure 1 presents a summary graphic of population growth by age within Flagler County. From 1980 to 2010, 41.1 percent of the Flagler's growth occurred in the 55+ age cohort. A large portion of Flagler's economy emerged from the development of retiree-oriented and active-adult communities, targeting older householders. Growth in younger age cohorts is attributable to growth in the household-serving local labor force, and the increased desirability of Flagler as an affordable bedroom community for the Daytona market.

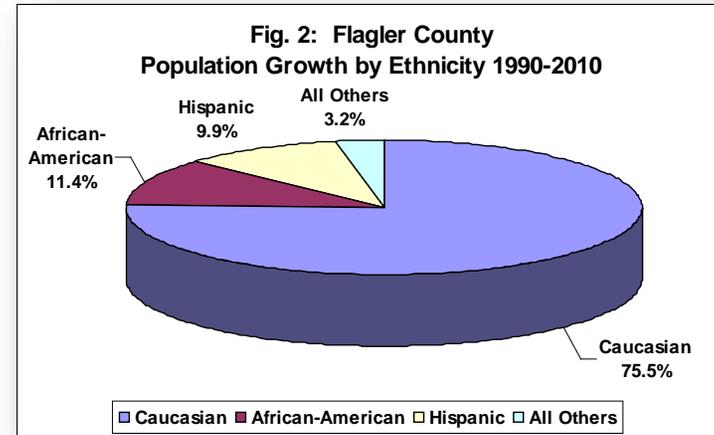
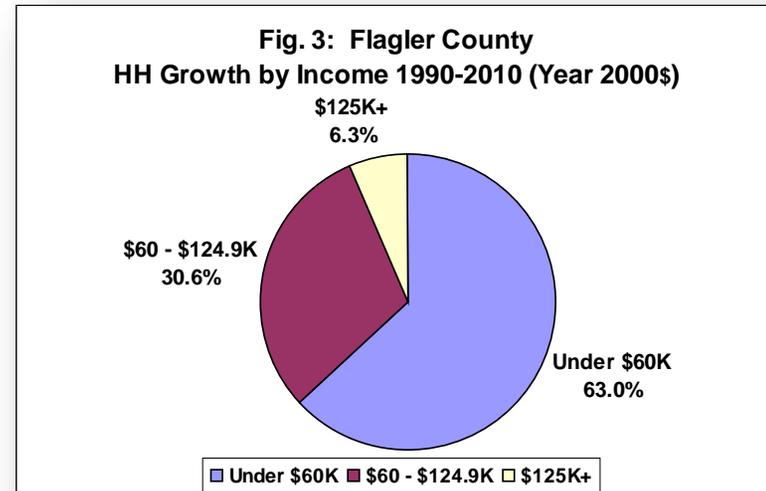


Figure 2 presents the profile of county population growth by race/ethnic status. Caucasian residents by far accounted for the largest share of population growth during the 1990-2010 period, at 75.5 percent. This is in stark contrast to urbanizing Florida counties in central and south Florida, where this cohort has accounted for a much smaller share of overall growth, over the same time frame.

African Americans accounted for 11.4 percent of the population growth during this period, and Hispanics accounted for only 9.9 percent of Flagler County's population growth over the previous 20 years. The modest growth in Flagler's Hispanic cohort also runs counter to state trends. Hispanic residents have steadily been expanding their population base in most Florida markets, providing both skilled and unskilled labor to the state's major regional economies.

The profile of growth in households by income status is presented in Figure 3. From 1990 to 2010, households with inflation-adjusted incomes¹ of less than \$60,000 per year accounted for 63 percent of the county's household growth. Middle to upper-middle income households, those in the \$60,000 to \$124,999 annual income range, held a noticeable but smaller share of growth at 30.6 percent. Upper income households (those with annual incomes of \$125,000 or more) made up only 6.3 percent of the county's household formation during this 20-year period.

In inflation adjusted dollars, Flagler County's average household income has increased by 36.4 percent since 1980. In 2010, the estimated reported county average household income was \$68,616.



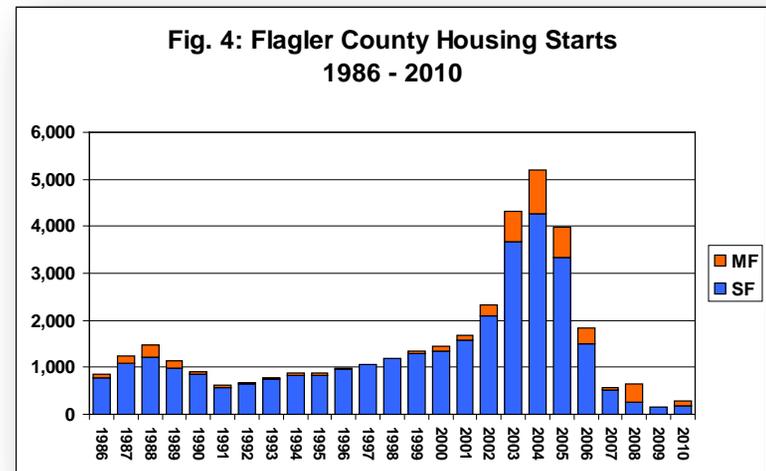
With higher shares of retiree and empty nester households than other urban areas of Florida, the persons per household estimate in Flagler County has historically been lower than other areas within the state. The real estate bubble of 2000-2006 brought job growth in the construction and service sectors, drawing younger, working-aged householders to the area. While these economic trends of the last decade tempered the increase in area median age, it did not have dramatic effects in increasing average household size. Average persons per household in Flagler County dropped from 2.51 in 1980 to 2.26 in 2010 and may represent the continuing aging of household populations.

Flagler County's decade-long housing boom (1997-2006) represented a period of unprecedented expansion, where annual starts exceeded the 1,000 unit mark for 10 consecutive years.

¹ In Year 2000 dollars. Source: Woods and Poole Economics, Inc.

During the three peak years of 2003-2005, a total of 13,502 housing units were constructed in Flagler County. The financial market collapse and subsequent recession effectively ended this historic run. A swift and steady starts decline occurred during the 2007-09 period, bottoming out in 2009 at 168 units. This represented the lowest annual volume of new home construction since the 1970's. 2010 saw a 54 percent increase in new construction (278 units), with 38 percent of this growth occurring in the multifamily sector.

From 1986 through 1999, 93.1 percent of all residential construction in Flagler County was single family in nature. From 2000 forward, the share of single family starts declined slightly, to 84.2 percent of the residential market. Peak years of multifamily construction included 2003 (640 units), 2004 (933 units), and 2005 (650 units). No other individual year during the 1986-2010 period has seen a multifamily delivery of greater than 400 units countywide.



37.7 percent of the 24,280 new jobs created in Flagler County during the 1980-2010 period, have been in service industries. This represents a lower overall share of employment growth by service industries than most urban Florida counties (*statewide service sector share: 63.3 percent of total employment growth*). Growth in the county's retail and government sectors has actually accounted for a combined 42.2 percent share of Flagler job growth (10,257 jobs) over the previous 30 years.

It is not surprising that, with an economy driven heavily by immigration and population growth, metro industry sectors that are designed to serve area households (retail, government, services sectors) show the largest shares of employment increase.

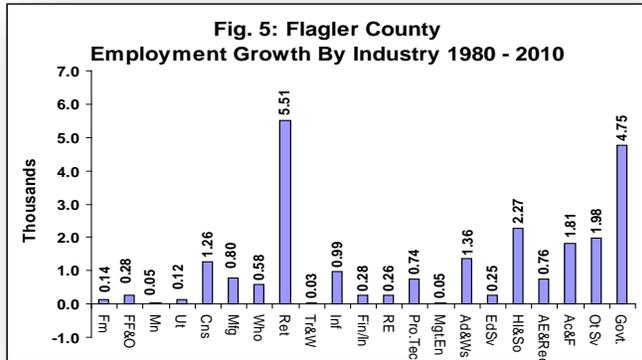
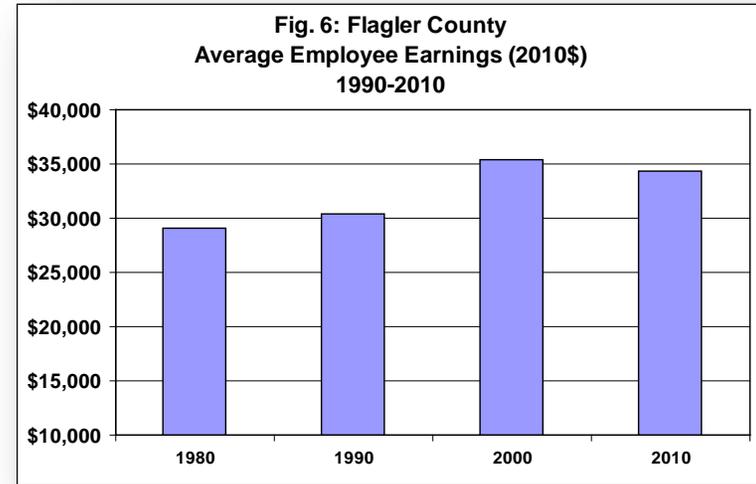


Fig. 5(a)
Industry Sector Abbreviations

Fm = Farm	RE = Real Estate, Rental & Lease
FF&O = Forestry, Fishing, & Other	Pro.Tec = Professional & Tech Services
Mn = Mining	Mgt.En = Management & Enterprises
Ut = Utilities	Ad&Ws = Administrative & Waste Services
Cns = Construction	EdSv = Educational Services
Mfg = Manufacturing	Hi&So = Health Care & Social Assistance
Who = Wholesale Trade	AE&Rec = Arts, Entertainment & Recreation
Ret = Retail Trade	Ac&F = Accommodation & Food Services
Tr&W = Transportation & Warehousing	Ot Sv = Other Services
Inf = Information	Govt = Government
Fin/In = Finance & Insurance	

Average earnings in Flagler County, when adjusted for inflation, have increased by 18 percent since 1980. The 2010 average wage in Flagler County was \$34,351², approximately 21.4 percent lower than the state average.

² In Year 2010 dollars.



Flagler County Growth Forecasts, 2010 to 2040

The long-range forecasts presented for Flagler County reflect a local economy that will struggle to recover from the statewide recession prior to 2013. The trajectory of Flagler County’s long-term recovery depends heavily on the relative success of future economic development efforts targeted at attracting new business and industry to the County. While Flagler enjoys favorable elements of regional geography (relative to the Jacksonville, Daytona Beach, and Orlando markets), transportation access, land inventory, and relatively low land costs, its older non-working population and limited higher education facilities will present challenges for positioning the County as a preferred destination of major corporate expansion. The most likely scenario of recovery for Flagler will

3.0 ECONOMIC ASSESSMENT
Parkway East District

involve a gradual and modest rebound of the retiree/active adult residential market, resulting in rates of economic growth comparable to that of the 1980s and the 1990s.

Table 2.2: Flagler County Economic Profile							
Growth 2010-2040							
	1980	1990	2000	2010	2020	2030	2040
Total Population (Thousands)	11.20	29.47	50.56	94.19	120.04	146.17	172.30
Age Under 5 Years	0.63	1.61	2.08	4.74	5.37	6.80	7.49
5 to 9 Years	0.67	1.63	2.39	4.74	5.62	6.73	7.37
10 to 14 Years	0.73	1.67	2.87	5.27	5.44	6.54	7.18
15 to 19 Years	0.78	1.50	2.54	5.09	5.18	5.98	6.80
20 to 24 Years	0.68	1.25	1.60	4.13	5.73	5.79	6.69
25 to 29 Years	0.71	1.51	1.77	4.68	6.95	6.99	7.83
30 to 34 Years	0.62	1.82	2.28	4.70	6.37	8.26	8.07
35 to 39 Years	0.50	1.86	2.91	4.98	6.27	8.77	8.29
40 to 44 Years	0.51	1.66	3.27	5.48	5.87	7.57	9.18
45 to 49 Years	0.45	1.40	3.30	5.90	5.79	7.05	9.24
50 to 54 Years	0.67	1.43	3.44	6.12	6.38	6.57	7.90
55 to 59 Years	0.99	1.83	3.59	6.76	7.44	6.86	7.75
60 to 64 Years	1.15	2.81	4.07	7.87	8.48	8.21	7.69
65 to 69 Years	1.00	3.36	4.40	7.66	11.32	11.80	9.89
70 to 74 Years	0.58	2.25	4.19	5.76	11.04	11.85	10.96
75 to 79 Years	0.29	1.08	3.29	4.47	6.90	10.25	10.46
80 to 84 Years	0.14	0.50	1.58	3.26	4.17	8.29	8.88
85 Years and Over	0.09	0.32	0.98	2.60	5.24	11.85	30.65
Median Age of Population	42.83	45.99	50.41	47.74	50.73	51.78	55.09
Caucasian Population	n.a.	25.53	42.68	74.40	97.83	121.85	146.03
African-American Population	n.a.	2.32	4.52	9.70	9.89	10.33	10.97
Native American Population	n.a.	0.05	0.14	0.19	0.20	0.21	0.20
Asian and Pacific Islander Population	n.a.	0.27	0.61	2.18	2.84	3.44	3.99
Hispanic Population	0.11	1.30	2.61	7.72	9.29	10.34	11.17
Total Employment (Thousands)	4.21	11.05	20.26	28.49	35.25	43.22	53.15
Farm	0.21	0.20	0.27	0.35	0.35	0.35	0.35
Forestry, Fishing, & Other	0.11	0.24	0.44	0.39	0.44	0.49	0.54
Mining	0.00	0.04	0.04	0.05	0.06	0.08	0.08
Utilities	0.11	0.15	0.13	0.23	0.23	0.23	0.23
Construction	0.33	0.88	1.57	1.59	1.79	1.98	2.16
Manufacturing	0.16	1.31	1.70	0.96	0.92	0.86	0.81
Wholesale Trade	0.04	0.13	0.23	0.62	0.80	1.02	1.28
Retail Trade	0.42	1.34	2.98	5.93	8.69	12.41	17.47
Transportation & Warehousing	0.07	0.09	0.13	0.10	0.12	0.13	0.14
Information	0.16	0.59	1.18	1.15	1.30	1.45	1.59
Finance & Insurance	0.33	0.38	0.38	0.61	0.63	0.65	0.66
Real Estate, Rental & Lease	0.64	0.74	0.67	0.90	0.98	1.02	1.05
Professional & Tech Services	0.14	0.43	1.04	0.88	0.92	0.92	0.90
Management & Enterprises	0.00	0.01	0.01	0.05	0.06	0.08	0.08
Administrative & Waste Services	0.09	0.25	0.95	1.45	1.81	2.18	2.62
Educational Services	0.01	0.01	0.04	0.26	0.35	0.45	0.57
Health Care & Social Assistance	0.18	0.56	1.31	2.45	3.43	4.67	6.29
Arts, Entertainment & Recreation	0.03	0.10	0.23	0.79	1.06	1.37	1.76
Accommodation & Food Services	0.32	0.98	1.97	2.13	2.21	2.23	2.23
Other Services	0.28	0.83	1.84	2.26	2.58	2.88	3.19
Federal Civilian Government	0.02	0.10	0.17	0.22	0.26	0.28	0.32
Federal Military Government	0.03	0.11	0.16	0.23	0.23	0.22	0.22
State and Local Government	0.53	1.58	2.82	4.88	6.04	7.29	8.69
Total Earnings (Millions 2005\$)	110.26	302.50	645.70	880.23	1,212.21	1,628.41	2,186.73
Per Capita Income (2005\$)	18,039.00	21,463.00	26,827.00	27,422.00	30,424.00	34,788.00	40,402.00
Avg. Household Income (2005\$)	45,514.00	52,737.00	62,182.00	62,069.00	67,404.00	76,703.00	89,937.00
Per Capita Income (Current\$)	8,414.00	15,485.00	24,084.00	30,315.00	46,281.00	75,287.00	129,265.00
Avg. Household Income (Current\$)	21,228.00	38,048.00	55,825.00	68,616.00	102,535.00	168,201.00	287,755.00
Retail Sales Per Household (2005\$)	16,253.00	17,240.00	17,573.00	16,275.00	17,503.00	18,684.00	20,373.00
Number of Households (Thousands)	4.42	11.94	21.65	41.45	54.00	66.07	77.14
Persons Per Household	2.52	2.45	2.31	2.26	2.21	2.20	2.22
Households With Money Income (Thousands)	4.42	11.94	21.65	41.45	54.00	66.07	77.14
Less than \$10,000 (2000\$)	n.a.	1.07	1.41	2.38	2.66	2.43	2.10
\$10,000 - \$29,999	n.a.	3.68	6.23	10.53	11.78	10.75	9.29
\$30,000 - \$44,999	n.a.	2.85	4.50	7.82	8.75	7.99	6.90
\$45,000 - \$59,999	n.a.	1.77	3.33	7.24	10.31	11.03	9.52
\$60,000 - \$74,999	n.a.	1.07	2.42	5.26	8.01	13.20	16.40
\$75,000 - \$99,999	n.a.	0.69	1.87	4.08	6.21	10.27	16.36
\$100,000 - \$124,999	n.a.	0.43	0.87	1.99	2.87	4.76	7.58
\$125,000 - \$149,999	n.a.	0.10	0.34	0.74	1.12	1.86	2.96
\$150,000 - \$199,999	n.a.	0.13	0.42	0.91	1.39	2.29	3.65
\$200,000 or more	n.a.	0.15	0.27	0.60	0.91	1.50	2.39

Data Sources: Woods & Poole Economics, Inc; Florida Economic Advisors, LLC

Over the 2010 – 2040 period, Flagler County population growth will account for 0.9 percent of state growth, or 78,110 persons. The county will see 24,660 net new jobs created over the next 30 years, which will equate to 0.45 percent of Florida’s projected employment increase to the year 2040.

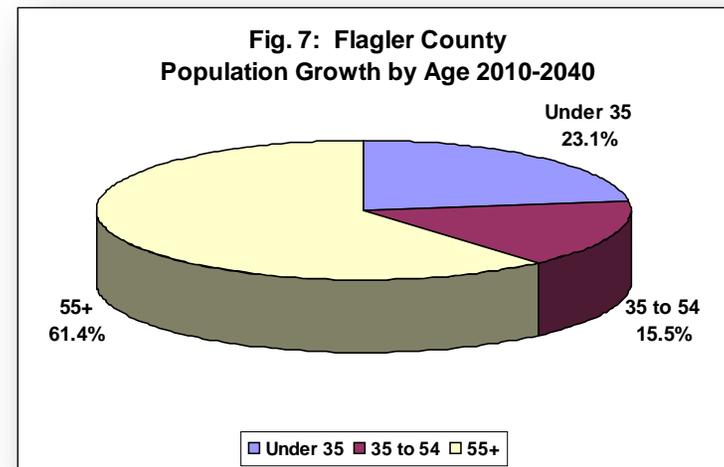
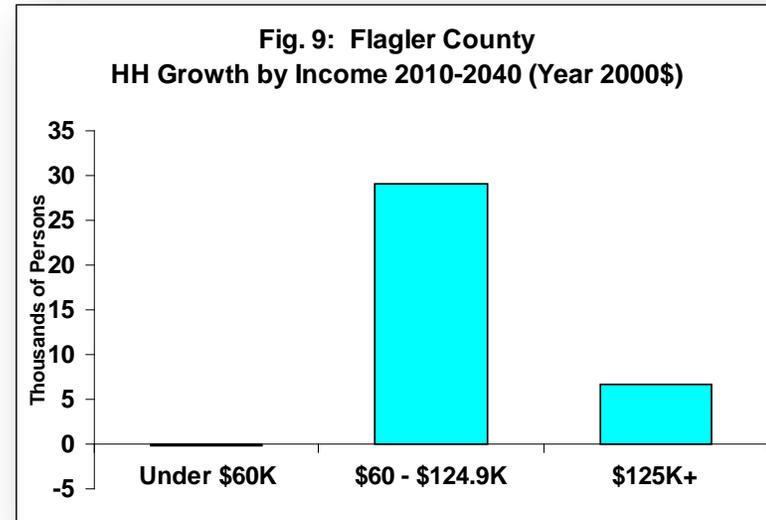
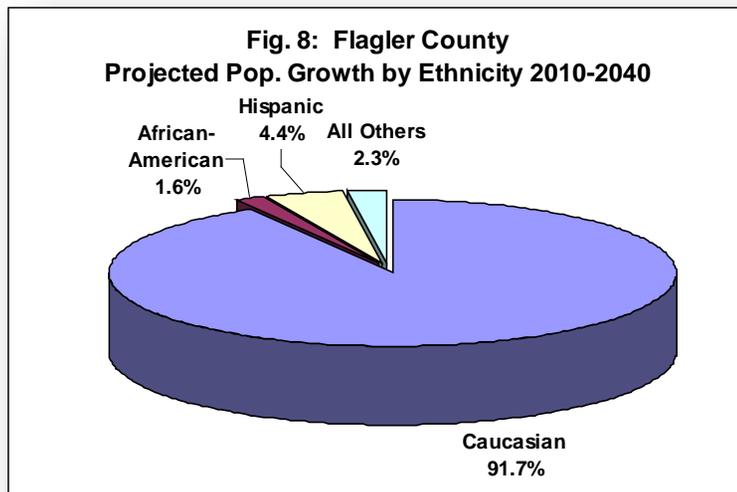
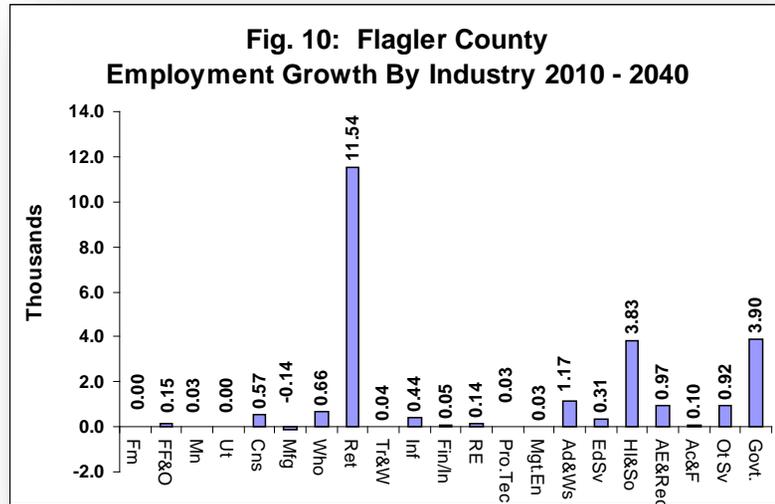


Figure 7 indicates a trend of further aging within the local population base. An expansion of the retiree residential market in Flagler, along with the aging of the baby boom generation, will result in even larger shares of growth from the 55+ age group over the next 30 years. Long-range forecasts indicate that 61.4 percent of Flagler County's 2010 – 2040 population growth will occur in the 55+ age cohort.

Further growth of the retiree market in Flagler will not only result in an aging population, but also a population that becomes more racially and ethnically homogeneous over time. This is essentially the polar opposite of current and expected trends in most Florida urban areas. 65.1 percent of Florida's forecasted population growth to 2040 is expected to be of Hispanic origin. Caucasians will only comprise 10.1 percent of 2010 - 2040 growth statewide. As Figure 8 illustrates, the Caucasian cohort will account for 91.7 percent of population growth in Flagler County to 2040. Hispanics will comprise 4.4 percent of the projected population increase, while African Americans are anticipated to make up 1.6 percent of 2010-2040 County growth. The forecasted share of Caucasian persons is even larger than the 1990 – 2010 share of 75.5 percent.



The 25 year historic trend of annual housing starts for Flagler County reflects an average starts pace of 1,458 units per year. The 30 year forecasts of household formation suggest county growth of 1,190 occupied units per year. A forecasted long-range annual average of 1,324 starts per year for Flagler County would be consistent with these trends, although we would expect to see cycles of both rapid and below average starts over the long-range forecast horizon.



Several important factors must be considered in the long-range projection of Flagler County employment growth. First, Flagler County's largest private employer (Palm Coast Data) employs only 1,100 persons. Its 10th largest employer, Sunbelt Chemicals, employs only 100 persons. The 10 largest private sector employers in Flagler account for 16.3 percent of all county jobs. No other private organization in the county employs more than 100 persons. Considering that 18.7 percent of county employment is in the government sector, these statistics indicate that 65 percent of all Flagler County employment is created in private businesses of fewer than 100 employees. This suggests a business infrastructure that is not ideally suited for large-scale corporate expansion.

Second, Flagler County has a very low employment to population ratio of 0.30. By comparison, Florida's overall employment to population ratio is 0.52. On the surface, this low ratio would tend to suggest an economy that is underserved in certain industry sectors, with latent demand for business and employment growth. However, when this ratio is evaluated in the context of Flagler's high unemployment rate (14.7 percent), a rapidly growing older population, and a service sector that has expanded at only half of the statewide rate, it suggests an economy that has limited industry diversity, and tangible constraints that include regional competition for target industry clusters with market ready sites that will constrain expansion of the market base.

46.8 percent of Flagler's forecasted job increase (11,540 jobs by 2040) is expected to occur in the retail sector. By comparison, retail job growth is only expected to account for 8.8 percent of all of Florida employment growth from 2010 to 2040. In fact, over 92 percent of all jobs created over the next 30 years in Flagler County are expected to be within industry sectors that serve the needs of the area population. These include services, retail, and government.

3.3 Parkway East Community Economic Conditions

Local Area Economic & Demographic Trends

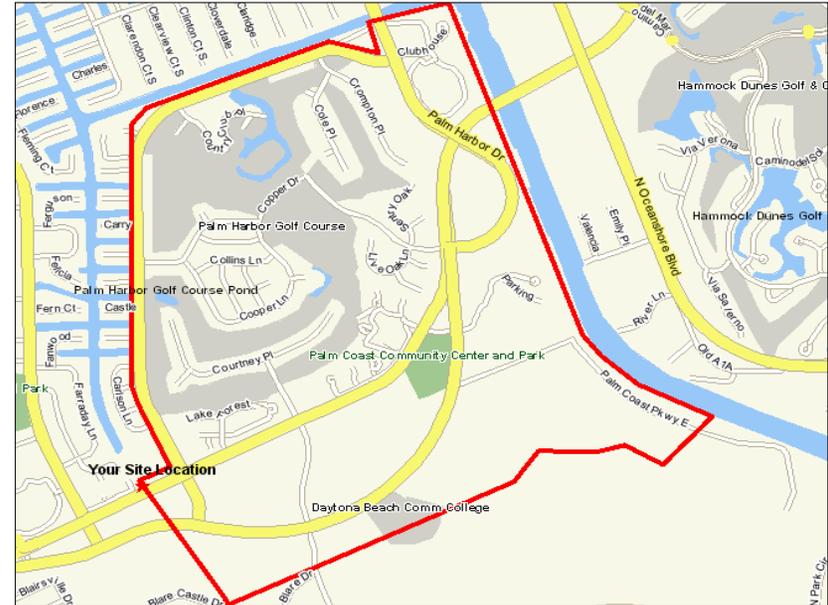
The Parkway East community is a 1,700 unit, 2,600 resident community with a variety of nonresidential uses employing 929 persons. Parkway East presently comprises 2.8 percent of Flagler County's population and 3.2 percent of Flagler County employment. The median age of persons within Parkway East is 57.5 years, nearly a full decade older than the Flagler County median age. 88 percent of the Parkway East population is Caucasian.

2010 Census data reveals a housing stock within Parkway East that is 69.7 percent occupied and 30.3 percent vacant. 64.4 percent of the occupied housing units within Parkway East are owner occupied, while 35.6 are renter occupied.

From 1990 through 2010, the population of the Parkway East District increased by 82.3 percent. 2010 estimates place the permanent population of this area at 2,624, residing in 1,364 households.

Year 2015 forecasts project the 2-mile trade area at a population of 3,247 persons, with 1,727 households, and 2,195 housing units. These forecasts indicate that over the next five years the district will grow by 623 persons, 363 households, and 461 housing units. 2010 estimates indicate that households within the Parkway East district have an average annual income of \$65,841. Five-year forecasts suggest that average annual income of households within this district will approach \$68,978 by 2015.

Table 3.1: Parkway East District Demographic and Economic Trends



	<u>1990</u>	<u>2000</u>	<u>2010 (est.)</u>	<u>2015 (proj.)</u>
Population	1,439	1,955	2,624	3,247
Households	733	959	1,364	1,727
Families	500	556	771	976
Housing Units	1,057	1,155	1,734	2,195
Median HH Income	\$25,248	\$36,071	\$41,183	\$43,218
Average HH Income	\$35,945	\$62,398	\$65,841	\$68,978
Median Owner-Occupied Housing Unit Value		\$78,047	\$142,348	\$162,202
Aggregate Consumer Retail Expenditures, Plus Eating & Drinking Places			\$41,653,171	\$55,533,147

Business Data

Total Establishments	115
Total Employees	929
Aggregate Sales	\$95,000,000

Source: U.S. Bureau of the Census; Nielsen Claritas; Florida Economic Advisors

Business and Commerce Within the Parkway East District

Geodata provided by Nielsen Claritas via the American Business Information database indicates the existence of 115 business establishments within the Parkway East district that employ 929 individuals. These businesses generate an estimated \$95 million in annual output (sales). The 1,364 households in Parkway East generate an estimated \$41.65 million in spending on retail and dining items.

Active employers within the District include educational facilities such as the Flagler/Palm Coast campus of Daytona State College, and the FAA Center for Management and Executive Leadership; medical care facilities including the Sterling House of Palm Coast (senior care) and various physicians' offices; assorted business and personal services (including real estate and daycare). Concentrations of commercial uses (including outparcel retail and grocery store-anchored centers) are positioned just outside the southwest boundaries of the district. Numerous vacancies do exist within these existing centers.

Active recreational areas within the district include the 18-hole Palm Harbor golf course and a series of publicly-accessible linear parks and nature trails. Destination-oriented uses developed within the district that targeted tourist-oriented and seasonal households, including the European Village community and the former tennis center, have failed to establish long-term success and are largely vacant at present. The Palm Harbor Marina's boat ramp facility is not publicly accessible. Boat slip docking and boat rentals are available but direct public access is limited and therefore this

location does not serve as a true activity center for residents within the local area.

3.4 Parkway East Community Economic Challenges

There is a functional disconnect between the residential and nonresidential elements of the Parkway East District, that inhibits the proper synergy necessary for an economically vibrant and desirable community. Nonresidential uses within and nearby the district are not effectively positioned to serve the needs of community residents, which are predominantly retiree-aged householders of moderate income.

It is not surprising that the former tennis center met with limited success, when one considers that the 50+ age group represents the cohort with the lowest tennis participation rates (4.02 percent) of all age groups in the United States. The design and mixed-use orientation of the European Village would provide greater appeal a younger demographic in a more urban environment, but actually offers little in the way of features or amenities that would attract 50+ individuals. The local marina cannot even be accessed by the general public, and while uses such as the Federal Aviation Authority's Center for Management and Executive Leadership facility and the Daytona State College campus are legitimate assets for the City overall and Flagler County, there exists little connection or association between these facilities and the population base of the district. Even the commercial/retail node that serves district residents, is somewhat removed geographically from the district's residential core (to the southwest), and offers little in the way of a

tenant mix that would generate unique appeal within the Parkway East community.

If the forecasts presented in this report are accurate, then the demographic composition of Parkway East District is unlikely to change substantially over the next 20 to 30 years. If growth prospects for this district are dependent upon the continued expansion of the retiree-aged cohort, then land use alternatives should consider a design and mix that maximizes appeal and consumer connection for this important group of householders.

During the previous decade and including the effects of the national recession, several Florida communities that compare favorably with the district have fared better in their continuing development activity. These locations include the creation of “village-centered” communities that increase the availability of public realm social activity. The following section discusses the potential benefits of creating a “village-center” oriented development program within the district, to improve the community's economic synergy given its current (and forecasted) household profile.

3.5 Proposed Economic Strategy for Parkway East

Any economic redevelopment alternatives considered for the Parkway East District should seek to include the establishment of a “village-center” within the community that offers a desirable destination for the community's residents. This destination should include a mix of shopping, dining, social, and recreational activities that provide appeal and a sense of place for *local* residents.

Parkway East is neither a tourist destination nor a regional center of commerce and lifestyle. Its planned uses need to emphasize the demands of its residents (existing *and* future).

A. Case Study Examples of Village-Center Oriented Communities

The following case study examples provide several current Florida-based examples of similar demographic residential communities where form-based development and recreational amenities have supported continued residential development and in-migration population. This trend is contrary to most of the Florida residential marketplace during the last decade and as the Parkway East District contains many regional recreational features it is thought that village-center oriented communities may provide increased placemaking identity and support current residential development patterns more effectively than mid and/or high rise residential developments.

Pelican Preserve - Lee County, Florida

Pelican Preserve is a master-planned, active adult community developed by WCI located east of Interstate 75 in Lee County, Florida. The 1,100 acre gated golf course community was developed in the late 1990's, at a planned buildout of 2,500 units. Pelican Preserve's key community features include 38+ acres of parks and nature trails, a 27-hole golf course, and the 70,000 square foot Plaza Del Sol Town Center (below).

Plaza Del Sol Town Center - Pelican Preserve



Plaza Del Sol includes restaurants, art studios, game and hobby centers (area A), an indoor theatre, tech facilities (area B), and multiple fitness and spa facilities (areas C and D).

On Top of The World - Marion County, Florida

On Top of the World is a master-planned active adult community located in Southwest Marion County, with approximately 4,500 homes constructed and sold to date.

In addition to 54 holes of golf on 3 courses, *On Top of the World* provides its residents over 250,000 square feet of shopping and services, anchored by the Circle Square Commons village center.

Circle Square Commons Village Center - On Top of the World



Circle Square Commons includes a farmer's market, fitness and spa facilities, numerous retail and restaurant uses, a performing arts center and theater, a community continuing education center, and large indoor recreational and crafting areas.

Solivita - Polk County, Florida

Solivita is a master-planned active adult community located approximately 20 miles south of Walt Disney World in Polk County, Florida. The 4,300 acre gated golf course community (36 holes) boasts many natural amenities (parks, water features), and includes

nearly 200,000 square feet of destination retail, restaurant, and recreation space in two Tuscan-themed village centers.

Solivita Town Center



Major village center destinations include a full-line fitness center (including a full-sized indoor jogging track), a clubhouse with 17,000 square foot ballroom, a 16,000 square foot art gallery, as well as numerous restaurants, retail establishments, and businesses offering corporate and personal services.

The Villages of Marion - Marion County, Florida

The newest, 5,200-unit phase of arguably the most well-known and successful active adult community in Florida, *The Villages of Marion* encompasses the northern portion of the larger Villages community, a three-county (Marion, Lake, Sumter) Development of Regional Impact that has a projected buildout of 75,000 homes. The Villages has been one of the top selling master planned communities in the United States over the past 12 years.

The Villages of Marion's key community amenities include 63 holes of golf; golf cart community access; clubhouses and recreation facilities; and 400,000 square feet of shopping and service establishments. Amenities within the larger Villages project include two town centers (Lake Sumter and Spanish Springs), medical facilities; community and regional shopping; movie theaters; churches, and continuing education facilities.

The Villages-Spanish Springs Town Center



These case study examples depict a variety of village centered developments located throughout Florida. The residential dominated developments have continued to see successful housing starts throughout the past decade and are focused upon a retirement aged demographic and in-migration that is similar to the Parkway East District’s anticipated future market condition.

These successful locations represent a method by which the Parkway East District could evolve in the future through private development that focuses upon providing a variety of housing types and ancillary village center non-residential uses in support of the local community and its existing regional recreational amenities.

4.1 Background

In order for a vision to take hold, the community must invest time, energy, and thought to make it their own. Several community workshops occurred during the project to gather resident observations, define opportunities and constraints, review conceptual ideas and collect input from the public.

The workshop meetings included presentations, community questionnaires, and interactive question and answer periods. All of the meetings were publicly noticed by City staff and conducted in public venues in the project area. Additional interactions with other interested stakeholders, such as neighborhood associations, property owners, and governmental agencies took place as well. In addition, City department staff provided input on the background data, preliminary designs, report drafts and recommendations

4.2 Public Workshop #1

The initial project kick-off workshop was conducted on November 10, 2011 at 6:00PM at the Palm Coast Community Center located at 305 Palm Coast Parkway NE. The purpose of this meeting was to outline the planning process, and to provide preliminary marketplace and development condition assessments. Approximately seventy-five (75) persons participated in the meeting. Meeting sign-in sheets and completed comment forms are available separately. Additionally, City staff posted the MS PowerPoint presentation and questionnaire on the City website. This provided a forum for residents unable to attend the meeting to provide their feedback and thoughts on the qualities and character of the community.

Meeting participants were provided a series of questions on a hand out questionnaire and collectively asked to relate their experiences to the qualities and character of the community. The following verbatim responses were provided.

Question 1 - What do you like most about your neighborhood?

- Recreational amenities
- Area marketed as a residential area
- Golf and tennis areas are very important
- Want more rural character
- Tree canopy and great recreational facilities
- Peace and quiet
- Recreation areas should stay as public use
- Beach club
- Maybe city should run the amenities
- Low traffic volume when compared with West of I-95
- Don't want another European Village type project
- Tennis center used to have 1,000 players
- Want city to encourage these areas to remain recreation
- Want hammock to stay as is
- What we have had is what we want to keep
- Like underground utilities
- Destination resort

Question 2 - What do you like least about the neighborhood and what could be done to change it?

- Trees were downed for the marina
- Felt conned with marina/condo deal
- Wildlife trap between the two directions of the parkway – maybe more signs
- Over development
- Need dated moratorium on new development
- Character has changed to more high density
- City went ahead with approvals against citizen wishes
- Moratorium on any additional condos
- Everyone living in fear of city up-zoning lands – don’t want it to happen anymore
- Boats coming in to marina have nothing to do, no reason to stop
- Lack of code enforcement
- Well water use a concern
- European Village parking floods – bad design
- Don’t want structure higher than 2 stories
- More code enforcement for on-street parking
- Too much traffic
- Muffler noise problem

Question 3 - How would you describe the neighborhood to an out-of-town guest?

- Utopia
- Paradise
- Friendly
- Jewel
- Not stable
- Used to be real nice
- Good place to get sleep
- Safe
- Decent
- Not maintained
- Retirement secret
- Attractive
- Not deteriorated
- Biking, walking, eco-tourism
- Great place to have a boat
- Need teen center
- Wildlife sanctuary
- Low crime
- We welcome small businesses

Additionally, the meeting participants were asked to provide their observations regarding the identified selective sites within the project study and the redevelopment potential. The participants verbatim responses are include as follows.

Proposed Site Redevelopment Programs				
Site	Location	Direct Participant Responses	Observation for site planning	Potential Program
A	Old Palm Coast Tennis Club	Players Club was great community attraction	Retain some tennis activity / main building as community use	TND residential, active recreation, clubhouse, improved connections Retain clubhouse and adjacent tennis courts, rehab swimming, propose TND residential in transition to European Village, protect tree canopy, formalize pedestrian connections
		Tennis courts were highly used	Retain some tennis activity / main building as community use	
		Pool may be health problem	Remove or modernize, community pool	
		Code enforcement needed	Minimal City actions needed	
		Connection with better European Village needed	Increase pedestrian connections, include residential uses as transition	
		Exhibition hall as attraction	May help to re-create a community attraction	
		Business center	May help to re-create a community attraction	
		City ownership needed	Unfunded CIP, what purpose and community result, potential p3 partnerships	

4.0 PUBLIC INVOLVEMENT
Parkway East District

B	European Village	Used to be perfect	Like the idea of mixed-use activity center, how can it be renovated	Site rehab and improved connections Retain and rehab buildings, increase pedestrian connections with players club site
		Tear down	Dislikes negative changes that have occurred, will it be scrapped	
		Like performances, speakers bad	Like the idea of mixed use activity center, code enforcement for sound levels	
C	Palm Harbor Marina / Resort	Hotel uses desired	Like the previous site use	Future mid-rise residential, and improved waterside experience and connections Improve pedestrian access to marina site and over bridge, recognize future development approvals and show improved canal side experience
		Restaurant desired	Like the previous site use	
		Water adjacent public areas desired	Want to gather by the inlet as a community destination, linkages to community	
		Parking garage is a negative	Dislike the view of the structure, site empty	
D	Old Hammock Cove	Original sales center site	A recognizable location to original settlers, and visitors	TND residential, observation tower, cultural center, improved waterside experience and connections Propose TND residential with public access along water's edge and linkage to golf course and clubhouse drive, increased programming on sesame island, observation tower, kayak rental launch connection to golf course parking
		Important community history	Need to document and tell the story	
		No development, leave as park	Like the idea of open space	
		City ownership needed	Unfunded CIP, what purpose and community result, canal access for small craft / kayaks, birding	
		Sesame Island has great tree cover	Connection to golf course important, birding, observation tower	

E	Clubhouse Drive Parcel	Access to golf course parcels	Maintenance access needed	Passive pocket park Propose walk-in neighborhood pocket park, dog walk, well buffered to streets and screened to residences
		Leave as open space	Neighborhood’s position that plat limits reuse	
		Like the school bus stops	Organizes site uses, protects children	
		Streets too busy for neighborhood park	Concern of increased use, noise and other conflicts	
F	Community Center / Fire Station	Primary neighborhood corner	Major cross-street location, hard to know directions to uses, way finding needed	Increased community identity, new meeting room / gallery, shops uses, street enhancements, and redevelopment of fire station site Enhance short street sections to increase sense of arrival, add community buildings along PCPNE to screen parking lot and reinforce pedestrian public realm, rehab fire station as outdoor outfitter use, zip line along trail, ropes course, use way finding signage to direct people to important locations
		High visibility, everyone passes by daily	The “downtown” corner, enhance physical presence	
		Important community uses	Protect and enhance uses	
		Fire station may need larger site	If relocated include other community uses	
		Protect wildlife, road kills seen	Natural resource protection is important	
		Trails and open space network great	Recognizable access to the recreational uses important	

The results of the community questionnaire and site observations were used by the team to identify major community themes and site program recommendations.

4.3 Public Workshop #2

Two follow up project workshops were conducted on March 13, 2012. At 9:00AM a presentation was made to the City Commission in their conference room located at 160 Cypress Point Parkway. The purpose of this presentation was to inform and describe the collected background data and analyses, and to describe the evening public workshop event.

At 6:00PM a second public workshop was held at the Palm Coast Community Center located at 305 Palm Coast Parkway NE. The purpose of this meeting was to review comments received and preliminary opportunities and constraints relating to specific site developments. Approximately seventy-four (74) persons participated in the meeting. It was estimated that nearly half of the attendees did not participate in the initial public workshop.

The workshop presentation contained three (3) main parts. First a recap of the consensus comments received during the first workshop were discussed. The second portion of the meeting reviewed the study wide opportunities and constraints that had been inventoried during the planning process. The third portion of the meeting focused upon six (6) site specific properties and reviewed conceptual redevelopment programs that recognized existing land development entitlement approvals and that support alternative development types. Meeting sign-in sheets and completed comment forms are available separately.



Public Workshop Presentation, March 13, 2012

5.1 Introduction

Not unlike many places throughout the state and country, Palm Coast is a community that has attractive assets and distinctive character, as well as areas for improvement and opportunities for growth. The study limits total 908 ± acres, and it contains numerous built elements, natural features and community amenities that collectively represent the district’s character.

Recognizing the importance of these elements and creating the synergies and linkages between these assets are what will keep Palm Coast healthy into the future.

5.2 Built Elements

These elements include the physical improvements that shape how we live, work and play on a daily basis.

A. Palm Coast Parkway & Public Lands

The main identifying feature of the community may be its main transportation corridor. The bi-furcated roadway traverses through a heavily tree canopied mixed hardwood hammock. The City of Palm Coast owns numerous parcels in the district primarily centered between and adjacent to Palm Coast Parkway NE and SE. The public ownership of these lands provides an initial level of protection for the tree canopy and wildlife habitat that the community values so highly.

The community has identified its desire to protect the hammock and the effects of future roadway capacity improvements and any site programming will need to be evaluated to ensure the hammock remains as an asset. Due to the proximity of both Daytona State College and the community center, there may be opportunities for mutually beneficial growth and linkages between the public open space and surrounding uses.

Increased programmed recreational use and interpretive programs within the natural areas could increase educational benefit and attraction in the area. However, sensitive design will be needed.



City owned lands in Parkway East District

B. Daytona State College

The Flagler/Palm Coast Campus of Daytona State College (www.daytonastate.edu) covers almost 100 acres in the southern area of the study limits. The focus at this campus is on nursing, public school teacher certification, college preparatory, and adult basic education classes. One of the more signature programs at the main Daytona State campus is the Bachelor of Applied Science in Supervision and Management program. Targeted to those who already have specific occupational or technical skills, this program prepares individuals for supervisory and management roles.

Should this program expand to the Flagler/Palm Coast campus, it could complement the FAA's Center for Management and Executive Leadership and this area could become a hub of leadership training.

C. Federal Aviation Administration’s Center for Management and Executive Leadership

Having the Center for Management and Executive Leadership (www.faa.gov/about/office_org/headquarters_offices/arc/programs/academy/cmel) training and conferencing facility located within the City can be extremely beneficial to local economic development. The facility attracts highly qualified attendees who are seeking specialized training that usually requires an extended overnight stay. These types of facilities are strongly pursued by other communities throughout the United States. Recent actions were attempted to change locational criteria for certain FAA facilities that might have impacted the Palm Coast facility and in worst case scenario, initiated a need for relocation.

The type of training provided attracts attendees from out of the region. The trainees experience can provide for continued spin-off business to local merchants and support increased programmed recreational activities such as ropes and/or climbing challenge courses.

Recognizing this unique community asset and bundling it with potential program enhancements at Daytona State College could be part of a broader branded executive leadership training experience that could reap economic development benefits for the community.



Wooded CMEL Entrance at Palm Coast Parkway SE

D. Old Palm Coast Tennis Club

The former player’s tennis club was an important community asset and a visible gathering place during the early development years in the community. The privately owned vacant tennis club has 14 tennis courts, a swimming pool, clubhouse building, and parking. The site’s prominent location and limited vertical development improvements makes this a prime candidate for future redevelopment. However, this redevelopment may conflict with the sites previous community recreational and social gathering use.

Continued community interest in the recreational facility was identified. However, the previously discussed market assessment as well as national recreational trends for less physically jarring activities as the baby-boom generation ages has decreased the need for active recreation tennis courts nationally. Additionally, the City has created a successful new public tennis facility located along the Belle Terre Parkway (www.palmcoasttenniscenter.com) to provide public tennis courts. The facility was the winner of the 2010 United States Tennis Association’s National Award for Outstanding Small Public Facility.

These factors limit the future need for tennis courts at this location and certainly the quantity of courts based upon perceived demand. As such, it is anticipated that this site will redevelop to a higher and better use in the future.



Vacant Clubhouse and Stadium Court

E. European Village Resort

The vertically mixed use European Village Resort (www.facebook.com/europeanvillage) development was created and includes commercial businesses on the first floor and three levels of residential condominiums above. The design of the facility is challenged by building placement, proximity to the elevated Hammock Dunes Parkway Bridge, and parking accommodation.

The four to five story buildings were constructed in a triangular layout that limits sight lines into the interior courtyard space to only the ends of the buildings. These entry portals are further reduced by their narrow openings. This interior courtyard orientation places the rear delivery activities towards the public streets and creates an inhospitable transition from remote parking. The sub-surface parking deck is unusable due to inadequate vehicular access and repeated flooding.

Residential units were designed to mimic European sensibilities with undersized appliances and room configurations. Varying sized units include 1, 2, 3, and 4 bedroom accommodations and a 100-unit condominium hotel operates within portions of the development.

Major renovation and/or redevelopment of the facility will be difficult. There are three separate homeowners associations who represent the residential, commercial, and open space courtyard areas. The ownership pattern is diverse and cooperation will be needed to undertake any significant physical improvements for continued success of the activity center for gathering and activities.



Interior Courtyard at European Village



Exterior Conditions and Sub-Surface Parking Access

F. Hammock Dunes Parkway

In 1988, the privately funded and tolled Hammock Dunes Parkway was opened and it provided a new elevated crossing over the Intercoastal Waterway with connection to A1A. The effect that the new bridge extension had was to change portions of the community from the “to-place” destination to a “through-place”. People were now able to travel from Interstate 95 to A1A and a lot of the local traffic and community identity changed.



Palm Coast’s Community Center and Fire Station Hold Important Community Identity

G. Community Center and Fire Station

The Palm Coast Parkway NE and Clubhouse Drive intersection represents the epicenter of the districts perceived downtown. The City maintains a fire station and community center at the southeast and southwest corners. A small convenience commercial center in the northeast corner also houses the City’s first post office station.



This community center was one of the originally master development built recreational facilities and is also used as the City Council’s regular board chambers. There is also a trailhead to the City’s recreational trails at the site. The confluence of these major public realm uses reinforces this locations importance and represents a continued opportunity to reinforce community identity and support enhanced recreational programming throughout the community.

5.3 Natural Features

These elements include the natural conditions and systems that shape how we live, work and play on a daily basis. Within the area there are about 99 acres of wetlands, many of which are part of a larger wetland system that extends to the south; and about 30 ± acres of water bodies exist within the study limits.

A. Tree Canopied Roads

One of the defining features of the district is the wooded hammocks and natural areas that are in close proximity to the developed areas. The parkway roads travel through these heavily wooded areas and provide shaded routes to and through the community. While protection of the treed hammocks is included in the City’s land development regulations, the potential exists to increase this protection in support of community desires.

The City’s existing land development regulations offer protection of canopy road, specimen and historic trees that requires an extra level of significance and protection along Colbert Lane, Palm Coast Parkway, and Palm Harbor Parkway facilities. The City could increase hammock protection within its land development regulations by emphasizing more of a protection zone along the roadway rather than an individual tree protection approach. By requiring all native hammock vegetation to be protected within a dimensioned distance from either the edge of roadway pavement or right-of-way line, greater numbers trees and understory vegetation could be protected. Site development uses within the zone could be limited to provide increased pedestrian use.

Additional protection to the hammock could be afforded by designating these roadway facilities as “constrained” within the limits of the study area. This action could limit future demand for capacity widening improvements that could affect the canopy coverage. The potential of increased levels of vehicular congestion would be offset by community character, natural resource protection, and the emphasis of other multi-modal transportation options in the district.

B. Graham Swamp Conservation Area

The GSCA covers more than 3,170 acres in eastern Flagler County that is bordered by residential development. The lands were purchased by the St Johns Water Management District to protect the natural lands surrounding the shoreline, creeks, wetlands, and coastal natural communities.

This regionally significant natural feature also provides recreational opportunities with City and County trails and bike paths. The inter connection of these recreational facilities and programmed interpretive education and signage represent a tremendous ecotourism based economic development opportunity.



Major Natural Features in Parkway East District

C. Intracoastal Waterway

The Intracoastal Waterway provides recreational boaters with protected water travel along the eastern United States from Norfolk, Virginia to Miami, Florida. Palm Coast's origins in the ITT development are traced to the attraction of this boating access, is important today and will continue to be in the future. The ITT development created single family residential neighborhoods with direct boating access to the Intracoastal Waterway via saltwater canals.



The Intracoastal Waterway

While numerous private properties exist with private boating access in the study area, there is limited public boating access available in the region. A public lift-in launch for non-motorized watercraft exists under the Hammock Dunes bridge. The study area has one existing boat ramp that is located at the Palm Harbor Marina. However, it has been closed to the public and is planned to be removed in the property’s future redevelopment plans.

Public boating access seems to be a constraint that needs to be addressed in the future, both within the study area and within the region. In addition, the use of non-motorized watercraft is seen to be increasing locally and nationally. Sea kayaking, paddle boarding and other personally powered watercrafts are growing in recreational interest. Identifying appropriate portage locations could support increased recreational programming, as well as the eco-tourism economic development benefit.



Clubhouse Waterway Links Clubhouse Cove to Intracoastal Waterway



Residential Neighborhoods with Private Canal Access

5.4 District Amenities

A. St Joe Walkway and Linear Park Trail System

The multi-use path trail system is one of the City’s major recreational assets in this portion of the community. It is comprised of hard paved trails that bisect the natural hammock and publicly owned lands, as well as parallel widened sidewalks along major roadways that link the residential neighborhoods. The system includes the one-mile St Joe Walkway that is designated as one of the Great Florida Birding Trails (www.discoverpalmcoast.com). The availability of more than 8 miles of bicycle and pedestrian facilities create a substantial multi-modal network that provides pedestrian connectivity and circulation throughout the study area.

One option for increased use of this substantial recreational network might be to establish a pilot program that would permit electric vehicle (e.g. Segway’s, golf carts, etc.) circulation within the study area. Permitting the use of these vehicles on the local streets and/or in combination with the trail system could encourage more short resident trips to be taken without a car, would increase trail and open space use, and foster additional community identity. Many communities throughout Florida are examining expanded electric vehicle use as age of population increases. Vehicle operational requirements (e.g. lighting, licensing, etc.) and site development accommodations are factors that would need to be considered to determine the appropriateness of allowing electric vehicles on existing transportation facilities.



Source: City of Palm Coast, Photo Credit: Richard Johnson.



B. Palm Harbor Yacht Club and Marina

The original yacht club and marina was developed by ITT and opened in 1972. The location quickly became the community’s social identity center and included the area’s first tennis courts, swimming pool, boat launch ramp and marina. The facilities were used by members for social gatherings, religious services, and entertainment events.

In 1987, the original buildings were renovated and expanded when the Sheraton Hotel opened. The hotel was a first for the community and included a bar, dining room and meeting facilities that were well used. In the mid 2000’s, the entire site surrounding the marina and dock master building was demolished in preparation for mid-rise residential condominium and a new hotel use. Two of the five residential buildings and a structured parking garage were completed. However, the national economic recession interceded with the redevelopment plans and the remaining residential and hotel uses have not been completed.

While this area has seen substantial amount of transformation during the last three decades, the community still has a strong connection to its water relationship and desires the completion of additional hotel and restaurant uses to re-establish its community destination.



Marina basin and Clubhouse Canal under construction



Marina basin and Clubhouse Canal today

C. Palm Harbor Golf Club

Serving as the geographic heart of the community, the Palm Harbor Golf Course and Club totals 143 ± acres and provides a centralized open space for the residential neighborhoods surrounding the course. The course's first nine holes were opened in 1971. The complete William W. Amick designed course was completed the next year with the 19th Hole clubhouse restaurant.

The course gained national recognition in 1979 after it hosted the Palm Coast Mixed Team Championships that saw LPGA legend and Palm Coast resident, Nancy Lopez, team up with Lee Trevino, to win the pro-am tournament against 10 other LPGA/PGA teams.

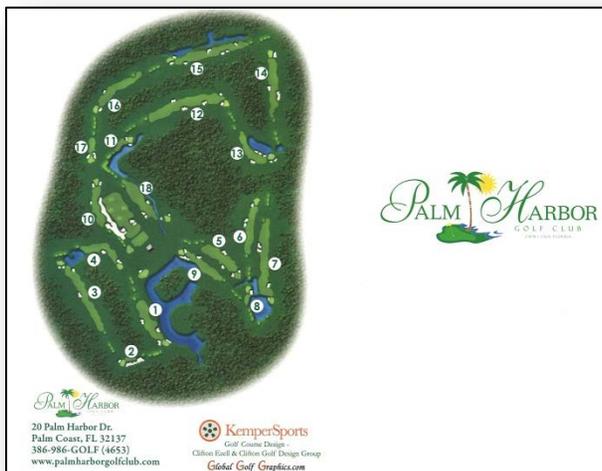
In 2006, the course was closed pending a major redevelopment of the facility. However, the national economic recession interceded with the private developer redevelopment plans. In 2007, ownership of the golf course was transferred to the City. Following the transfer of ownership, the City embarked on a two-year \$4.5 million renovation of the course. The city owned lands includes portions of the clubhouse facility and parking areas.

The private developer maintained ownership of the driving range practice area and portions of the clubhouse support areas that has residential townhome entitlement. This is a long term constraint on the public facility and may affect future success of the golf course as a regional attraction.

5.0 OPPORTUNITIES & CONSTRAINTS
Parkway East District



Palm Harbor Golf Clubhouse and Hole Routing

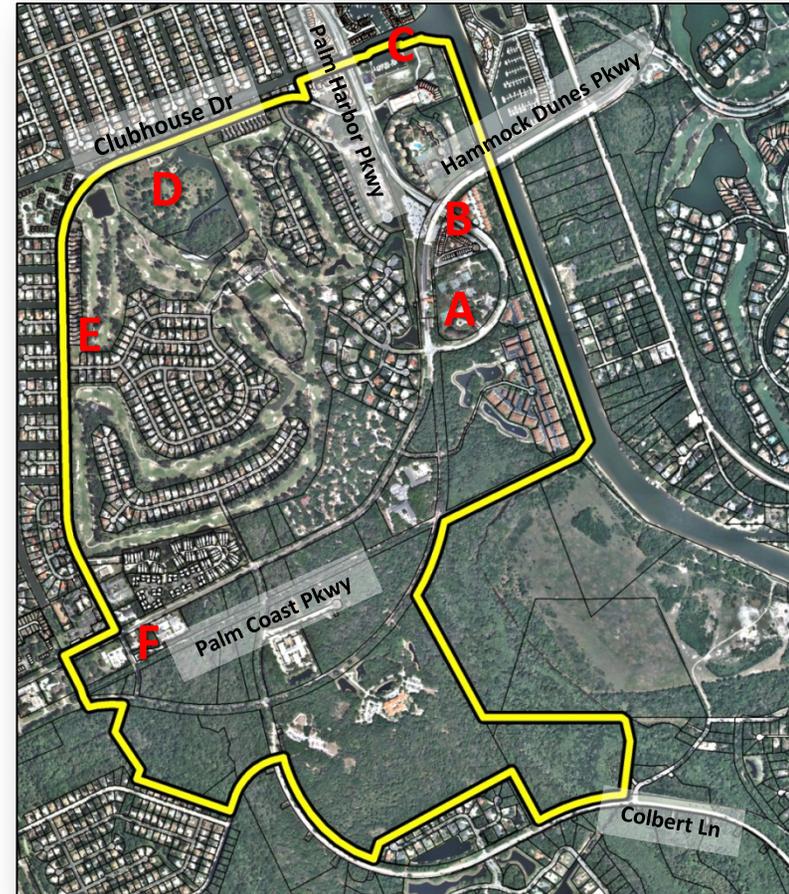


6.1 Introduction

As part of the planning process, the City of Palm Coast requested a review of several specific parcel locations to determine if redevelopment options could be identified that blended the previously enacted private development entitlements, market economics, and neighborhood desires. It must be recognized that the existing private development entitlements exist on each of these parcels and that the proposed alternative conceptual plans were created to identify potential enhancements to the programs.

Any change to existing development entitlements will require owner, city and community involvement through appropriate land development and public hearing processes. The following specific sites were reviewed:

- A. Old Palm Coast Tennis Club
- B. European Village
- C. Palm Harbor Marina & Resort
- D. Old Hammock Cove
- E. Clubhouse Drive / Casper Lane Parcel
- F. Community Center / Fire Station



Parkway East District and Specific Site Locations

6.2 Old Palm Coast Tennis Club

The subject property was the home to the former Player’s Tennis Club and a recognized community gathering and identity area. However, the facility has been closed as demand for this recreational activity peaked nationally in the mid-1980s and has seen a decline in relationship with the aging baby boomer population.

The subject property has the following existing land development designations:

- Parcel Size – 13.4 acres
- Future Land Use Designation – Mixed Use
- Existing Zoning Category – Commercial 2
- Existing Use – Vacant recreational tennis and swimming facility.

Due to its location, parcel size and limited physical improvements, it can be anticipated that this site will redevelop in the future with higher intensity uses.



Existing Site Aerial View



View of Clubhouse and Stadium Court



View from Palm Harbor Parkway

A. Public Comments Received During Workshops –

- Retain some portion of tennis facility activity and main building as community use.
- Remove or modernize the community pool.
- Increase pedestrian connections and include residential uses as transition to European Village.
- Re-create the site as a community attraction.
- Public Private Partnerships (P3s) needed to make it happen.
- Options for minimal City involvement and action needed.

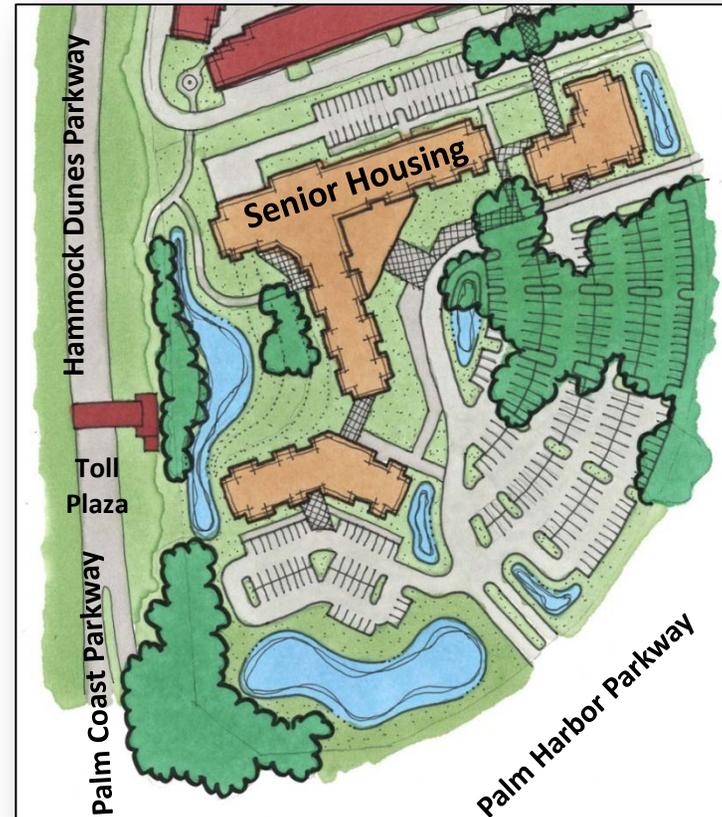
B. Preliminary Concept A.1 –

This conceptual site development plan recognizes that highest and best uses for redevelopment of the subject property may include a variety of senior housing types. Senior housing includes a wide range of product types, including multi-family attached townhomes to mid-rise assisted living communities. Recent national trends have seen the provision of a broad range of housing types that permits residents to remain in place as they age.

Market analysis and the continued projected demographics of retiree population being attracted to the district in the future will tend to support continued residential development in the district’s future. This trend means that more of the same population will be drawn to the area and they might be accommodated through purchase of current residences, new residential development of vacant lands, and/or redevelopment of existing developed properties. However, this location has higher visibility and better access than most remaining vacant lands and traditional single and multi-family residential product types will be desired to be created near waterfront locations.

The site development program consists of 300 density units located within three buildings. The mid-rise buildings could range in 3 to 5 stories in height and provide different product types based upon user needs. The building placement would create a campus-style setting with interconnected pedestrian paths linking the buildings and to city trails and the adjacent European Village mixed use activity center.

Greater synergy between European Village and this location will bolster the viability of both sites. Commercial businesses at European Village will benefit from by the additional foot traffic generated by active residents interested in programmed entertainment and social gathering. Similarly, this location would be able to market the development’s accessibility.

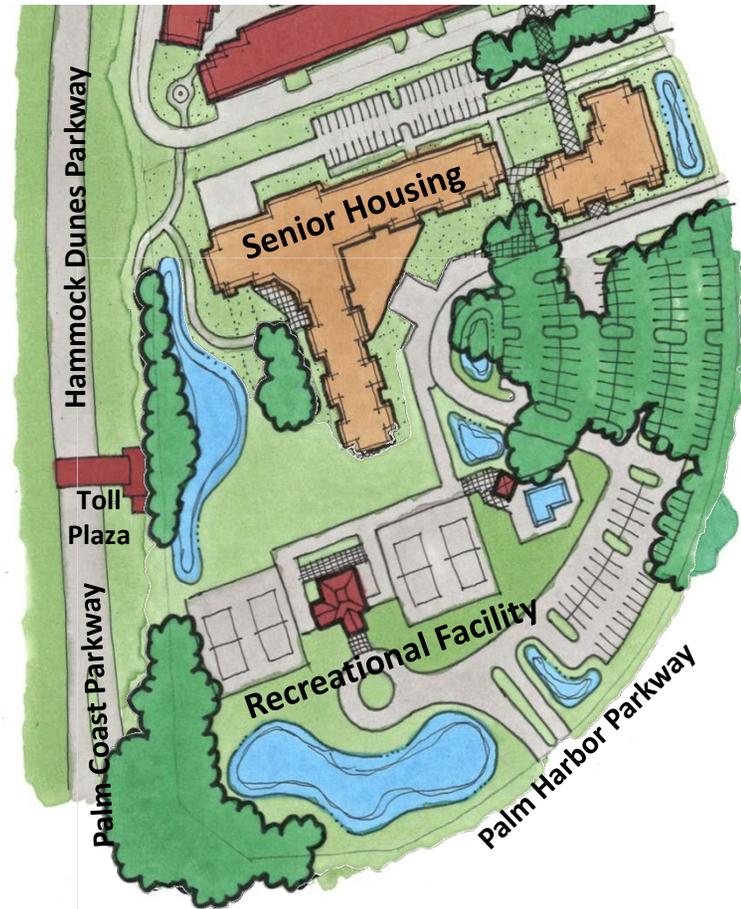


Preliminary Concept A.1

C. Preliminary Concept A.2 –

This conceptual site development plan recognizes that highest and best uses for redevelopment of the subject property may include a variety of senior housing types but also retains some of the existing recreational uses. It is anticipated that a public-private partnership would be needed with the subject property owner, the City or other willing organizations that would agree to purchase portions of the existing property acreage, renovate, and operate the recreational facilities.

The site development program consists of 250 density units located within two buildings. The mid-rise buildings could range in 3 to 5 stories in height and provide different product types based upon user needs. The building placement would create a campus-style setting with interconnected pedestrian paths linking the buildings and to city trails and the adjacent European Village mixed use activity center. The recreational facilities could include four tennis courts, clubhouse and upgraded swimming pool facility with shared parking.



Preliminary Concept A.2

6.3 European Village

The subject property includes three vertically mixed use buildings located along the southern side of the elevated Hammock Dunes Parkway Bridge. The buildings are 4 stories over a single subterranean parking level. First floor retail and restaurant uses with residential condominium and hotel units on the second through fourth stories. The development is internally oriented with common open space centralized to the buildings.

The development is seen as a community gathering place, but building deterioration, vacancy, and multiple ownership conditions are affecting its success. The subterranean parking is closed due to repeated flooding and inadequate ramp access while surface parking is located remotely with pedestrian access under bridge works.

The subject property has the following existing land development designations:

- Parcel Size – 9.5 acres
- Future Land Use Designation – Mixed Use
- Existing Zoning Category – Master Planned Development (MPD)
- Existing Use – Mixed use activity center

Due to its location, multiple ownership pattern, and current structural conditions; it can be anticipated that this site will remain in its current state and may see further deterioration in the near future. The property owners will need to work together to renovate

the site and to strengthen its attractiveness as an important social gathering site.



Existing Site Aerial View



View of interior courtyard area.

A. Public Comments Received During Workshops –

- Like the idea of mixed-use activity center.
- Better management needed and improvements or buffering for sound levels.
- Acknowledge that negative changes have occurred since the project opened and want it renovated.



View from Hammock Dunes Parkway Bridge

B. Preliminary Concept B.1 –

This conceptual site development plan recognizes that the existing site improvements limits redevelopment options without major reconstruction and multiple ownership agreement. Market analysis and demographics support continued mixed use development in the district’s future. This location has high visibility and good access.

The renovation of exterior building facades is needed and could be easily accomplished by painting a differentiated color palette with architectural moldings. Improved pedestrian connection to surface parking lots could improve access and safety with a well landscaped, lighted and widened pathway.

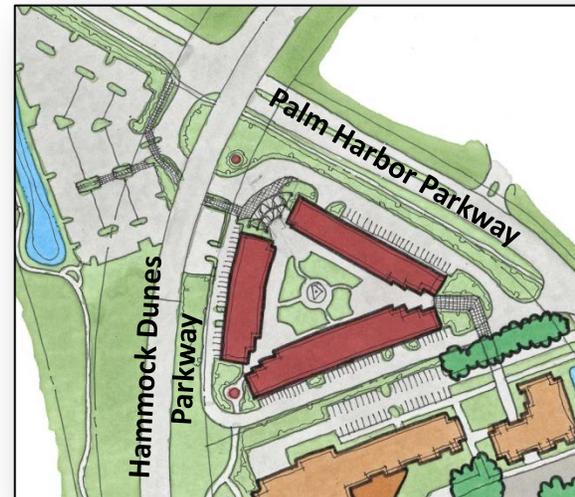
C. Preliminary Concept B.2 –

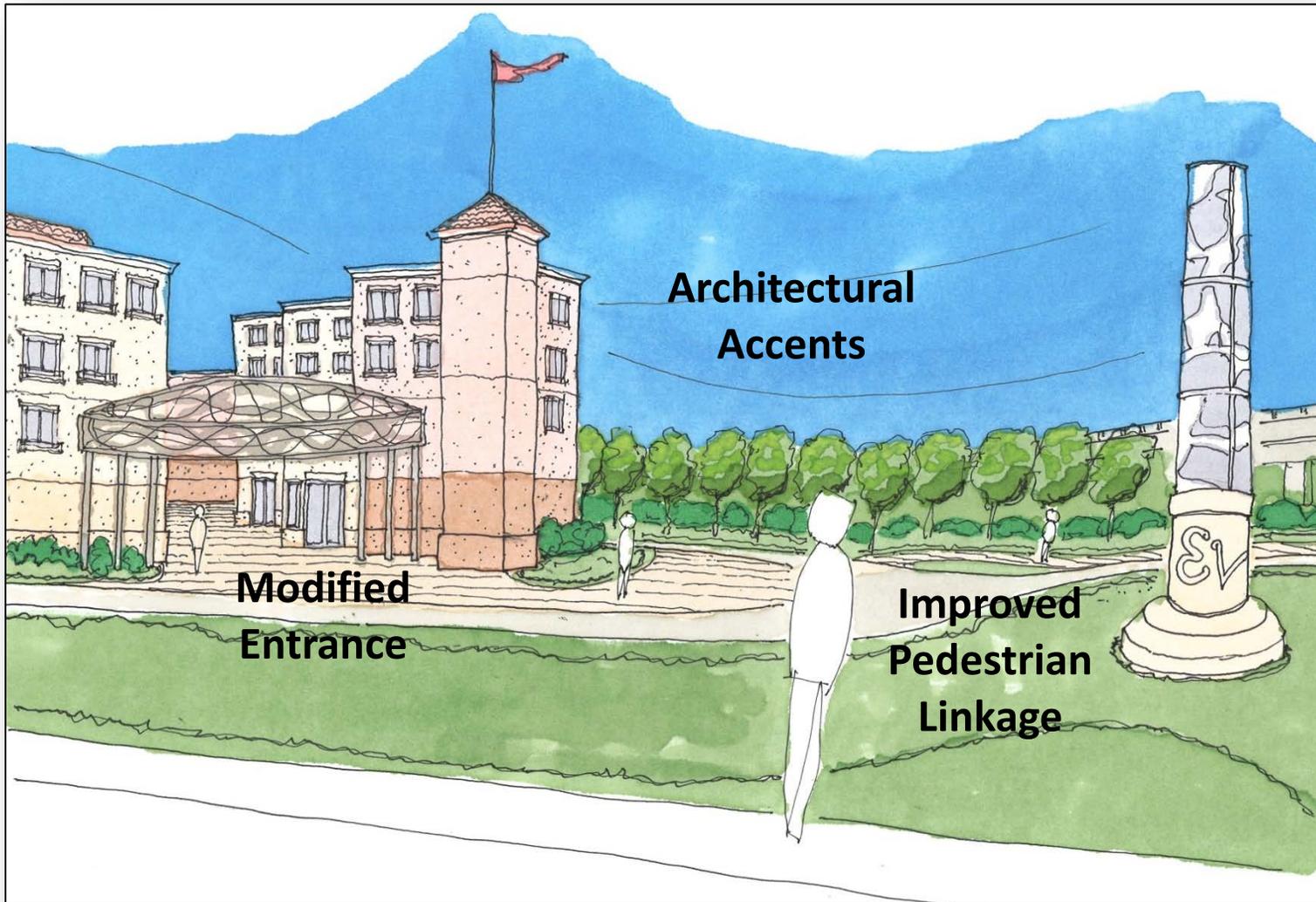
A more extensive renovation could be accomplished by removing portions of the buildings to widen the pedestrian entrance to the centralized open space. By widening this portal an improved sense of arrival would be created and this would allow for views both from elevated Hammock Dunes Parkway Bridge as well as the Palm Harbor Parkway facilities.

A more substantial renovation of the buildings could be accomplished by removal of portions of the structures to widen the pedestrian access and sight lines into the central courtyard. Retrofit of the subterranean parking access ramps is needed to allow for better vehicular access, ADA access, and improved public safety perception. Improved pedestrian access to surface parking, adjacent sites, and site signage needed to welcome and orient visitors.



Preliminary Concept B.1 (above) and B.2 (below)





Preliminary Concept B.2 Perspective View

6.4 Palm Harbor Marina & Resort

The subject property is home to the marina and the former Sheraton Hotel and a recognized community gathering and identity area. During the community’s formative years, residents and visitors were drawn to this location as a site of public open space, community amenity and social gathering for special events. Change occurred overtime with the addition of the Sheraton Hotel and restaurant/bar as a popular entertainment location.

However, the Sheraton Hotel and other facilities were demolished in 2007 in preparation for the subject property’s major redevelopment of 308 mid-rise residential condominium units, new hotel, and retention of the 84-slip marina and store. The timing and depth of the national economic recession has prohibited completion of the planned development.

The subject property has the following existing land development designations:

- Parcel Size – 9.8 acres
- Future Land Use Designation – Mixed Use
- Existing Zoning Category – Master Planned Development (MPD)
- Existing Use – Vacant and 84-slip marina and store

Due to its waterfront location, existing entitlements, parcel size and limited physical improvements; it can be anticipated that this site will redevelop in the future with higher intensity uses. Proposals that reduce intensity and restore public amenities in this area would be consistent with the vision of the residents who participated in

the planning process. Currently, the planned development program includes a hotel with internalized public restaurant, several mid-rise residential condominiums, continued harbor master support use, and site amenities.



Existing Site Aerial View



View of Marina from Palm Harbor Parkway Bridge



View of Vacant Hotel Site and Mid-Rise Residential Condominium

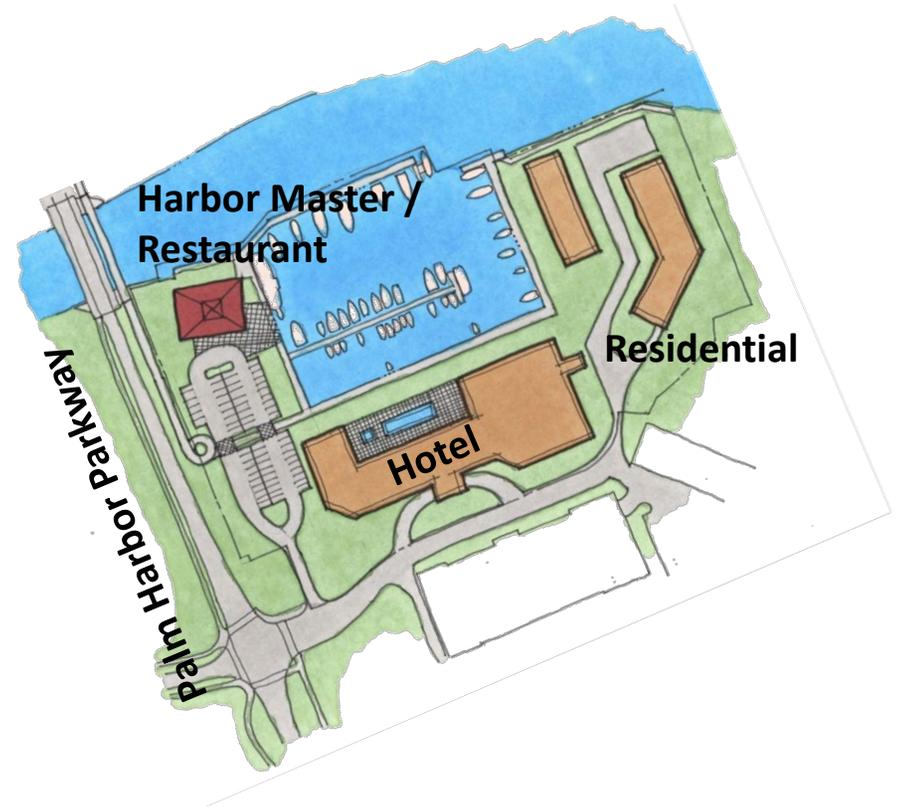
- A. Public Comments Received During Workshops –
- Like previous site uses with hotel and restaurants desired
 - Use Intracoastal Waterway inlet as community destination and gathering space.
 - Marina site create linkages to the community with trails and use.
 - Dislike the view of the new parking structure.

B. Preliminary Concept C.1 –

This conceptual site development plan recognizes that a highest and best use for redevelopment of the subject property includes the current approved entitlement program of hotel and residential condominiums. Market analysis and demographics support continued residential development in the district’s future. While investment funding of mid-rise residential and hospitality uses continues to lag, this location has high visibility and direct access to Intracoastal Waterway that will retain its viability in the future.

The site development program consists of 209 hotel rooms, 47,000 square feet of accessory use, 169 residential condo units, and 3,500 square feet marina store with fueling station. To date, 72 condominium units and the structured parking garage has been built.

The concept proposes to increase the height of the hotel building in order to permit additional surface parking, restaurant and public use along the west side of the marina. Pedestrian access is improved with a new bridge over the Club House Canal with ADA ramping and direct pathway access to the marina with ultimate connection with City trail system along the Intracoastal Waterway.



Preliminary Concept C.1

C. Preliminary Concept C.2 –

This conceptual site development plan recognizes that redevelopment of the subject property could include a variety of residential product types that support the market analysis and demographics in the district’s future.

The site development program consists of 250 residential condo units, and 3,500 square feet marina store with fueling station and restaurant.

The concept proposes to distribute the residential development throughout the subject property in mid-rise and low-rise buildings in a campus setting. Restaurant and public use along the west side of the marina is improved with a new pedestrian bridge over the Club House Canal with ADA ramping and direct pathway access to the marina with ultimate connection with City trail system along the Intracoastal Waterway.



Preliminary Concept C.2

6.5 Old Hammock Cove

Located along Clubhouse Drive and the Palm Harbor Golf Club, this subject property was the original location of the ITT welcome center and model area. Earliest visitors came to the site by boat from A1A, using the Intracoastal Waterway and the man-made Club House Waterway canal. The visitors were taken up the 64 feet high observation tower to view the surrounding development lands. While only the boat landing and seawall remain the community’s memories of the original site activities still remains. The opportunity to expand lift-in water access is possible at this site.

The subject property is entitled for 133 density unit residential townhomes and has the following existing land development designations:

- Parcel Size – 29.2 acres
- Future Land Use Designation – Mixed Use
- Existing Zoning Category – Master Planned Development (MPD)
- Existing Use – Vacant

Due to its waterfront location, existing entitlements, parcel size and limited physical improvements; it can be anticipated that this site will redevelop in the future with higher intensity uses. Proposals that reduce intensity and restore public amenities in this area would be consistent with the vision of the residents who participated in the planning process. The anticipated development program includes residential townhomes and site amenities.



Existing Site Aerial View



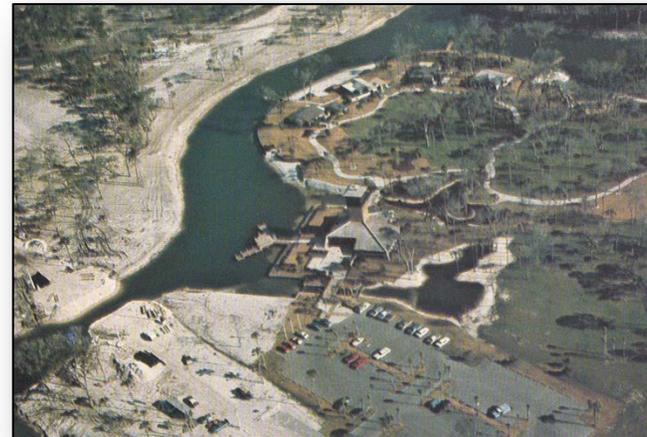
View of Sesame Island from Golf Course Parking



View of Inlet Cove and Former Welcome and Sales Center

A. Public Comments Received During Workshops –

- Recognizable location with important community history.
- Like idea of open space.
- Connection to golf course is important.
- Birding, observation tower, kayaking desired.
- Need to document and tell the Community’s history.



Aerial View of Welcome and Sales Center in 1972

B. Preliminary Concept D.1 –

This conceptual site development plan recognizes that highest and best use for redevelopment of the subject property includes the current approved entitlement program of residential townhomes. Market analysis and demographics support continued residential development in the district’s future. While investment funding of multi-family residential continues to lag, this location has high visibility and small boat access to Intracoastal Waterway that will retain its viability in the future.

The site development program consists of 90 residential townhomes, with amenity center and public roads providing pedestrian connection to open space. Due to identified wetland areas and presence of flood plain, Sesame Island is shown retained in its natural condition.



Preliminary Concept D.1

C. Preliminary Concept D.2 –

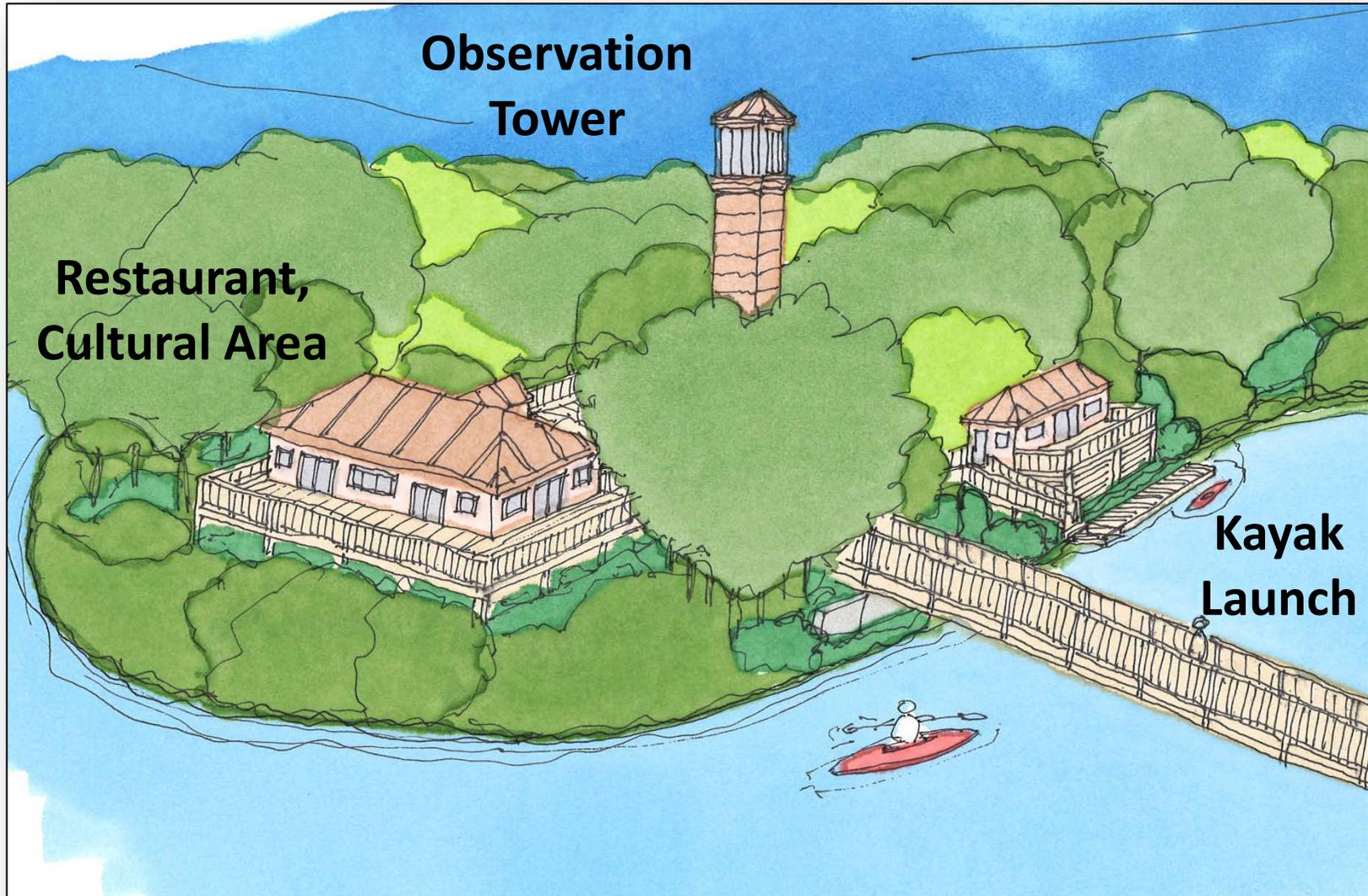
This conceptual site development plan recognizes that highest and best use for redevelopment of the subject property includes the current approved entitlement program of residential townhomes, but also re-establishes some public uses that the community remembers. It is anticipated that a public-private partnership would be needed with the subject property owner, the City or other willing organizations that would agree to purchase portions of the existing property acreage, develop, and operate the recreational facilities.

The site development program consists of 90 residential townhomes, with amenity center and public roads providing pedestrian connection to open space. Portions of Sesame Island would be developed with golf course clubhouse / restaurant, observation tower, cart barn, lift-in boat docks, and boardwalk trails.

In recognition of the location's significance in the city's history as the original welcome and sales center; a historic or cultural feature at this site as part of any public improvement, as well as continued public access would be appropriate.



Preliminary Concept D.2



Preliminary Concept D.2 Perspective View

6.6 Clubhouse Drive / Casper Lane Parcel

Located along Clubhouse Drive at the main entrance to the Palm Harbor Golf Club, this subject property is City owned and is perceived to be part of the golf course acreage. The City’s original residential lot development exists along its east side. Golf course signage and school bus stops are part of the limited improvements existing on the site. The subject property has the following existing land development designations:

- Parcel Size – 0.72 acres
- Future Land Use Designation – Mixed Use
- Existing Zoning Category – Master Planned Development (MPD)
- Existing Use – Vacant residential

Due to its location, City ownership, and parcel size, it is not anticipated that this site will redevelop in the future with higher intensity uses.



Existing Site Aerial View



Views from Casper Drive

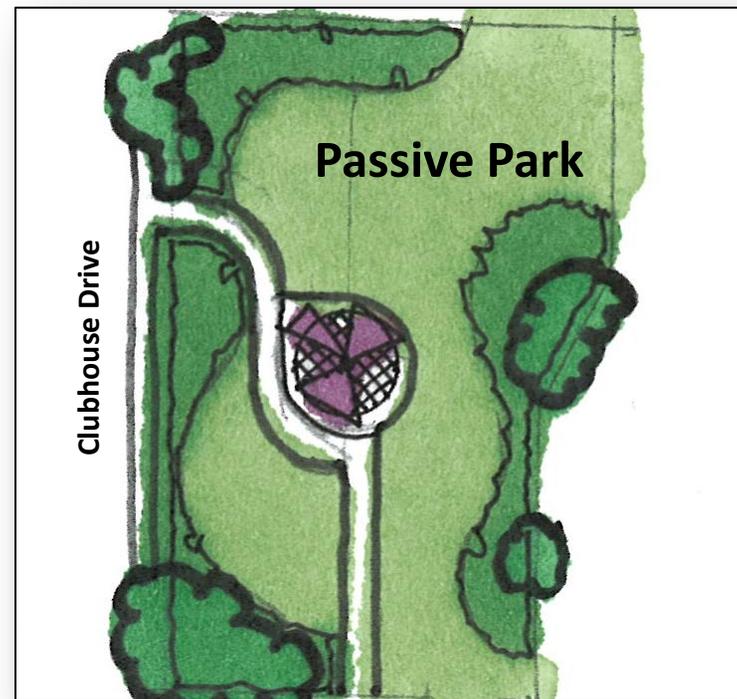


- A. Public Comments Received During Workshops –
- Golf Course maintenance access needed.
 - Like the new City school bus stops.
 - Possible plating limitation on reuse.
 - Passive pocket park buffered from streets and residences desired.

B. Preliminary Concept E.1 –

This conceptual site development plan recognizes that the community’s interest in this small acreage parcel is for continued open space and recreation. Market analysis and demographics support continued residential development in the district’s future. However, the limited amount of residential units that could be attained in this area doesn’t support investment. While this location has high visibility and is adjacent to the community’s original residential development area its best use may be for passive recreation.

The site development program consists of a walk-in neighborhood pocket park that would have shaded seating, minor activity structure, and open play areas. Minor programmed activity could include drinking fountains for humans and dogs as well as disposal bins. The perimeter edges would be well defined through ground plain landscaping that retains views through the site while buffering adjacent residences.



Preliminary Concept E.2

6.7 Community Center / Fire Station

Located at the City’s original main street intersection, the Palm Coast Community Center has long been seen as the community’s centralized gathering place. The Community Center, Fire station and adjacent convenience commercial center and Post Office establishes a primary community location.

The subject property has the following existing land development designations:

- Parcel Size – 8.1 acres
- Future Land Use Designation – Institutional and Mixed Use
- Existing Zoning Category – Public/Semi-Public and Commercial 2
- Existing Use – Civic community center, fire station and vacant commercial

Due to its location and City ownership it can be anticipated that portions of the area could be redeveloped with additional civic uses and recreational supportive uses. However, any additional programming at the facility needs to consider the historic site context, current site use, as well as future public needs for the City. There may be both an economic as well as a synergistic advantage to seeking co-mingled public and private organization use at the site. Public-Private Partnerships may be a good revenue generating technique that could increase visibility and add to the support of minor retail, gallery, and service uses that would benefit the community and provide revenue streams for operational needs.

However, in no event should private organization programming undermine the important community uses that are seen at the site.



Existing Site Aerial View



View of Community Center from Clubhouse Drive

- A. Public Comments Received During Workshops –
- Like the Primary neighborhood center.
 - Enhance physical presence including way-finding.
 - Protect and enhance community uses.
 - Natural resource protection is important.
 - Recreational access is important.



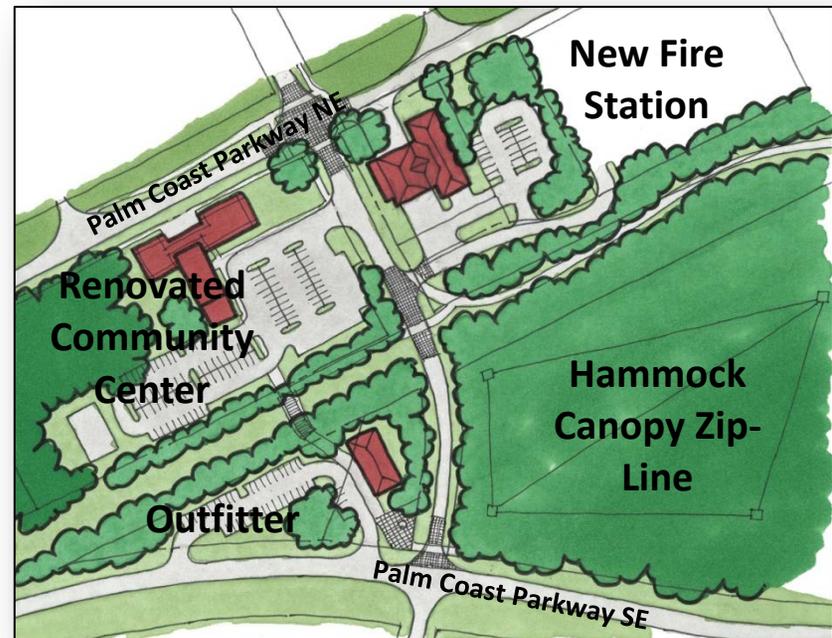
View of Fire Station from Palm Coast Parkway NE

B. Preliminary Concept F.1 –

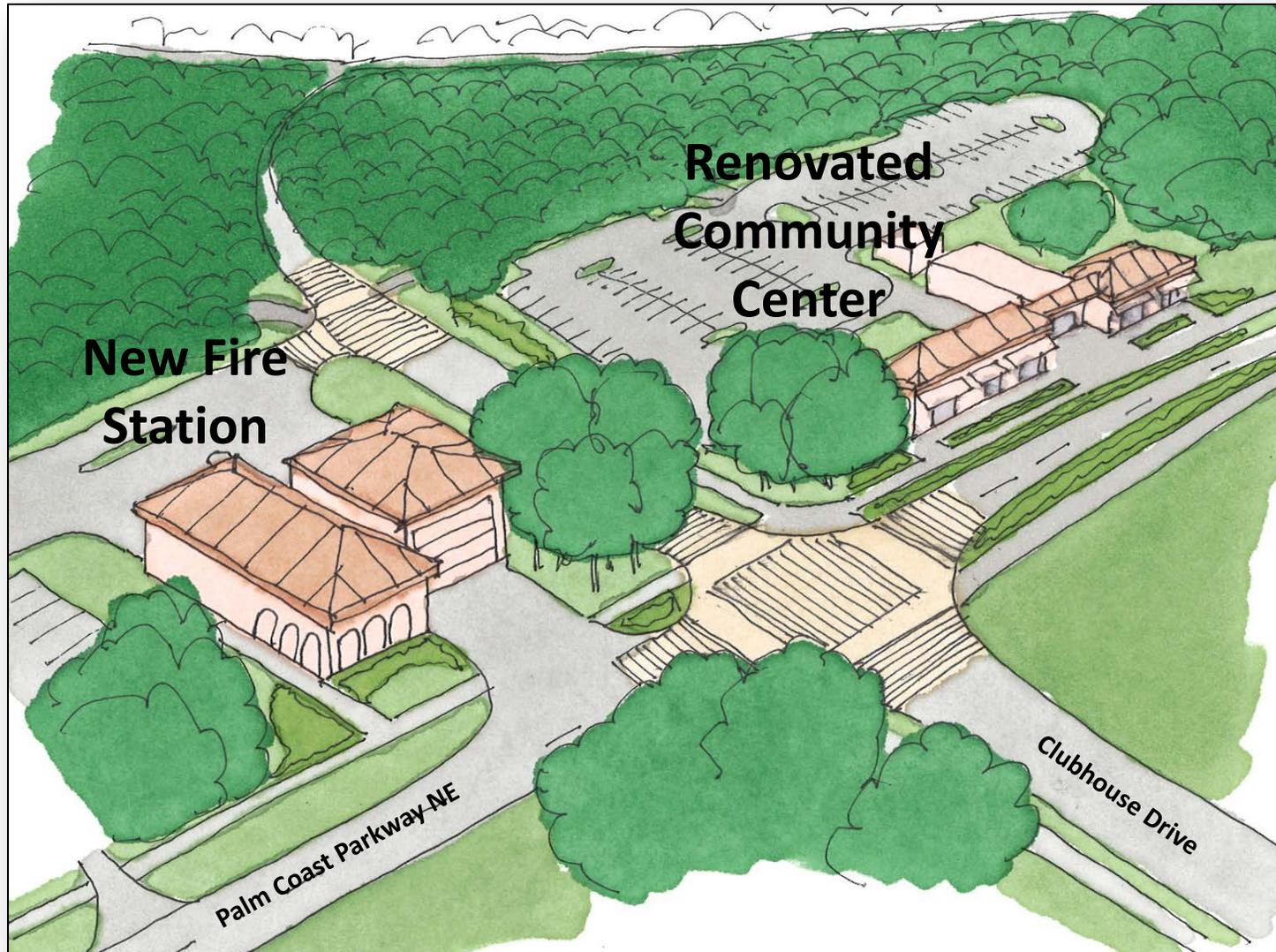
This conceptual site development plan recognizes that the community’s interest in this important civic location is for continued public use, open space and recreation. This location has high visibility and is adjacent to the community’s original residential development area, tree hammock, and recreational trails. Its best use may be for additional civic, cultural and recreation.

The site development program consists renovated community center building that adds minor leasable retail and/or cultural exhibition space along the Palm Coast Parkway NE right-of-way. This reinforces the urban downtown feeling of the area and provides increased foot traffic and social gathering activity.

The Fire Station facility could be redeveloped using the city’s new prototypical layout. However, the existing community character is represented within the architectural styles of the original buildings. Renovation or replacement of these buildings should add to the common city design and the privately owned lands could be developed with a recreational emphasis retail outfitter store that brings additional rental opportunities to the area for both active and passive recreation. Portions of the City owned hammock lands could be improved with canopy zip line and challenge ‘ropes’ course in support of eco-tourism and management training services in this area. Sensitive location and operation would need to demonstrate limited impacts to existing wildlife assets.



Preliminary Concept F.1



Preliminary Concept F.1 Perspective View

7.1 Introduction

The purpose of this section of the Parkway East District plan is to identify the preliminary costs associated with the identified community enhancements and funding strategies that may occur in publicly owned and controlled lands in the district. Several factors will affect the ultimate success of the City’s efforts.

7.2 Understand and Recognize Market Trends

Without new major economic development employment recruitment, the City’s local market conditions are not to change in the foreseeable future. As such, the City of Palm Coast and the Parkway East District will continue to attract retirees as it has previously. Additional organic residential growth may be experienced through continued annexations and an increase in households with school aged populations.

7.3 Retain and Support Community Assets

The opportunity exists to add to the community’s employment through active retention of the Federal Aviation Administration’s Center for Management and Executive Leadership facility. As there will continue to be political pressure by other communities to change locational criteria for federal facilities, the City must continue remain vigilant to proposed changes that place its current location at risk. One way to accomplish this is to seek

improvements to the facility that would improve and increase its present offerings and further engrain it within the City.

The City could look for recruitment of other symbiotic industries to add to the aviation and/or management training services. Expansion of higher education management training and technology certificate coursework at the Daytona State College’s Palm Coast campus would support this effort. All of the facilities should be viewed as a critically important industry cluster to the City’s business environment and supported through active economic development action.

Support of management training services is needed to engrain the Federal Aviation Authority’s Center for Management and Executive Leadership facility through both traditional and non-traditional means. Many private businesses utilize team building events through outdoor activities that include challenge courses. Challenge courses can include elevated rope networks, timber climbing walls and repelling zip lines that foster team work and collaborative action. Portions of the adjacent City owned natural lands and recreational trails in the area could be included in these activities, and in higher levels of support programmed to include additional recreational uses to support these types of activities.

7.4 Maximize Public’s Return on Investment

The Parkway District has several regional assets that should be branded and promoted to increase revenues from outside of the localized community and to increase community identity within the area. The market condition trends facing the City will mean that

capital improvements and operational costs for any programmed improvement actions taken within the study limits will compete against other City demands. Therefore, it can be anticipated that only higher priority projects that can demonstrate a return on investment and some level of self-sustaining operations will be successfully funded in the foreseeable future. Support of regionally significant assets will be seen as important to the overall City success.

A. Palm Harbor Golf Club

The golf course is an important community asset and the facility was recently renovated by the City. It is really more than a neighborhood course or a citywide asset, but actually needs to be a regional recreational facility that draws people and revenue from outside of the City to the course. The number of rounds played each year should be maximized through competitive pricing, advertisement, quality of experience, and promotion of events.

However, the potential future development of the privately owned driving range parcel is seen as a serious limitation on the golf course's future success and expanded role as regional attraction. This parcel is entitled with 144 residential townhome units. Development of this use would eliminate the driving range use and require relocation of the clubhouse building and portions of parking areas. This would be a significant impact to the quality of experience that would reduce the attractiveness of play and thereby diminish the number of rounds played, diminish the amount of time players spend at the facility, and ultimately the associated revenues to the City.

The City needs to recognize the potential negative effect of this occurrence and consider purchase of the parcel to protect the public's investment in the golf course. In addition, expansion of parking facilities, improved clubhouse and operations facilities will need to be programmed in future based upon demands. Another option to consider is purchase and development of Sesame Island parcel to accomplish this. The community's origins start on the Old Hammock Cove property and this parcel could be programmed to improve the golf course experience, include community cultural attractions, and provide non-motorized boat launch access to Clubhouse Canal and the Intercoastal Waterway. These improvements would extend the amount of use and thereby increase the revenues generated at the City facility.

B. Recreational Multi-Use Trails

Drawing people from larger distances to experience the City's assets is important for the local economy and will require additional activities. The City's investment in recreational multi-use trails are a tremendous community asset that if marketed could increase the level of users interested in visiting the City.

One aspect to the current trail use is the overall length of the facility and the need for clear wayfinding signage for user orientation. While residents understand the local connections and the destinations available in the trail network, visitors would have a hard time understanding where they could start their trip and where they could find outfitter rentals and supplies. The lack of supply providers limits the areas to which visitors feel comfortable to travel. The Community Center provides a centralized and identifiable hub for recreational activity.

The long travel lengths are also seen as a challenge that could be mitigated through the creation of a pilot program that permits the use of electric vehicles within the study area streets and multi-use trails. Many communities throughout Florida have begun to recognize the changing demographics and needs for larger groups of population to be aided in travel by electric golf carts, Segway's, electric bicycles, and other powered vehicles. The City should evaluate if this type of increased use could be supported and not substantially diminish natural resource protection and recreational assets.

In addition, expanded programmed recreational use within other City owned lands located along the Palm Coast Parkway should be considered by the City. Protection of the natural system can occur with sensitively designed recreational improvements. These improvements could add to the area's attraction as well as support the potential business management and leadership employment cluster.

7.5 Understand Importance of Private Property Development

Privately owned and controlled lands within the district have site development entitlements that must be recognized within any community planning process. These properties may fully develop in the future and become important neighborhood assets and tax base for the City when the economy returns.

Residents must understand that previous development approval decisions have been made and are vested rights controlled by the property owners. Considering alternative development programs

that trade-off of portions of entitlement for land purchase or other public benefits may begin the public-private partnership discussion. However, under Florida Statutes infringement of existing development entitlement requires fair compensation for the property owners. Understanding and accommodating this fact allows the planning process to consider alternative concepts that may add to the private property improvements for public benefit while not decreasing previously approved plans.

7.6 Site Acquisition, Associated Costs and Strategies

Several of the concepts identified within the planning process include the option of City purchase of lands, renovation, development and operation of public facilities. While the City may not have a dedicated revenue stream currently available for land acquisition or major capital improvements, it is important to define the associated costs where possible. Any future acquisition consideration must be balanced with City priorities and needs.

A. Old Palm Coast Tennis Club Site

The subject property has a current Flagler County Property Appraiser Just Market Value of \$991,870. However, it has a realtor list price of \$4,000,000. Using the two land prices, the 13.39 acre parcel would have a prorated value range between \$74,076 and \$298,730 per acre.

The Preliminary Concept A.2 (see Section 6) might include public ownership of a 5.0± acre (440' x 500') portion of the subject property for the four tennis courts, clubhouse, and swimming pool

facility, with shared access, parking and stormwater retention, etc. with the senior housing development.

- Estimated City land purchase costs = \$370,380 to \$1,493,650
- Estimated City site renovation costs = \$500,000 to \$750,000
- Total estimated costs = \$870,380 to \$2,243,650

It was assumed that renovation of the closed building structure will be needed to accommodate public use, as well as enhancement of facility to meet minimum City standards.

B. European Village Site

It is anticipated that the subject property’s current conditions will require both general ongoing maintenance, as well as more intensive renovation in order to be successful in the long term. The community has identified continued support for the mixed-use development. The level of improvements needed may range from minor façade improvements to major structural re-design of the subterranean parking and pedestrian gateways. The private owners should be encouraged to maintain and renovate the property. However, it is anticipated that the multiple ownership status and potential magnitude of renovations costs may limit completion of needed improvements.

Another option that the City should consider is to leverage the benefits of this site’s renovations with the adjacent Old Palm Coast Tennis Club property development. Both subject properties are showing signs of structural decline that may meet the Florida Statute “slum” or “blight” definition. A Finding of Necessity determination would be needed to make the site eligible to be

declared as a Community Redevelopment Area. Once this special district is established, the CRA could identify capital improvements needed to alleviate the identified conditions. One major funding aspect to CRA’s is the establishment of Tax Increment Financing for the defined location. TIF funding caps the current tax rates and collects any increased rates for re-use within the CRA limits. The benefit is that private renovation funding would be spent, and the increased property valuations from the improvements captured and re-used to complete other capital improvements in the area.

C. Palm Harbor Marina and Resort Site

The 9.8-acre subject property has a current Flagler County Property Appraiser Just Market Value of \$1,867,299. The current realtor list price is unknown at this time. The property has previously been entitled for 308 residential condominium units, hotel, 84-slip marina, and marina store.

The Preliminary Concept C.2 (see Section 6) includes a new pedestrian multi-use trail bridge across the Clubhouse Canal to improve safe access from northern residential neighborhoods, through the subject property, and linkage with the City’s recreational trail system that parallels the Intracoastal Waterway. The pedestrian bridge would parallel the existing Palm Harbor Parkway vehicular bridge but be free-standing and accommodate pedestrians only.

It is estimated that a ten feet wide bridge with a 180 feet span would be required using modification to the existing bridge abutments for support. A 350 feet long multi-use trail extension would be required along the east side of the Palm Harbor Parkway

right-of-way. In addition, a spiral pedestrian bridge would be required at the southern end of the trail to connect to existing grades within the marina and resort site. This location may require public ownership of a 5,000 square feet portion of the subject property for the multi-use trail and bridge, or an easement from the property owner.

- Estimated City land purchase costs = \$22,000
- Estimated City Clubhouse Canal bridge costs = \$320,000
- Estimated City multi-use trail extension costs = \$45,000
- Estimated City spiral bridge costs = \$500,000
- Total estimated costs = \$887,000

It was assumed that public access and multi-use trail connection to the marina and through the subject site will be accommodated through the City’s site development review and approval processes. The potential also exists to retain the public boat ramp use if private redevelopment plans are modified in the future and partnerships define mutual interest.

D. Old Hammock Cove Site

The subject property contains two parcels that have a current Flagler County Property Appraiser Just Market Values of \$1,224,411 and \$275,895. The current realtor list price is unknown at this time.

The property has previously been entitled for 133 residential townhome units. Using a raw land valuation range of \$8,000 to \$10,000 per unit for this product type, the property is estimated to have a total valuation of \$1,064,000 to \$1,330,000.

The Preliminary Concept D.2 (see Section 6) might include public ownership of the 7.35± acre Sesame Island portion of the subject property for golf course clubhouse, cart barn, observation tower, and public lift-in, non-motorized boat launch. This parcel area has a current Flagler County Property Appraiser Just Market Value of \$275,895. However, the previous entitlement included residential development on portions of the island and the prorated unit cost needs to be considered. The Preliminary Concept accommodated 93 townhome units. The total unit difference is 38 units. Using the \$10,000 per unit raw land valuation cost equals \$380,000.

- Estimated City land purchase costs = \$655,895 (\$275,895 plus \$380,000)
- Estimated City site development costs = \$500,000 to \$750,000
- Total estimated costs = \$870,380 to \$2,243,650

E. Clubhouse Drive / Casper Lane Site

The vacant 0.72-acre subject property is owned by the City. The Preliminary Concept F.1 (see Section 6) includes a new passive neighborhood park on the site. The park would accommodate neighborhood, walk-in use with shaded seating, signage, landscaping and open field play areas.

- Estimated City site development costs = \$150,000

F. Community Center and Fire Station Site

The subject property contains four City owned parcels totaling 6.63-acres that contain the existing community center, fire station, and vacant parcels. In addition, there are two privately owned vacant commercial parcels totaling 1.51-acres.

The Preliminary Concept F.1 (see Section 6) includes a 10,200 square feet expansion of the community center building, 60 parking space expansion, 25,000 square feet of public street crosswalk enhancements, 650 linear feet of multi-use trail connections, a new City prototype fire station facility, and private 5,000 square feet retail commercial development.

- Estimated City Community Center building costs = To be provided by City.
- Estimated City site development costs = \$180,000
- Estimated City multi-use trail extension costs = \$97,500
- Estimated City Fire Station costs = to be provided by City
- Estimated City public street enhancement costs = \$1,250,000

G. Palm Harbor Golf Course Driving Range Site

During the planning process it was identified that the golf course's driving range and portions of the current clubhouse facility are located within a 16.3-acre privately owned property. The subject property has a current Flagler County Property Appraiser Just Market Value of \$830,465. The current realtor list price is unknown at this time.

The property has previously been entitled for 144 residential townhome units. Using a raw land valuation range of \$8,000 to \$10,000 per unit for this product type, the property is estimated to have a total valuation of \$1,152,000 to \$1,440,000.

- Estimated City land purchase costs = \$830,465 to \$1,440,000

H. Areawide Wayfinding

The Parkway East District has numerous community resources that should be enjoyed by both residents and visitors alike. With its pattern of development, many of these resources are relatively unfamiliar to visitors and should be more widely recognized as part of a regional destination. To that end a series of public right-of-way signs and enhanced wayfinding treatments should be considered by the City to increase the public's awareness and orientation to the resources. Wayfinding is a method of arranging indicators to guide people to destinations. Signs are one of the main tools that can aid in wayfinding. Other tools may include architectural indicators such as lighting, color, materials and pathways that can also play a large role in wayfinding.

The City should create a set of unifying indicators to help orientate visitors through the district and initiate right-of-way sign installation. These may include colorful blade direction signs on poles, historic markers, orientation kiosks at major pedestrian gathering locations, and printed maps highlighting pathways, important community locations, rental suppliers and distances. Some of these sign locations could be sponsored by private businesses to increase community support and funding options.

- Estimated City Wayfinding Program Costs = \$75,000

I. Challenge Course and Canopy Tours

The development of outdoor challenge courses, climbing programs, and teambuilding programs has seen a rapid increase nationally and in Florida in the last decade. Adventure sports enthusiasts, as well as management and leadership training groups are seeking more active outdoor recreational outlets that could add to the regional attraction of the district in City owned lands.

These facilities may include different type of improvements. Team challenge courses involve both real and imaginary ground based obstacles, present physical, mental and emotional challenges that have a group explore teamwork strategies to complete. These challenges are only 1-2 feet off the ground and teammates are trained to manage risk as participants complete activities. High ropes courses include obstacles that are based more than 15 feet off the ground and make use of overhead or static climbing belay's to protect participants in more physical strength, stamina, agility, balance based activities where participants face emotional fears. Zip lines and canopy tours include the high intensity activity of climbing towers and high ropes courses to provide participants with exhilarating tours through tree canopies.

Most of these types of facilities are timber construction and costs vary dramatically based upon number of obstacles, and site conditions. For planning estimate for initial budgeting discussions, further design analysis and engineering cost estimating is required.

- Estimated City site development costs = \$500,000



Example of Low Rope's Course



Example of Low Rope's Course

7.7 Operating Fiscal Impacts of Parkway East Concept Alternatives

Upon completion of the Parkway East opportunities and constraints analysis, and receiving local input from local residents on land use preferences, the Wilson Miller/Stantec team created two conceptual alternatives for the neighborhood. These alternatives are presented in the tables below, with annualized estimates of future development.

Parkway East Development Program
WMS Stantec Alternative A

<u>Parcel</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>Totals</u>
A 300 units ACLF				150	150				300
B* 98 units residential	20	20	20	20	18				98
34 units commercial				17	17				34
C 209 rooms hotel			100	109					209
47,000 sq. ft. accessory				17,000	10,000	10,000	10,000		47,000
169 units res. Condo			40	40	40	40	9		169
3,500 sq. ft. store w/ fuel						3,500			3,500
D 90 units res. Condo					30	30	30		90
14,000 sq. feet retail, rec.							7,000	7,000	14,000
F 20,000 civic use					10,000	10,000			20,000

**Parcel B (European Village) - although an existing development this property is in an economically distressed condition and in need of rehabilitation and/or redevelopment. At present the property is a marginal fiscal contributor to the City. Should rehabilitation occur, the flow of fiscal impacts to the City are represented by the above-noted development programs. Parcel B has been removed from tax-increment (TIF) projections. Please note that Parcel E contains a passive park program and isn't included in the fiscal impact analysis.*

**Parkway East Development Program
WMS Stantec Alternative B**

<u>Parcel</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>Totals</u>
A 250 units ACLF				125	125				250
B* 98 units residential	20	20	20	20	18				98
34 units commercial				17	17				34
C 0 rooms hotel			0	0					0
0 sq. ft. accessory				0	0	0	0		0
250 units res. Condo			40	40	50	40	40	40	250
0 sq. ft. store w/ fuel						0			0
D 90 units res. Condo					30	30	30		90
14,000 sq. feet retail, rec.							7,000	7,000	14,000
F 20,000 civic use					10,000	10,000			20,000

**Parcel B (European Village) - although an existing development this property is in an economically distressed condition and in need of rehabilitation and/or redevelopment. At present the property is a marginal fiscal contributor to the City. Should rehabilitation occur, the flow of fiscal impacts to the City are represented by the above-noted development programs. Parcel B has been removed from tax-increment (TIF) projections. Please note that Parcel E contains a passive park program and isn't included in the fiscal impact analysis.*

This report section projects the operating fiscal impacts to the City of Palm Coast from these development alternatives.

Fiscal impact analysis, as defined by Burchell, et. al. in *The New Practitioner's Guide to Fiscal Impact Analysis*, is "a projection of the direct, current, public costs and revenues associated with residential or nonresidential growth to the local jurisdiction in which this growth takes place." The Parkway East fiscal analysis uses a modified per capita, average cost approach to determining these impacts. The Palm Coast adopted FY 2011-12 general fund budget serves as the source for revenue and expense data in the fiscal analysis.

The per capita multiplier method is the classic average costing approach for projecting the impact of growth on local costs and revenues. Revenues and costs that are *only attributable to new development* are considered in the analysis. This is of considerable importance when developing a budget-based fiscal model. Local jurisdictions have revenue sources and uses that are attributable to the existing service area, and would continue to exist, even in the absence of new development. A prime example of such an item would include a fund balance carry-forward from a previous budget year to the next budget year. Other examples would include certain interfund transfers, or allocations to reserves (e.g. establishing a fund balance). The fiscal analysis excludes these budgetary items from consideration in the calculation of development fiscal impacts.

The “modified” per capita reference to the fiscal methodology indicates that operating revenue and cost projections are not *solely* based on new population growth. Two significant adjustments are made to the per-capita calculations, which help to enhance the forecast accuracy of the fiscal model:

- Ad valorem revenue projections are based on estimates of the future value of new residential and nonresidential development, applying local millages to the projected annual values.
- Major revenue and expense items were allocated across the local population and employment base, as opposed to just the population. This helps to account for the fact that the City budget serves residents *and* employees, as well as residential *and* nonresidential development. To illustrate, we look at the modified per capita allocation for Public Works. Budget estimates indicate a FY 2011-12 general fund expenditure of \$6,918,331. This cost allocation is divided by a city population of 75,617 and an employment base of 23,159:

$$\frac{\$6,918,331}{75,617 + 23,159} = \$70.04 \text{ per capita/employee}$$

The “employee” factor in the formula denominator is used as a proxy for local businesses served by City government activities, and should not be misinterpreted as an FTE estimate. The per capita/employee estimates are applied to the forecasts of population and employment growth, in order to generate projections of non-ad valorem revenue and costs attributable to Palm Coast, from the aforementioned Parkway East development concepts.

A summary of the general fund revenue and expenditure categories, and their corresponding modified per-capita estimates, is presented in the table below:

City of Palm Coast
General Fund Balance FY 2011-12 (Excludes Transfers and Fund Balances)

Revenues		
Ad Valorem Taxes	\$13,314,600	n/a
Local Option, Use, and Fuel Taxes	\$341,700	\$3.46 per capita/employee
Communications Services Taxes	\$2,850,900	\$28.86 per capita/employee
Local Business Tax	\$394,000	\$3.99 per capita/employee
Permits, Fees, and Special Assessments	\$718,100	\$7.27 per capita/employee
Intergovernmental Revenue	\$2,023,300	\$20.48 per capita/employee
Charges for Services	\$2,577,796	\$26.10 per capita/employee
Judgments, Fines, & Forfeitures	\$516,000	\$5.22 per capita/employee
Interest and Other Earnings	\$344,200	\$3.48 per capita/employee
Miscellaneous Revenues	\$21,000	\$0.21 per capita/employee
Total	\$23,101,596	
Expenditures		
City Council	\$95,502	\$0.97 per capita/employee
City Manager	\$361,830	\$3.66 per capita/employee
Community Relations	\$213,583	\$2.16 per capita/employee
Purchasing/Contracts Management	\$297,078	\$3.01 per capita/employee
Economic Development	\$313,641	\$3.18 per capita/employee
City Clerk	\$146,789	\$1.49 per capita/employee
Human Resources	\$293,435	\$2.97 per capita/employee
Law Enforcement	\$2,599,863	\$26.32 per capita/employee
City Attorney	\$383,248	\$3.88 per capita/employee
Financial Services	\$759,914	\$7.69 per capita/employee
Community Development	\$3,597,634	\$36.42 per capita/employee
Fire	\$7,340,560	\$74.32 per capita/employee
Public Works	\$6,918,331	\$70.04 per capita/employee
Engineering	\$506,505	\$5.13 per capita/employee
Recreation/Athletics	\$1,256,825	\$16.62 per capita
Non-Departmental	\$677,262	\$6.86 per capita/employee
Total	\$25,762,000	

Ad valorem revenue projections are based on property values generated from the growth represented in the aforementioned development program concepts, calculated on an annual basis. Key assumptions in the estimation of development values include those listed in the following table:

Value Assumptions

ACLF	\$25,000 per unit		
Condo	\$175,000 per unit	\$125,000 less homestead	\$50,000
Hotel	\$140,000 per room		
European Vill Condos	\$110,000 per unit	\$60,000 less homestead	\$50,000
Retail/Accessory	\$175 per square foot		
Public/Civic	\$125 per square foot		

Other significant model assumptions include those related to population and employment occupancy, ad valorem millage, and the average size of European Village commercial units.

Model Assumptions

Persons Per Household	2.00
Square Feet Per Employee	400
Employees Per ACLF Bed	1 (also assumes 1 bed per unit)
Employees Per Hotel Room	0.6
Persons Per Unit, ACLF	1
Commercial SF Per Unit	1,500

Ad Valorem Millage

General Fund	3.5400
Stormwater Management	0.4500
Total	3.9900

The horizon of fiscal impact analysis is 8 years, extending from 2015 to 2022. Ad valorem revenues in both fiscal model scenarios are projected only on the general fund operating millage of 3.5400. All values are shown in constant 2012 dollars.

The following tables present the fiscal impact results for alternative concepts A and B. Concept A, representing the more intense development scenario, is projected to generate \$2,337,792 in general fund revenues and \$2,023,615 in expenditures from 2015 to 2022, for a net fiscal surplus of \$314,177 to the City of Palm Coast. From year 2022 forward, the annual fiscal surplus from Concept A is projected to be \$64,147.

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Operating Fiscal Impacts (2015 - 2022)
General Fund Revenue & Expenditure Impacts
Parkway East Development Program - WMS Stantec Alternative A

<u>Revenue Impact</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2015-22</u>
Ad Valorem Taxes	\$4,248	\$8,496	\$80,004	\$195,576	\$270,067	\$313,830	\$341,619	\$345,955	\$1,559,795
Local Option, Use, and Fuel Taxes	\$138	\$277	\$899	\$2,946	\$4,986	\$5,674	\$6,091	\$6,151	\$27,163
Communications Services Taxes	\$1,154	\$2,309	\$7,504	\$24,581	\$41,602	\$47,338	\$50,816	\$51,321	\$226,627
Local Business Tax	\$160	\$319	\$1,037	\$3,397	\$5,749	\$6,542	\$7,023	\$7,093	\$31,320
Permits, Fees, and Special Assessments	\$291	\$582	\$1,890	\$6,191	\$10,479	\$11,924	\$12,800	\$12,927	\$57,084
Intergovernmental Revenue	\$819	\$1,639	\$5,326	\$17,445	\$29,525	\$33,596	\$36,065	\$36,423	\$160,838
Charges for Services	\$1,044	\$2,088	\$6,785	\$22,226	\$37,617	\$42,804	\$45,948	\$46,405	\$204,917
Judgments, Fines, & Forfeitures	\$209	\$418	\$1,358	\$4,449	\$7,530	\$8,568	\$9,198	\$9,289	\$41,018
Interest and Other Earnings	\$139	\$279	\$906	\$2,968	\$5,023	\$5,715	\$6,135	\$6,196	\$27,361
Miscellaneous Revenues	\$9	\$17	\$55	\$181	\$306	\$349	\$374	\$378	\$1,669
Total	\$8,211	\$16,423	\$105,766	\$279,960	\$412,884	\$476,340	\$516,069	\$522,139	\$2,337,792
<u>Expenditure Impact</u>									
City Council	\$39	\$77	\$251	\$823	\$1,394	\$1,586	\$1,702	\$1,719	\$7,592
City Manager	\$147	\$293	\$952	\$3,120	\$5,280	\$6,008	\$6,450	\$6,514	\$28,763
Community Relations	\$86	\$173	\$562	\$1,842	\$3,117	\$3,546	\$3,807	\$3,845	\$16,978
Purchasing/Contracts Management	\$120	\$241	\$782	\$2,561	\$4,335	\$4,933	\$5,295	\$5,348	\$23,616
Economic Development	\$127	\$254	\$826	\$2,704	\$4,577	\$5,208	\$5,591	\$5,646	\$24,932
City Clerk	\$59	\$119	\$386	\$1,266	\$2,142	\$2,437	\$2,616	\$2,642	\$11,669
Human Resources	\$119	\$238	\$772	\$2,530	\$4,282	\$4,872	\$5,230	\$5,282	\$23,326
Law Enforcement	\$1,053	\$2,106	\$6,843	\$22,416	\$37,939	\$43,170	\$46,342	\$46,802	\$206,671
City Attorney	\$155	\$310	\$1,009	\$3,304	\$5,593	\$6,364	\$6,831	\$6,899	\$30,466
Financial Services	\$308	\$615	\$2,000	\$6,552	\$11,089	\$12,618	\$13,545	\$13,680	\$60,408
Community Development	\$1,457	\$2,914	\$9,470	\$31,019	\$52,499	\$59,738	\$64,127	\$64,764	\$285,987
Fire	\$2,973	\$5,945	\$19,322	\$63,291	\$107,118	\$121,888	\$130,843	\$132,144	\$583,523
Public Works	\$2,802	\$5,603	\$18,211	\$59,650	\$100,957	\$114,877	\$123,317	\$124,543	\$549,959
Engineering	\$205	\$410	\$1,333	\$4,367	\$7,391	\$8,410	\$9,028	\$9,118	\$40,264
Recreation/Athletics	\$665	\$1,330	\$3,324	\$7,812	\$13,230	\$15,557	\$16,854	\$16,854	\$75,625
Non-Departmental	\$274	\$549	\$1,783	\$5,839	\$9,883	\$11,246	\$12,072	\$12,192	\$53,838
Total	\$10,588	\$21,177	\$67,827	\$219,096	\$370,825	\$422,459	\$453,650	\$457,992	\$2,023,615
NET FISCAL IMPACT	-\$2,377	-\$4,754	\$37,938	\$60,864	\$42,060	\$53,881	\$62,418	\$64,147	\$314,177

* All impacts are reflected in year 2012 dollars

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Operating Fiscal Impacts (2015 - 2022)
General Fund Revenue & Expenditure Impacts
Parkway East Development Program - WMS Stantec Alternative B

<u>Revenue Impact</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2015-22</u>
Ad Valorem Taxes	\$4,248	\$8,496	\$30,444	\$79,252	\$149,760	\$185,160	\$220,471	\$242,508	\$920,338
Local Option, Use, and Fuel Taxes	\$138	\$277	\$692	\$2,192	\$4,042	\$4,613	\$5,158	\$5,495	\$22,608
Communications Services Taxes	\$1,154	\$2,309	\$5,772	\$18,291	\$33,726	\$38,488	\$43,034	\$45,848	\$188,622
Local Business Tax	\$160	\$319	\$798	\$2,528	\$4,661	\$5,319	\$5,947	\$6,336	\$26,068
Permits, Fees, and Special Assessments	\$291	\$582	\$1,454	\$4,607	\$8,495	\$9,695	\$10,840	\$11,548	\$47,511
Intergovernmental Revenue	\$819	\$1,639	\$4,097	\$12,982	\$23,935	\$27,315	\$30,541	\$32,538	\$133,866
Charges for Services	\$1,044	\$2,088	\$5,219	\$16,539	\$30,495	\$34,801	\$38,911	\$41,456	\$170,553
Judgments, Fines, & Forfeitures	\$209	\$418	\$1,045	\$3,311	\$6,104	\$6,966	\$7,789	\$8,298	\$34,140
Interest and Other Earnings	\$139	\$279	\$697	\$2,208	\$4,072	\$4,647	\$5,196	\$5,535	\$22,773
Miscellaneous Revenues	\$9	\$17	\$43	\$135	\$248	\$284	\$317	\$338	\$1,389
Total	\$8,211	\$16,423	\$50,261	\$142,045	\$265,538	\$317,287	\$368,204	\$399,901	\$1,567,868
<u>Expenditure Impact</u>									
City Council	\$39	\$77	\$193	\$613	\$1,130	\$1,289	\$1,442	\$1,536	\$6,319
City Manager	\$147	\$293	\$733	\$2,322	\$4,280	\$4,885	\$5,462	\$5,819	\$23,940
Community Relations	\$86	\$173	\$432	\$1,370	\$2,527	\$2,883	\$3,224	\$3,435	\$14,131
Purchasing/Contracts Management	\$120	\$241	\$602	\$1,906	\$3,514	\$4,011	\$4,484	\$4,778	\$19,655
Economic Development	\$127	\$254	\$635	\$2,012	\$3,710	\$4,234	\$4,734	\$5,044	\$20,751
City Clerk	\$59	\$119	\$297	\$942	\$1,736	\$1,982	\$2,216	\$2,361	\$9,712
Human Resources	\$119	\$238	\$594	\$1,883	\$3,471	\$3,961	\$4,429	\$4,719	\$19,414
Law Enforcement	\$1,053	\$2,106	\$5,264	\$16,681	\$30,756	\$35,099	\$39,244	\$41,811	\$172,013
City Attorney	\$155	\$310	\$776	\$2,459	\$4,534	\$5,174	\$5,785	\$6,163	\$25,357
Financial Services	\$308	\$615	\$1,539	\$4,876	\$8,990	\$10,259	\$11,471	\$12,221	\$50,278
Community Development	\$1,457	\$2,914	\$7,284	\$23,083	\$42,559	\$48,569	\$54,305	\$57,857	\$238,028
Fire	\$2,973	\$5,945	\$14,863	\$47,097	\$86,837	\$99,099	\$110,804	\$118,050	\$485,669
Public Works	\$2,802	\$5,603	\$14,008	\$44,388	\$81,842	\$93,399	\$104,431	\$111,260	\$457,733
Engineering	\$205	\$410	\$1,026	\$3,250	\$5,992	\$6,838	\$7,646	\$8,146	\$33,512
Recreation/Athletics	\$665	\$1,330	\$3,324	\$7,396	\$12,732	\$15,059	\$17,385	\$18,715	\$76,606
Non-Departmental	\$274	\$549	\$1,371	\$4,345	\$8,012	\$9,143	\$10,223	\$10,892	\$44,809
Total	\$10,588	\$21,177	\$52,942	\$164,622	\$302,623	\$345,884	\$387,285	\$412,804	\$1,697,925
NET FISCAL IMPACT	-\$2,377	-\$4,754	-\$2,681	-\$22,577	-\$37,085	-\$28,598	-\$19,082	-\$12,903	-\$130,057

* All impacts are reflected in year 2012 dollars

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Concept B, the less intense development scenario, is projected to generate \$1,567,868 in general fund revenues and \$1,697,925 in expenditures from 2015 to 2022. This alternative is therefore projected to create a net fiscal deficit of \$130,057 for the City of Palm Coast over this 8 year horizon. From year 2022 forward, the annual fiscal deficit created by Concept B is forecasted to be \$12,903.

7.8 CRA-TIF Revenue Projections for Parkway East Concept Alternatives

The following table presents a comparative forecast of 2015-2033 (20-year) tax increment revenues for the City of Palm Coast, generated by Parcel A, for alternative development concepts A (300 units) and B (250 units). The full development programs of both scenario alternatives were used in the projection of TIF revenues.

Parkway East
Tax Increment Revenue Projections 2015-2034

Year	Taxable Value		TIF Revenue	
	Scenario A	Scenario A	Scenario B	Scenario B
2015	\$0	\$0	\$0	\$0
2016	\$0	\$0	\$0	\$0
2017	\$0	\$0	\$0	\$0
2018	\$4,242,781	\$16,929	\$3,535,651	\$14,107
2019	\$8,697,701	\$34,704	\$7,248,084	\$28,920
2020	\$8,915,143	\$35,571	\$7,429,286	\$29,643
2021	\$9,138,022	\$36,461	\$7,615,018	\$30,384
2022	\$9,366,472	\$37,372	\$7,805,394	\$31,144
2023	\$9,600,634	\$38,307	\$8,000,528	\$31,922
2024	\$9,840,650	\$39,264	\$8,200,542	\$32,720
2025	\$10,086,666	\$40,246	\$8,405,555	\$33,538
2026	\$10,338,833	\$41,252	\$8,615,694	\$34,377
2027	\$10,597,304	\$42,283	\$8,831,086	\$35,236
2028	\$10,862,236	\$43,340	\$9,051,864	\$36,117
2029	\$11,133,792	\$44,424	\$9,278,160	\$37,020
2030	\$11,412,137	\$45,534	\$9,510,114	\$37,945
2031	\$11,697,440	\$46,673	\$9,747,867	\$38,894
2032	\$11,989,876	\$47,840	\$9,991,564	\$39,866
2033	\$12,289,623	\$49,036	\$10,241,353	\$40,863
2034	\$12,596,864	\$50,261	\$10,497,387	\$41,885
Totals 2015-2034:		\$689,497	\$574,581	

For the TIF analysis, development program and baseline value assumptions remained unchanged from those used in the fiscal impact analysis. However, in the TIF revenue scenario, development taxable values were applied to an ad valorem millage of 3.9900, which represents both the general fund (3.5400) *and* stormwater management (0.4500) levies. Also, property values in the TIF assessment were inflated at an average annual rate of 2.5 percent. This differs from the fiscal impact assessment, where annual value estimates were all deflated to constant 2012 dollars.

For Concept A, \$689,497 in tax increment revenue is forecasted for the 20-year period of 2015-2034. For Concept B, the tax increment revenue projection totals \$574,581 over the same 20-year horizon. Again, these projections only consider development within Parcel A.

7.9 Other Potential Community Development Revenue Sources

In addition to tax increment revenues, the City of Palm Coast has the opportunity to apply for state and federal grants, specifically targeted for economic, community facilities, and recreation development. Major programs include:

- *Community Development Block Grant (CDBG) Entitlement Communities Grant Program* - Administered by the U.S. Department of Housing and Urban Development (HUD), this program awards funds to qualified jurisdictions for the following activities:
 - acquisition of real property;
 - relocation and demolition;
 - rehabilitation of residential and non-residential structures;
 - construction of public facilities and improvements, such as water and sewer facilities, streets, neighborhood centers, and the conversion of school buildings for eligible purposes;
 - public services, within certain limits;
 - activities relating to energy conservation and renewable energy resources; and
 - provision of assistance to profit-motivated businesses to carry out economic development and job creation/retention activities.

To receive its annual CDBG entitlement grant, a grantee must develop and submit to HUD its [*Consolidated Plan*](#), which is a jurisdiction's comprehensive planning document and application for funding. HUD will consider the Consolidated Plan submission for approval, unless the Plan (or a portion of it) is inconsistent with the purposes of the National Affordable Housing Act or is substantially incomplete. For FY 2011-2012, a total of \$3,785,996 in revenue is budgeted in the City's CBDG Fund. These are mainly NSP funds dedicated to address foreclosures. About \$750,000 is from small cities program to address owner-occupied home repair.

- *Florida Recreation Development Assistance Grant Program* - Administered by the Florida Department of Environmental Protection (DEP), this program provides grants for acquisition or development of land for public outdoor recreation use, or to construct or renovate recreational trails. All municipal and county governments with the legal responsibility to provide outdoor public recreation are eligible to apply. The maximum grant award is \$200,000. There is a 50% local matching requirement for projects over \$150,000.
- *Florida Recreational Trails Program* - Administered by the Florida Department of Environmental Protection (DEP) in coordination with the U.S. Department of Transportation, this program provides grants for the development of recreational trails, trailheads and trailside facilities. All municipal and county governments are eligible to apply. The maximum grant award is \$200,000 for non-motorized and mixed-use projects, and \$800,000 for motorized projects. Local matching requirements range from 80%/20% to 50%/50%, depending upon the total project value.
- *Land and Water Conservation Fund (LWCF) Grants* - Administered by the United States Department of the Interior (through the National Parks Service), the LWCF program provides matching grants to state and local governments for the acquisition and development of public outdoor recreation areas and facilities, as well as funding for shared federal land acquisition and conservation strategies. Only states may directly apply to NPS for LWCF assistance. However, the state government may make funds available to local governments for proposed and sponsored project. Local matching requirements vary, depending upon the nature of the project.
- *Public - Private Partnerships* – Administered by any local government entity this describes a program by which public agencies and private business ventures form a contractual partnership to fund and/or operate a public service or project. This type of revenue funding technique includes financial, technical, and operational risks that are mutually agreed upon by both parties in exchange for transfer of assets, revenue subsidies, or other considerations. Typically, a private sector consortium forms a special purpose vehicle whose sole purpose of existence is the identified project or service. Contracts that guarantee real estate transfer, cash flows, or other tangible assets are candidates for project financing that ultimately permits the private sector delivery of the project.