

March 17, 2025 CRA Board Meeting

MONDAY, MARCH 17, 2025

5:30 PM

- 1. CALL TO ORDER**
- 2. ROLL CALL/PLEDGE OF ALLEGIANCE**
- 3. AGENDA APPROVAL** - (Matters not specifically listed on the agenda may be added and acted upon with a super-majority vote of the Council members present and eligible to vote on the matter)
- 4. PUBLIC COMMENTS**
- 5. NEW BUSINESS**
 - A. Draft Harbor CRA Master Plan**
 - B. Draft Town Center Master Plan**
 - C. FY 2024 Annual Audit and Financial Statements
 - D. Proposed Legislation/HB991/SB1242 CRAs**
- 6. PUBLIC COMMENTS** (Comments from the public on any matters considered at the meeting, or on any matters not on the agenda)

If a person decides to appeal any decision made by the City Council, committee, board, panel, or agency with respect to any matter considered at such meeting or hearing, he or she will need a record of the proceedings, and that, for such purpose, he or she will may need to ensure that a record of the verbatim record of the proceedings is made, which record includes the testimony and evidence upon the appeal is to be based. "Persons with disabilities who require assistance to participate in this meeting are requested to notify the City Clerk's Office 850.837.4242 at least 48 hours in advance".



**AGENDA
CRA BOARD MEETING
MONDAY, MARCH 17, 2025
5:30 PM
DESTIN CITY HALL ANNEX COUNCIL CHAMBERS**

TO: CRA Board

THRU: Larry Jones , City Manager
Kimberly Kopp, City Attorney

FROM: Steve O'Connor, Deputy Community Development Director

DATE: March 11, 2025

SUBJECT: Draft Harbor CRA Master Plan

I. BACKGROUND: At the September 19, 2022, City Council meeting, the Council approved the funding to update the Harbor and Town Center Community Redevelopment Areas Master Plans. Based on experience and existing knowledge of the City, 3TP Ventures, Inc. was selected and approved by the Council as the consultant to assist Staff and the CRA Committees in carrying out both updates.

II. DISCUSSION: The update of the CRA Master Plans consists of **Three Phases.**

1. PHASE 1: EXISTING CONDITIONS AND REGULATIONS - **COMPLETE**
2. PHASE 2: ANALYSIS AND PLAN UPDATE RECOMMENDATIONS - **COMPLETE**
3. PHASE 3: COMPILATION OF FINAL DRAFT - **COMPLETE**

Tonight's meeting is one of the last remaining steps to complete the adoption of the Harbor CRA Master Plan. The Final Draft presented is the culmination of the Harbor CRA Advisory

committee's, 3TP Ventures, LLC, and Staff's effort to update and provide the highest quality analysis, recommendations, and direction for the continued redevelopment of the Harbor area. Through open and continuing engagement, the plan was developed by listening to the Committee's, the public's, and other stakeholders' concerns and recommendations. The public engagement also included the Mobility Plan, as the two plans will complement each other to implement the objectives and priorities of, not just the Harbor CRA (HCRA), but the surrounding areas of the City as well.

The new plan clearly and concisely:

1. Identifies the existing conditions and deficiencies of the HCRA;
2. Explicitly calls out the priorities and projects; and
3. Provides a logical and legal foundation that will help shape decision-making now and in the future.

Tonight, the Board has three options:

- 1) provide feedback on any changes or suggestions, or
- 2) adopt the draft plan as is or
- 3) deny the plan

Staff will update and complete any substantive comments provided by the Board. Once the approved changes are completed, Staff will bring it back to the CRA Board for consideration.

Comprehensive Plan Compliance

If adopted, the Draft Master Plan will satisfy many objectives of the adopted Comprehensive Plan, specifically the Goals, Objectives, and Policies of Chapter 10—Economic Development. But its impact is not limited to just Chapter 10; it also helps develop and implement Chapter 4—Public Facilities and Chapter 7—*Recreation and Open Space*.

The Harbor CRA Advisory Committee recommended approval of the draft plan on November 13, 2024, with a vote of 4-0. The LPA reviewed the draft plan for compliance with the Comprehensive Plan on February 6, 2025, and passed with a vote of 6-0

A. Link to Strategic Goals / Objectives: II) Enhance Quality of Life

III) Economic Development and Revitalization

IV) Effective, efficient, and aesthetically pleasing infrastructure.

B. Effect on Budget (EOB): Budget for each update is committed to each project.

C. Level of Service (LOS): Improved quality of life, infrastructure, and mobility.

D. Legislative Sponsor:

E. Business Impact Statement:

III. CONCLUSION: This is the final step in adopting the Updated Harbor CRA Master Plan Final Draft. This is the Board's opportunity to affirm the draft plan or address any deficiencies in the provided updates. Staff will integrate any recommended changes into the draft before, or

if the Board approves the plan as is, it will be adopted.

IV. RECOMMENDED MOTION: I move the Community Redevelopment Agency Board approve the **Harbor CRA Master Plan Final Draft** as presented.

ALTERNATIVE MOTIONS:

I move the Community Redevelopment Agency Board approve the **Harbor CRA Master Plan Final Draft**, with modifications (insert modifications)

I move the Community Redevelopment Agency Board deny approval of the **Harbor CRA Master Plan Final Draft**.

Attachments:

1. Harbor CRA PlanDRAFT -
Reduced

Any person requiring a special accommodation at this hearing because of a disability or physical impairment should contact the City Clerk at (850) 837-4242 at least 48 hours prior to the hearing. If a person decides to appeal any decision made with respect to any matter considered at such meeting, such person will need a record of the proceeding and for such purpose may need to ensure that a verbatim record of the proceeding is made, which record includes the testimony and evidence upon which the appeal is to be based. (Sec. 286.0105, Florida Statutes)

DESTIN HARBOR CRA PLAN - DRAFT

July 2024



ACKNOWLEDGMENTS

CITY COUNCIL

Mayor Bobby Wagner
Councilman John Stephens
Councilman Torey Geile
Councilman Dewey Destin
Councilman Jim Bagby
Councilwoman Terésa Hebert
Councilman Johnny King
Councilman Kevin Schmidt

CITY STAFF

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Community Development Director
Steve O'Connor, Principal Planner
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HARBOR CRA ADVISORY COMMITTEE

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Mike Buckingham
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Casey Jones
Guy Tadlock
Ian Blaise

CONSULTING TEAM

3TP Ventures





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EXECUTIVE SUMMARY

The Harbor CRA Plan is the Community Redevelopment Plan for the Harbor district of the City. The Harbor district contains 397.3 acres of land which is primarily privately owned. The district includes several civic buildings, parks, the Zerbe-Calhoun Historic District and the Destin Harbor Boardwalk. This district is generally bounded by Choctawhatchee Bay on the west, Destin Harbor to the south, Beach Drive on the east and Azalea and Pine Streets on the north. The CRA Board originally adopted the Harbor CRA Plan in 2003, and this 2024 Plan Update is the first since the plan's adoption. The City's goals for the Harbor district are to provide better access, safety, and connectivity for locals and tourists alike to visit the Destin Harbor and support the businesses in the district.

The Harbor CRA Plan also fulfills the requirements of Florida Statutes 163.360 for CRA plans. As such, the intent of the Plan is to address "blight" and utilize property taxes collected within the district boundary for public improvements and redevelopment specifically within the district. All funds used for the CRA must support the implementation of public improvements and strategies within the adopted Plan for the CRA district. The required Finding of Necessity Report prepared when the CRA District was established identified several infrastructure issues, including an inadequate street layout and unsanitary or unsafe conditions, as contributing to the "blight" condition. These issues continue to hinder the City's goals for the Harbor district.

The 2024 Harbor CRA Plan Update focused on evaluating the existing condition of the Harbor CRA and reviewing the public projects that have been completed since 2003. The plan's update identifies three primary issues that the City faces in the Harbor district:

1. **Getting to the Harbor District** – Congestion on U.S. 98 for east-west traffic with few alternative routes, public parking space shortages.
2. **Getting Across Harbor Boulevard/U.S. 98** – Insufficient safe and convenient routes across U.S. Highway 98 for pedestrians and non-vehicular modes of transportation.
3. **Getting to the Harbor Boardwalk** – Public access to the Harbor Boardwalk is difficult to locate and largely unmarked.

To strengthen the connection between the north side of Harbor Boulevard where many of the Harbor support facilities, such as parking, are located, and the Destin Harbor, the 2024 Plan update identifies near-term (0-2 years), mid-term (2-5 years) and long-term (5+ years) strategies for the CRA Board to pursue. These





strategies vary from beautification and wayfinding enhancements to the construction of a parking garage in the Harbor district.

The Harbor CRA Advisory Committee (HCRAAC) identified eight key projects in the Harbor CRA district in the next 20 years. The HCRAAC then reviewed and ranked the key projects in terms of priority as well as funding contribution. The top priority is the design and construction of a parking garage in the location of the current Marler public parking lot. This property is strategically located on the north side of Harbor Boulevard, about 0.2 miles from the newly completed Captain Royal Melvin Heritage Park on the Harbor, and near the heart of commercial activity in the Harbor district.

The second ranked project is the completion of the Cross Town Connector, a new east-west collector roadway north of Harbor Boulevard. This will provide a much-needed alternate east-west route through the City to help alleviate congestion on U.S. Highway 98 (Harbor Blvd.).

The third ranked project is the land acquisition and design related to Phase II of the Harbor Boardwalk. This segment of boardwalk is proposed to continue west around the point of Destin, north up to Clement Taylor Park. The City recently acquired the waterfront property located at 1 Calhoun Avenue, which will serve as a gateway into the Harbor district given its location at the western point of the City. It's important to note that while all of the key projects are important, they may be implemented using a variety of funding mechanisms rather than just CRA revenue, such as a future mobility fee.

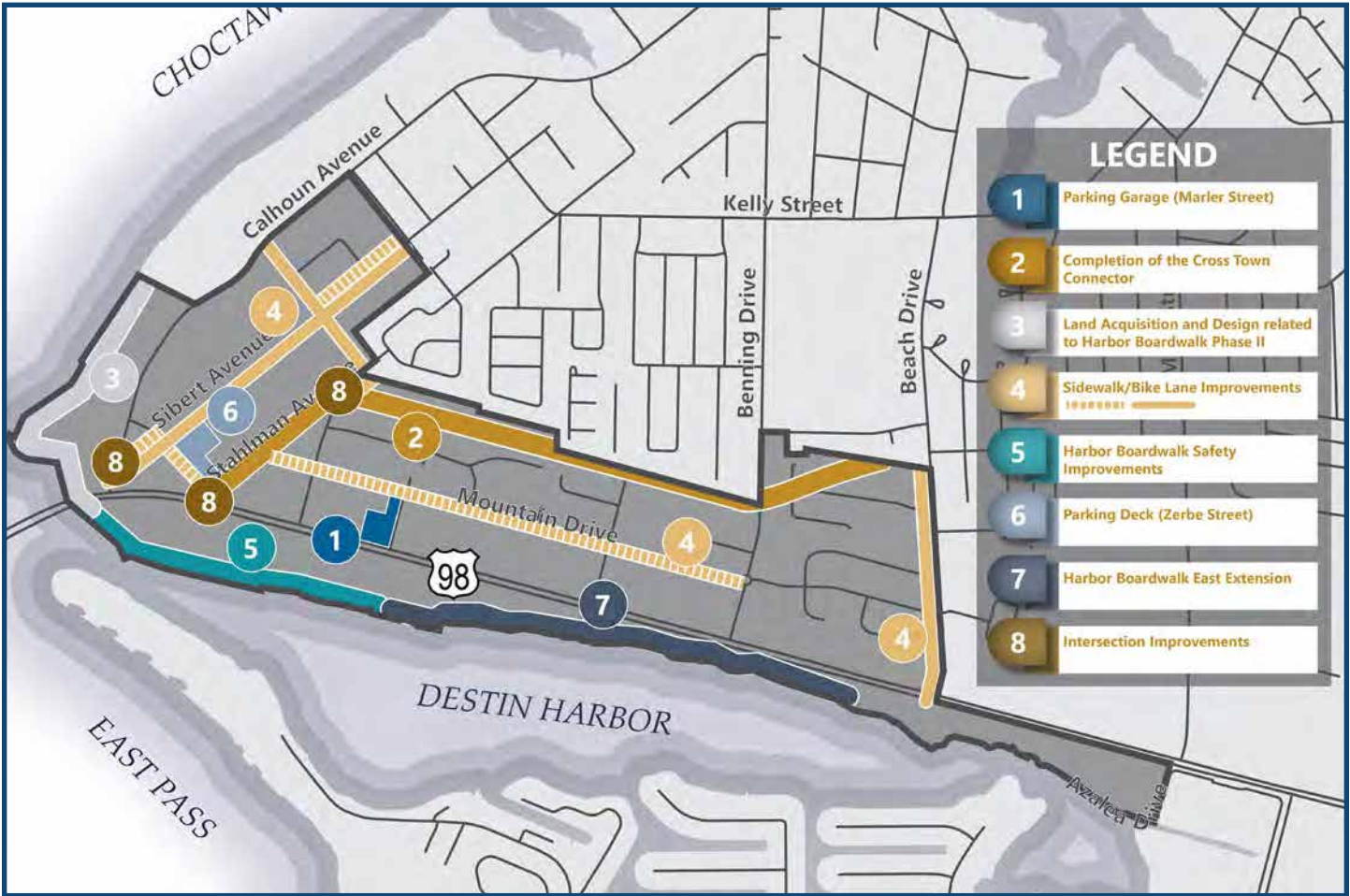


Figure 1 - Projects for Harbor CRA

The following pages present the Harbor CRA Plan through four primary sections. The first section provides an analysis of the existing conditions of the district for land use, transportation, parking, and stormwater management. The second section includes a discussion of the overarching issues and goals for the Harbor District. The third section provides a detailed list of key projects, their recommended prioritization, and planning-level cost estimates. The last section includes details related to the implementation of the Plan and a detailed breakdown of the finances of the CRA, including encumbered and forecasted revenue through the duration of the Harbor CRA, which is set to expire in 2043.



INTRODUCTION

BACKGROUND

The City in 2003 identified the Harbor district as a redevelopment area in Destin. The Harbor district at that time was envisioned as the principal tourist and business corridor within the City. That vision has become reality, and the district continues to be viewed that way today. Throughout the revitalization process, which began when the Harbor CRA district was established, the City and community have shown their commitment to addressing and/or mitigating the constraints or conditions associated with site and/or structure deterioration, economic decline, inadequate street layout, harbor and bay access, transportation and parking facilities, functional deterioration or obsolescence and other conditions of “blight” as described in the Harbor Finding of Necessity Report. The 2024 Plan update entailed an evaluation of the existing plan; physical conditions of the district; and a refresh of the goals, projects and strategies needed to maintain this vision of the Harbor.

The City’s approach to the Harbor CRA Plan update is to focus on a foundation of public engagement and current data. Based on that information, the Harbor CRA Advisory Committee identified public projects and initiatives which would then help foster the goals for the Harbor district, while simultaneously encouraging participation from the private sector. These projects and initiatives may be funded through tax increment revenues derived from the Harbor district, other City-revenue sources such as a future

mobility fee, public-private partnerships, as well as State and Federal funding opportunities, which are explained further in the Implementation and Financial Plans.

While the original vision of the Harbor becoming the economic center of the City has been realized since the CRA district’s establishment, the increase in development and commercial activity over the last 21 years welcomes new challenges related to the Harbor district. The Harbor CRA Advisory Committee updated their original vision with new direction for investment in the Harbor CRA district. All new investments in the district with CRA dollars should support one of the following goals: getting to and traveling within the Harbor district, getting safely across U.S. Highway 98, and getting down to the Harbor Boardwalk.

The 2024 Plan update focuses on the existing conditions of the Harbor district and updated public improvement projects designed to implement the three new goals mentioned above. For the plan to adequately address the needs of the district, the issues of vehicular, non-vehicular and pedestrian transportation, parking, and waterfront accessibility are explored further throughout this document.

FINDING OF NECESSITY OVERVIEW

The Finding of Necessity Report dated May 23, 2003 studied the physical, economic and regulatory conditions of the Harbor district for potential causes of “blight” which would demonstrate the need for a Community Redevelopment Area to be established. If conditions of blight were found to be present, that would allow the City to utilize tax increment financing to fund projects that specifically are aimed at eradicating the blight described in the Finding of Necessity Report.

At the time of this report, a two-step process was used to determine if blight was present. First, the study area must contain “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.” The report confirmed that a large portion of commercial buildings were “functionally deteriorated, rendered obsolete by the constraints of site, structure placement, access, residential platting adapted to commercial use, and insufficient parking.” Due to those conditions observed on commercial properties, the first criterion of establishing blight was met.

The second step required that two or more of the fourteen factors which contribute to blight listed in the Florida Statutes be present in the study area. After an analysis of the district, six of the fourteen factors were found to be present in the Harbor area. The following list includes the factors found to contribute to blight in the Harbor CRA district, and a brief explanation for each one.

1. **Predominance of defective or inadequate street layout.** At the time of this study, the primary concerns related to this subject were lack of internal street connections to redirect traffic off of U.S. Hwy 98, localized ponding within certain local roadways, absence of continuous sidewalks, queuing onto U.S. Hwy 98 due to insufficient parking on private properties, vehicular stacking at intersections along U.S. Hwy 98.
2. **Faulty layout in relation to size, adequacy, accessibility and usefulness.** Commercial lots in the Harbor were found to be inadequate specifically in relation to their size. Due to the dimensional restrictions of the lots, an excessive number of access points along major roadways in the Harbor area was required. Additionally, the size of the lots put limitations on the on-site amenities required for development, such as parking, and landscaping. Finally, there were a significant number of properties observed south of Harbor Blvd and west of Calhoun Avenue that did not have access to the Destin Harbor or Choctawhatchee Bay, and therefore also properties that did not have access to the main roadways.

3. **Unsanitary or unsafe conditions.** The two primary contributors to this factor were found to be insufficient sidewalks throughout the Harbor area, and lack of connectivity between subareas of the Harbor, which forces traffic onto the major roadways to travel locally.
4. **Deterioration off site or other improvements.** The combination of lack of sidewalks and pedestrian oriented amenities, perceived traffic stacking, lack of adequate public parking, and insufficient stormwater improvements, has resulted in a deterioration of public infrastructure and sustainability. Additionally, many of the existing commercial improvements are functionally deteriorated, specifically parking and access points.
5. **Inadequate and outdated building patterns.** The following deficiencies demonstrate the inadequate and outdated building patterns in the Harbor at the time of the study: planned intensity relative to the size and adequacy of platted lots, absence or deterioration of infrastructure, poor connectivity among neighborhoods prompting the use of regional arterials for local travel, no sidewalks, no designated public spaces, unrestricted and divided ingress and egress among numerous commercial properties, commercial intrusion into residential areas stemming from inadequate lot depth, poor design controls, and the absence of transitional zones that preclude opportunities to insert buffering, and no view corridors.
6. **Diversity of Ownership.** The study identified the district's diverse ownership as one of its most pressing problems. Due to the quantity of different owners, the non-resident status for a large portion of owners, and patterns of small lots, it will be a challenge for future developers or investors to acquire sufficient property in the Harbor to change the established development patterns and use.

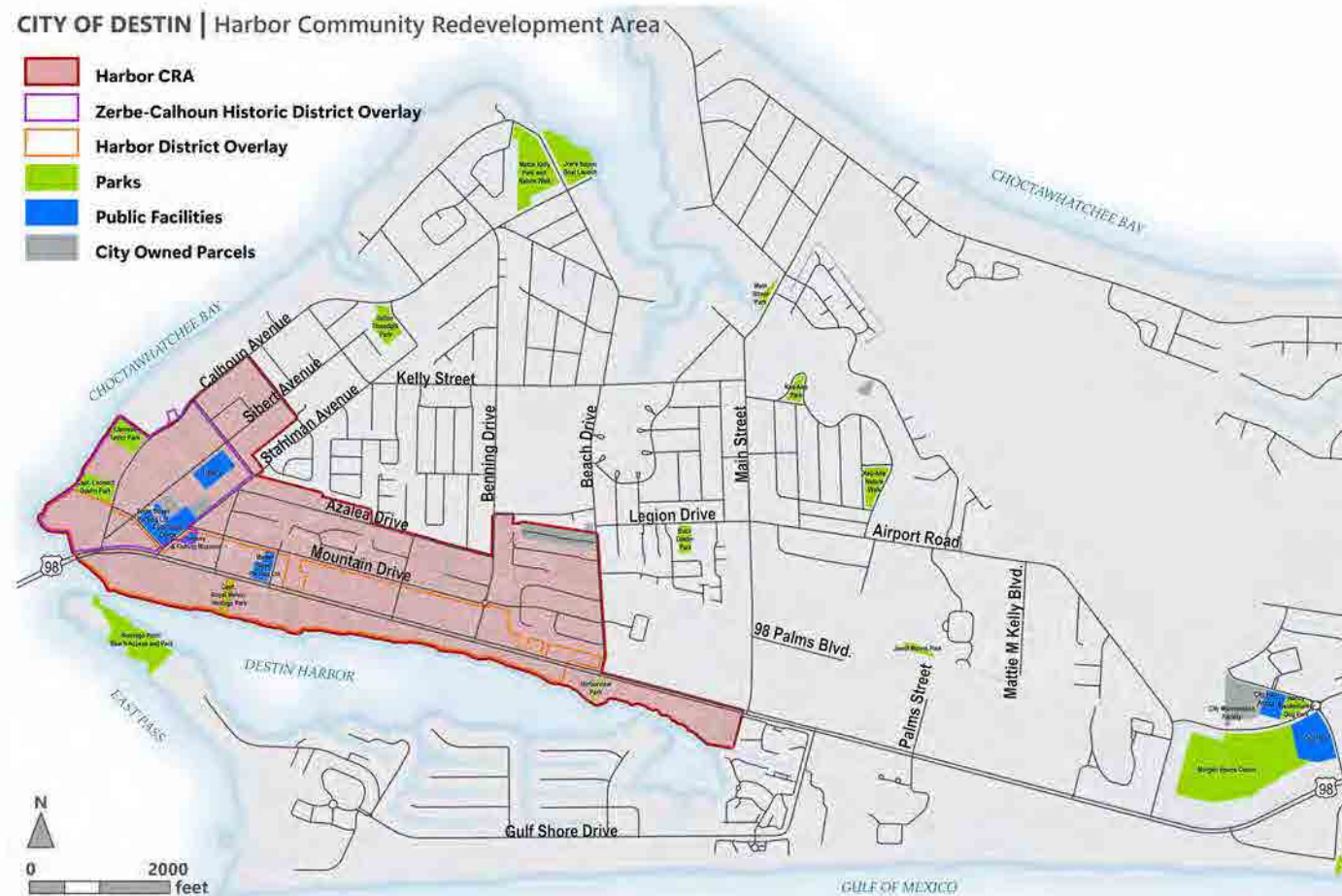


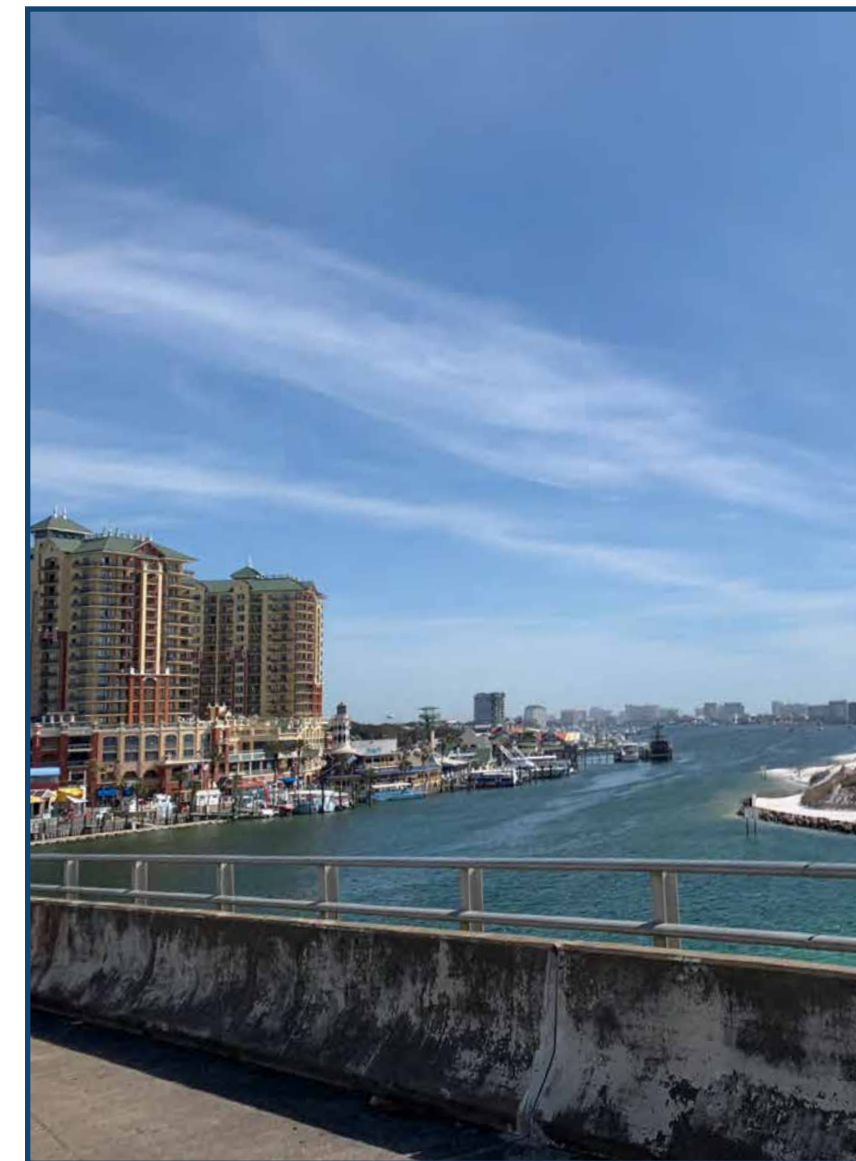
Figure 2 - Boundary Map of Harbor CRA

INTENT OF THE COMMUNITY REDEVELOPMENT PLAN

The intent of this Plan update is to serve as a framework for guiding development and redevelopment of the Harbor Community Redevelopment Area through the lifetime of the CRA, which expires in 2043. This Plan identifies redevelopment objectives, programs, and capital projects to be undertaken to reverse blighting trends within the Harbor Redevelopment Area. This Plan addresses financing and implementation strategies as well as management and administration opportunities. These strategies will continue to be refined as they are implemented. While based on the most accurate data available, the various strategies and costs identified in this Plan update will require additional review and action by the CRA Board as specific projects are initiated, refined, and implemented.

The Plan's focus is mitigation or correction of various transportation, parking, waterfront access and safety issues documented in the Harbor Finding of Necessity Report.

The Harbor Community Redevelopment Plan describes objectives, initiatives, and a financial plan to mitigate or correct blight factors and concludes with a demonstration of how this Plan is consistent and complementary with the City of Destin's Comprehensive Plan and other studies done for the Harbor District.



DISTRICT EXISTING CONDITIONS ANALYSIS

LAND USE

The Harbor CRA contains 397.3 acres of land, most of which is privately owned except for public right of way, city-owned parcels, and parks. The district also includes the Zerbe-Calhoun Historic District, which is north of U.S. 98 and west of Stahlman Avenue. This district is home to several civic buildings and parks including Clement Taylor Park, Captain Leonard Destin Park, Destin Community Center, and Destin Library. Land uses are primarily commercial in nature along U.S. 98 and the Harbor. The highest intensity land uses are concentrated along the Harbor and U.S. 98. The intensity of development tapers moving northward from U.S. 98. Lower density residential uses become more common along and north of Azalea Drive and within the Zerbe-Calhoun Historic District on the west side of the Harbor CRA.

Table 1 below shows the number of acres by land use type in the Harbor CRA. This is based on the future land use for each parcel as of January of 2023. Some parcels are vacant or undeveloped despite being designated for a specific use. There are about 31 undeveloped acres within the CRA and the average vacant parcel size is 0.36 acres.

Table 1 - Land Uses in the Harbor CRA District

Land Use	Acres	Percent
Residential - Low Density	48.0	12%
Residential - Medium Density	31.0	8%
Residential - High Density	11.6	3%
Mixed Use	148.4	37%
Commercial	41.2	10%
Industrial	0.0	0%
Residential, Office, and Institutional	12.3	3%
Institutional	23.0	6%
Recreational	7.9	2%
Public Right-of-Way	73.9	19%
Total	397.3	100%

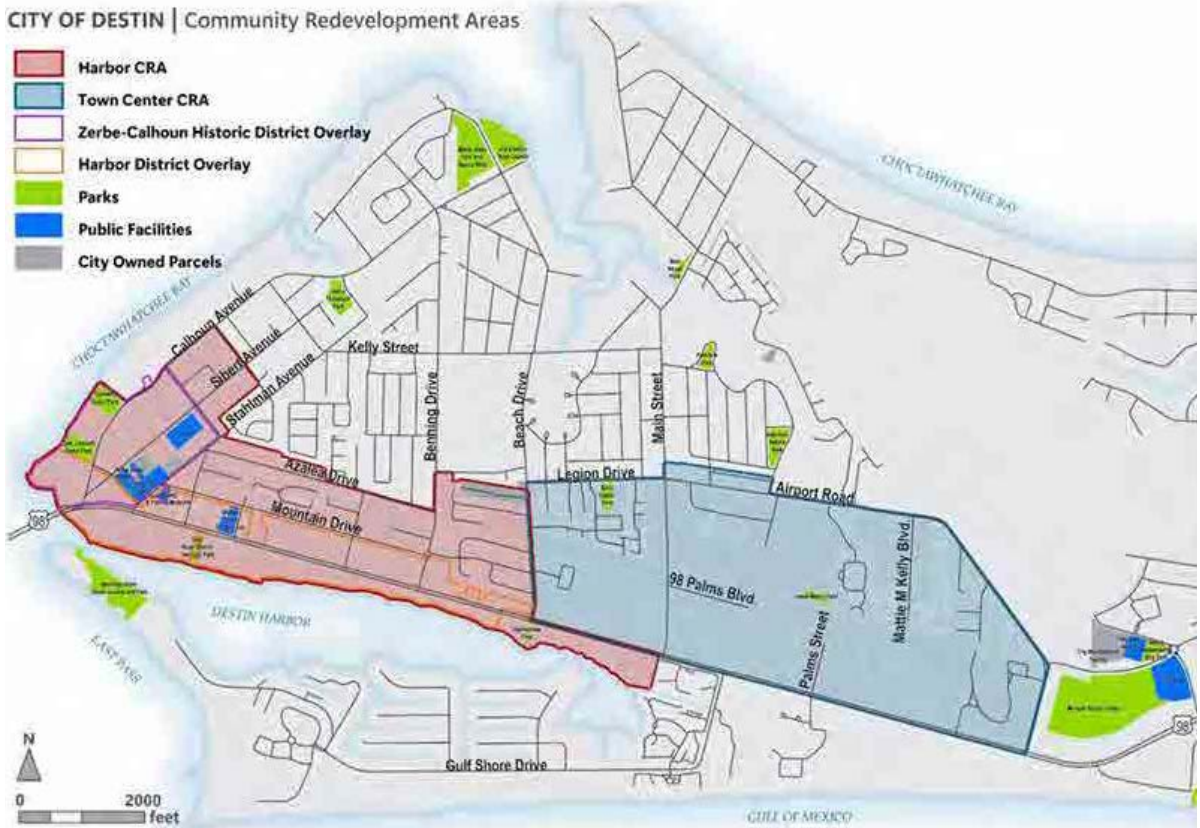


Figure 3 - CRA District Boundaries

The Future Land Use Map and table below provides more detail on where these uses are allowed within the Harbor CRA and what each designation’s limitations are for density, height, floor area ratio, and open space.



Figure 4 - Future Land Use Map for the Harbor CRA as of March 2022

Table 2 - Land Uses Limitations in the Harbor CRA District

Land Use	Acre-age	Use Type	Max. Density (units/acre)	Max. Height	Max. Nonresidential Floor Area Ratio	Min. Open Space (%)
Bay Estates	6.23	Single-Family Residential	2.90	35'/3 stories	N/A	25
Low Density Residential	41.80	Single-Family Residential	5.81	35'/3 stories	N/A	25
Medium Density Residential	31.02	Single-Family Residential	5.81	35'/3 stories	N/A	25
		Multi-Family Residential	9.90	35'/3 stories	N/A	
High Density Residential	11.64	Single-Family Residential	9.90	30'/3 stories	N/A	30
		Multi-Family Residential	16.90	50'/4 stories	N/A	25
Residential, Office, Institutional	12.34	Single-Family Residential	9.90	35'/3 stories	N/A	25
		Multi-Family Residential	12.00	50'/4 stories	N/A	
		All other permitted nonresidential uses	N/A	35'/3 stories	0.5	
Institutional	23.00	Institutional uses permitted	N/A	35'/3 stories	0.5	25
Calhoun Mixed Use	5.93	Single-Family Residential	6.00	35'/3 stories	N/A	25
		Multi-Family Residential	12.00	50'/4 stories	N/A	
		All other permitted nonresidential uses	N/A	50'/4 stories	0.5	
Calhoun Mixed Use - Village	17.76	Single-Family Residential	9.00	35'/3 stories	N/A	25
		Multi-Family Residential	12.00	50'/4 stories	N/A	
		All other permitted nonresidential uses	N/A	50'/4 stories	0.5	
North Harbor Mixed Use	56.91	Single-Family Residential	9.00	35'/3 stories	N/A	25
		Multi-Family Residential	24.00	50'/4 stories	N/A	
		All other permitted nonresidential uses	N/A	75'/6 stories	1.5	
South Harbor Mixed Use	67.74	Single-Family Residential	9.00	30'/3 stories	N/A	25
		Multi-Family Residential	24.00	50'/4 stories	N/A	
		All other permitted nonresidential uses	N/A	75'/6 stories	1.5	
Recreation	7.86	Recreation Uses	N/A	35'/3 stories	0.2	25
Commercial Trades and Services	41.22	Nonresidential except for custodian or night-watchman residence	1.00 per development	35'/3 stories	1.30	25



TRANSPORTATION

The HarborCRA district has a fairly well-connected street network, which is good for all modes of travel. However, there are some key gaps, particularly in the pedestrian and bicycle network, and a few strategic connections would provide for better east-west connectivity, which could help alleviate congestion on U.S. 98. This section summarizes the key issues, pulling from information the City collected and analyzed during the development of a Mobility Plan in 2023 and 2024.

Among the key transportation issues within the Harbor CRA district are missing sidewalks and bicycle facilities. Figure 5 below depicts missing sidewalk segments within the Harbor CRA district on Azalea Drive, Mountain Drive, Calhoun Avenue, Sibert Avenue, Stahlman Avenue, and Benning Drive. Collector streets with bicycle facility gaps include Stahlman Avenue, Sibert Avenue, and Azalea Drive. Correcting these deficiencies is a focus of the City’s Mobility Plan and are also important for addressing the original “blight” condition of inadequate street layout and unsafe conditions, both of which contributed to the finding of necessity for the CRA district.

Vehicular congestion is another significant issue, which is also connected to defective or inadequate street layout. The 2003 Harbor Community Redevelopment Plan stated that “the absence of satisfactory internal connections forces local traffic onto US 98, which adds unnecessary and potentially dangerous trips to this arterial road.” While FDOT and the City have made transportation improvements to address this issue, the layout of streets pushes much of the vehicular traffic onto U.S. 98. The Crosstown Connector project, which is a priority of the City, would create a more seamless and consistent connection among Azalea Drive, Legion Drive, and Airport Road to create a viable alternative to U.S. 98 for east-west trips.

KEY ISSUES

- Missing sidewalk segments on Azalea Dr, Mountain Dr, Calhoun Ave, Sibert Ave, Stahlman Ave, and Benning Dr
- Missing bicycle facilities on Stahlman Ave, Sibert Ave, and Azalea Dr
- Vehicular congestion



Figure 5 - Bicycle and Pedestrian Facilities Gap

The table below lists traffic volumes for the PM peak hour and recent changes to volumes for arterial and collector roadways within the Harbor CRA district.

Table 3 - Traffic volumes for arterial and collector roadways

Roadway	From	To	2021	2017	% Change
U.S. 98	Marler Bridge	Stahlman Ave	3,282	3,075	7%
	Stahlman Ave	Benning Dr	2,909	2,505	16%
	Benning Dr	Beach Dr	3,255	2,815	16%
	Beach Dr	Main St	3,279	2,841	15%
Azalea Drive	Stahlman Ave	Benning Dr	587	524	12%
Benning Drive	U.S. 98	Kelly St	398	269	48%
Calhoun Avenue	U.S. 98	Kelly St	501	351	43%
Legion Drive	Benning Dr	Beach Dr	609	509	20%
	Beach Dr	Main St	1,098	1,226	-10%
Mountain Drive	Stahlman Ave	Benning Dr	592	536	10%
	Benning Dr	Beach Dr	466	633	-26%
Sibert Avenue	Calhoun Ave	Kelly St	580	324	79%
Stahlman Avenue	U.S. 98	Kelly St	762	714	7%

Level of service is a quantitative measure of how well vehicle traffic flows on a roadway segment. The LOS describes roadways using a letter from A to F to describe performance, with A indicating the best performance and F the worst. It is important to note that the A to F letters do not necessarily indicate desired performance. A LOS of A is often not feasible, cost effective, or even desirable given other competing transportation or societal goals. As FDOT states in its Quality/Level of Service Handbook, “transportation professionals widely consider LOS D for the automobile mode an acceptable condition, and this threshold is often used as a design condition in urbanized areas.” Therefore, LOS D is the standard for performance of the state-maintained U.S. 98/Harbor Boulevard.

The vehicular level of service for an arterial roadway segment is based on the volume-to-capacity (v/c) ratio. The v/c ratios for 2011, 2016, and 2021 on Destin’s only arterial roadway (U.S. 98) are shown in the table below. These tables are color coded to show how each segment has performed over time. A v/c ratio under 1.0 indicates this segment is meeting the LOS D standard. A v/c ratio of more than 1.0 indicates the segment is not meeting this standard. Green is meeting the standards, yellow is near the standard limit, and red is failing (does not meet the standards).

Table 4 - Level of Service for US Hwy 98

US 98 Segments - Volume to Capacity	LOS	2021	2016	2011
US Hwy 98 between Marler Bridge and Stahlman Avenue	E	1.03	0.92	0.91
US Hwy 98 between Stahlman Avenue and Benning Drive	D	0.97	0.88	1.00
US Hwy 98 between Benning Drive and Beach Drive	E	1.00	0.93	1.05
US Hwy 98 between Beach Drive and Main Street	E	1.01	0.95	1.03

None of the City’s collector roadways fall beneath the LOS D standard, as shown in the map below.



Figure 6 - Level of Service for Arterial and Collector Roadways

¹ Florida DOT 2020 Quality/Level of Service Handbook.

While vehicular LOS is an important measure of each street's congestion, Destin's streets do much more than move vehicles. They are an important part of the public realm and it is vital that they are safe and inviting for all users. Streets within the Harbor CRA are also evaluated against LOS standards for pedestrian, bike, and transit modes. New development within designated multimodal transportation districts (MMTDs) are required to contribute towards achieving the adopted multimodal level of service (MMLOS) standards for collector roadways, which is LOS C for both bicycle and pedestrian modes. The Harbor CRA is within an MMTD, so this standard applies for its collector roadways.

PARKING

Parking is needed to support Destin's economy. Tourists and people that travel to Destin for work each day depend on parking. However, parking also brings negative effects that the City should work to minimize. Large expanses of pavement contribute to stormwater runoff and flooding, and dedicating extensive land to surface parking reduces land that could otherwise be used for shops, restaurants, parks and open space, or other compatible uses for the area that make Destin a desirable place. Parking should be provided efficiently so that it does not degrade the quality of place and quality of life that people in Destin value. This section outlines key parking issues and solutions.

The City in 2016 studied the supply and demand for parking spaces in the Harbor CRA district. This study yielded an inventory of spaces – private and public – within the district and found there were 5,959 parking spaces with 2,846 spaces (48 percent) located on the north side of Harbor Boulevard and 3,113 spaces (52 percent) located on the south side. There were 722 parking spaces (13 percent) serving residential uses and 5,187 parking spaces serving non-residential land uses (87 percent) at the time. The majority, 94 percent, of the parking spaces were within privately owned lots.

The study compared the supply of parking with parking demand, which was estimated using existing land use data and the parking requirements outlined in the City of Destin Land Development Code (LDC). This analysis found a significant surplus of parking north of U.S. 98, but a shortage of non-residential parking south of U.S. 98 of up to 420 spaces. While the destinations on the south side of U.S. 98, such as the Harbor Boardwalk, are close to parking on the north side, the width of U.S. 98 and speed of vehicles traveling along the highway make it challenging for people to cross on foot or any other non-vehicular mode of travel.

There are four designated pedestrian crosswalks along U.S. 98 in the Harbor District that serve to help pedestrians travel from parking lots to destinations on the south side of the road. These are located at Melvin Street, the Marler Street Parking Lot, Palmetto Street, and Stahlman Avenue. However, the wait time to cross at these locations can be long, which hinders the City's efforts to encourage people to park on the north side of U.S. 98 and walk to final destinations. Among the strategies identified by the City in 2017 for addressing the parking supply and spatial mismatch issues were the following:

1. Increase total number of available public parking spaces for residents and visitors within the Harbor CRA District.
2. Create better functioning parking lots and access drives that minimize pedestrian-vehicle conflicts and reduce traffic congestion by reducing recirculation traffic seeking parking spaces.
3. Once sufficient parking is increased north of Harbor Blvd, decrease number of parking spaces necessary south of Harbor Blvd to allow for highest and best use of harbor front properties.
4. Enhance wayfinding to public parking destinations.
5. Connect the Boardwalk to the north side of Harbor Blvd. to safely access additional public parking.



There are four public parking lots in the Harbor CRA:

- Marler Street: This lot sits between U.S. 98 and Mountain Drive. It has 146 spaces.
- Destin Community Center: This lot serves the Community Center at the intersection of Zerbe Street and Stahlman Avenue. It has 86 spaces.
- Zerbe Street: This lot is at the corner of Zerbe Street and Sibert Avenue. It has 51 spaces.
- Destin Library: This lot serves the library on Sibert Avenue. It has 64 spaces. However, these spaces are only available after library hours.

The City has identified both supply and demand solutions to the parking challenges of the Harbor CRA District. On the demand side the City in 2019 increased the cost of parking from \$1 for the first hour and 50 cents for every additional hour to a flat rate of \$5 for 24 hours. Prior to 2017 there was no cost to park in the public lots. The pay-to-park policy has helped optimize parking, making it easier for visitors to find a space. The City also identified opportunities to expand the supply of public parking spaces in the Harbor CRA District. Destin added spaces on Sibert Avenue behind the Community Center and is considering a project to convert surface spaces in either the Marler Street or Zerbe Street surface parking lots into a multi-level parking structure.

There are additional opportunities to reduce demand for vehicular parking. These strategies would include services such as a circulator shuttle, new shared-use paths and crosswalks, and shared parking among adjacent properties with different peak parking demand. These strategies can help shift people from driving to other modes, and to make the most efficient use of existing surface parking.

STORMWATER FACILITIES

The Harbor CRA has extensive impervious surfaces, which increase stormwater runoff volumes and affect water quality. Stormwater runoff is the leading cause of localized flooding and water quality concerns. The solutions for addressing stormwater include infrastructure such as pipes, culverts, and conveyances, which help manage surface runoff to protect property and prevent pollution.

The City’s Comprehensive Plan recognizes the effects of stormwater runoff on the Harbor and calls for improving water quality by implementing stormwater best management practices to remove suspended solids and nutrients from runoff entering the Harbor and other receiving water bodies (objective 4-4.1). The City’s 2021 Stormwater Master Plan Update looked at the Harbor in detail to identify projects that can help address runoff and improve water quality. A pair of issues and associated improvement projects are listed below.

- Erosion and flooding issues in the vicinity of the Zerbe Street and Sibert Avenue intersection. The recommended improvement is a new culvert along Sibert and Zerbe to collect and treat stormwater in this area at an estimated cost of about \$73,000.
- Flooding along Reddin Brunson Road and adjacent roadways due to a lack of roadside swales and stormwater conveyance. The recommended improvement is purchasing a property along Reddin Brunson Road for construction of a detention pond at an estimated cost of \$410,000.

The Stormwater Master Plan also recommended the City adopt a stormwater utility fee, which would provide funding to replace aging stormwater infrastructure. The system is aging and in need of frequent and costly repairs. These repairs are the City’s responsibility, and the fee would provide a steady source of funding for upgrades and repairs to existing stormwater facilities.

STRATEGIC APPROACH TO THE HARBOR DISTRICT

The existing conditions of the Harbor district discussed above point to key issues and opportunities that exist within the district. This section describes those issues and opportunities identified in detail, as well as strategies to achieve the overall goal outlined in the original Harbor CRA plan, which states “to be redeveloped as an easily accessible, economically sustainable and attractive waterfront-oriented district that provides safe transportation, pedestrian and recreation facilities in a manner that promotes a favorable identity for the City of Destin.” This section expands this goal further, by indicating the areas that should be strengthened by redevelopment initiatives, financial incentives, and public improvements. Additionally, the projects included in this plan, and other investments in the Harbor district, can work together to achieve the City’s goals.

ISSUES AND OPPORTUNITIES

Conditions in the Harbor district have improved during the last 20 years, and is viewed today as the economic heart of the City. Additionally, the Harbor Boardwalk has become a popular and cherished destination for locals and tourists alike. Building on the success of the Boardwalk is an effective way for the City to achieve its goals for the Harbor.

A key need for the Harbor CRA district is better access to the Boardwalk. There are a few distinct issues that affect access, which are summarized below.

1. **Getting to the Harbor District** – U.S. 98 is the City’s most congested transportation facility. This congestion at times is a deterrent to locals and tourists traveling to the Harbor district. The City has few alternatives to U.S. 98 for east-west through traffic. As such, this traffic blends with local traffic that is using U.S. 98 to access destinations in the Harbor district.
2. **Getting Across U.S. 98** – Pedestrian access and safety are key issues in the Harbor district. The multi-lane roadway is wide and vehicles often travel at a high rate of speed, which makes crossing the roadway difficult on foot, bike, or using a mobility device such as a wheelchair. Florida DOT has installed signalized pedestrian crossings of U.S. 98 within the Harbor district, which helps address the need. Yet pedestrians can face long waits to cross at these locations, and along much of U.S. 98 the sidewalks and streetscape are not designed for pedestrian comfort.
3. **Getting to the Harbor Boardwalk** - Once across to the south side of U.S. 98 people still face some challenges accessing the Harbor Boardwalk. Access is provided largely through parking lots and businesses on private properties. However, the new Royal Melvin Heritage Park marks a significant improvement, providing an inviting and central public access point to the Harbor. Yet visibility of the Harbor Boardwalk from U.S. 98 is obstructed in many places by buildings, slopes, and vegetation. Signage directing people to the Harbor Boardwalk is lacking in many areas. And the sidewalks on parts of U.S. 98 are narrow and lack significant buffers to the fast-moving traffic on U.S. 98. These issues underscore the importance of creating a stronger physical and visual connection from U.S. 98 to the water.

By improving access to the Harbor district and the Harbor Boardwalk the City can increase the economic and recreational value of this unique asset while enhancing pedestrian safety on U.S. 98. There are several strategies for the CRA to consider, some of which are already included as projects in the Plan, while others merit consideration for implementing through other avenues, such as the City’s draft Mobility Plan (adoption is anticipated in Fall 2024).



STRATEGIES

In March of 2023, the Committee identified the two primary themes of the Harbor CRA’s overall vision for improvement as connectivity and safety. These themes apply to all the issues and opportunities already discussed including vehicular and pedestrian travel and access, and the improvements and continuation of the Harbor Boardwalk.

Throughout the process of the 2024 Plan Update, the Harbor Advisory Committee further defined these themes into three main goals related to the Harbor district that CRA funds should be used to achieve. The goals were centered around the Destin Harbor and explained above. First, make it easier to get into and park in the Harbor district. Second, make it easier for pedestrians to get from the north side of U.S. Highway 98 to the south side of U.S. Highway 98. Third, make it easier to get to and enjoy the Destin Harbor and Harbor Boardwalk. Taking these refreshed goals from the Advisory Committee, the consulting team identified key projects which would provide necessary access, safety and connectivity for vehicles, bicycles, and pedestrians in the district.

The CRA Plan contains several projects to address the issues described above. The projects are described here as near, medium-, and long-term strategies. The strategies emphasize better connectivity within the Harbor district, better parking options, better walkability, and improved access to and within the district via the Cross Town Connector. Implementation of these strategies will create more opportunities for people to enjoy the Harbor, increase foot traffic in the area to support businesses, and create opportunities for additional businesses and restaurants along the Boardwalk.

Access to the Harbor Boardwalk can be improved in several ways including an extension to the west, an extension to the

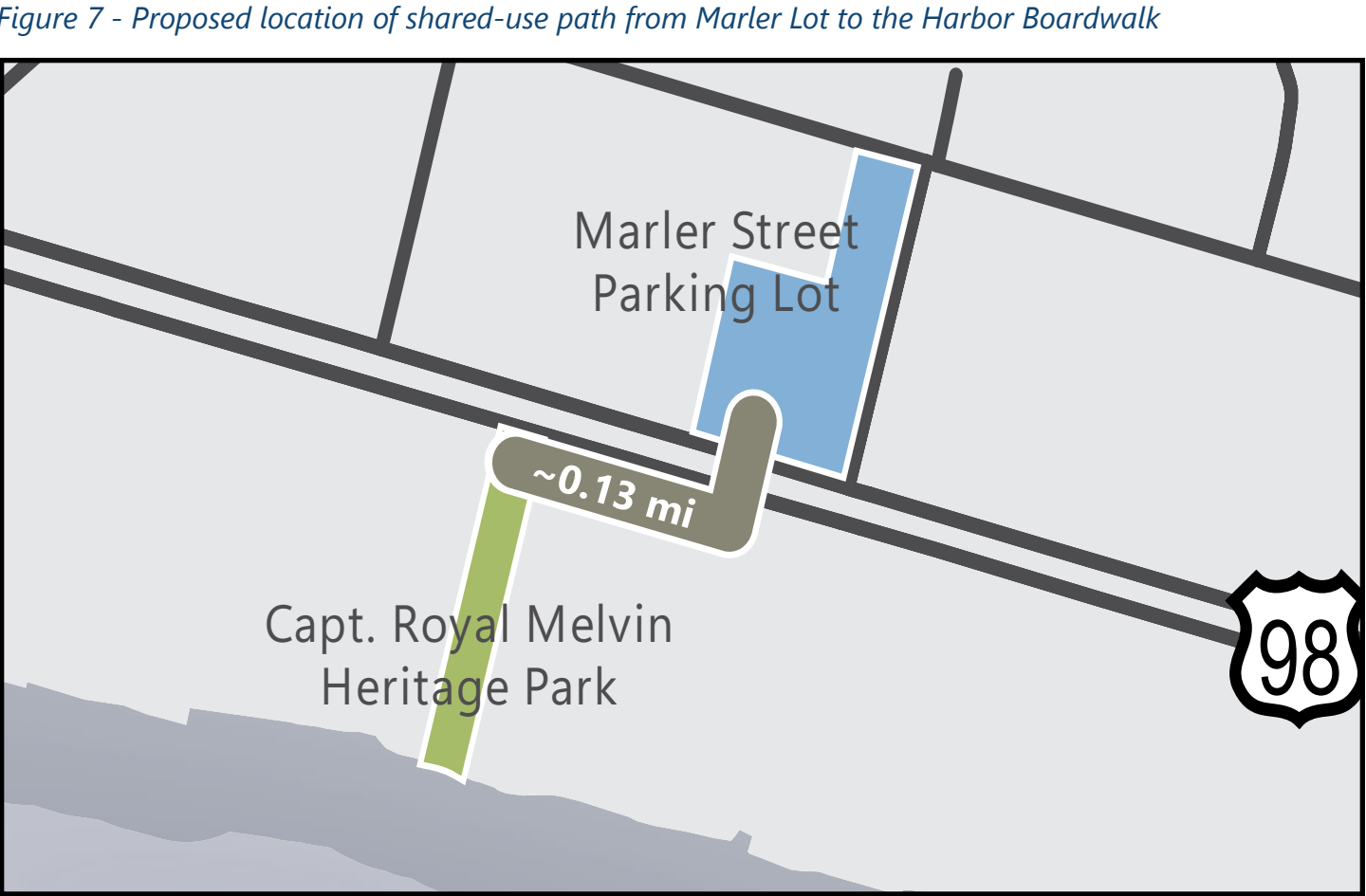
east, and new and improved access for pedestrians coming to the Boardwalk from the north. The recent completion of Royal Melvin Heritage Park is a significant milestone that provides an instant boost to Boardwalk access. However, there is additional infrastructure that can help make this new gateway a popular and well used access point. These strategies can be considered as near-term, mid-term, and long-term investments.

Near-Term Strategies (Less Than 2 Years)

- **Beautification:** The CRA Advisory Committee raised concerns that some roadways in the Harbor district lack sufficient landscaping. The Cross Town Connector is an opportunity to beautify a key roadway, create a special feel for travelers as they enter the Harbor district, and provide more inviting conditions for pedestrians and bicyclists.
- **Crosswalk Enhancements:** The City should work with the Florida DOT to consider ways to reduce pedestrian delay at the existing signalized crosswalks of U.S. 98. Long waits can discourage walking and encourage people to cross at areas that lack signals and pedestrian refuge islands. A better crossing experience for pedestrians can also help encourage more people to park at the Marler Lot and use the new Melvin Royal Heritage Park to access attractions along the Harbor Boardwalk.
- **Wayfinding Signage Enhancements:** Clear and inviting wayfinding signage can improve access by directing people to the most accessible and interesting pathways for accessing the Harbor Boardwalk. It can also let more people passing by on U.S. 98 know about this great attraction.

Medium-Term Strategies (2 to 5 Years)

- **Shared-Use Path from Marler Lot to the Harbor Boardwalk:** The Marler Parking Lot is centrally located and is served by a nearby pedestrian crosswalk with a pedestrian actuated signal that stops traffic in both directions of U.S. 98. As such its potential as a central parking facility for the City is



MAIN GOALS

1. Make it easier to get into and park in the Harbor District
2. Make it easier for pedestrians to get from the north side of U.S. Highway 98 to the south side of U.S. Highway 98
3. Make it easier to get to and enjoy the Destin Harbor and Harbor Boardwalk

high, but its present utilization is typically low. There are two strategies the City should consider to make this a more popular parking location where people can park once and explore on foot all the Harbor Boardwalk has to offer. First, the physical and visual connection from the Marler Lot to the Harbor Boardwalk is lacking. The City can tackle this issue by installing wayfinding for pedestrians and bicyclists that directs them to the best route to the Boardwalk, which is the new Royal Melvin Heritage Park. Additionally, the City can invest in a wider shared use path that would run from the U.S. 98 crosswalk (across from the Marler Lot) to Royal Melvin Heritage Park, which is a distance of just less than 300 feet. The total walking distance from the Marler Lot to the Harbor Boardwalk via the Royal Melvin Heritage Park is about 0.2 miles, well within walking distance. More people will likely use this option if there is clear wayfinding and a much wider and safer feeling path alongside U.S. 98. Additionally, the pedestrian signal of U.S. 98 requires pedestrians to wait too long after pressing the push button before they are given permission to cross. The City may be able to work with FDOT to adjust the signal timing, giving more priority to pedestrians crossing here. This is also described as a near-term strategy in the section above.

- **Intersection Enhancements:** The City should also look to implement quick fix solutions at intersections in the district so that traffic flows better, safety is enhanced, and people feel more comfortable on foot or bike. These improvements will enhance access to the Harbor for all modes of transportation. The City is in the process of creating a Mobility Plan that identifies a range of potential intersection enhancements to reduce delay and enhance pedestrians safety.

Long-Term Strategies (More than 5 Years)

- **Harbor Boardwalk West Extension:** Extending the Boardwalk to the west would both improve Harbor access and enhance pedestrian safety on U.S. 98. FDOT’s plans for replacing the Marler Bridge make this project challenging in the near term. Initially this extension could take the form of a path that connects the existing western terminus of the Boardwalk up to Calhoun Street. Then as the Marler Bridge is reconstructed the extension could be upgraded to have a more consistent design to the existing Harbor Boardwalk. The westward extension could eventually also improve access to the City’s recently completed Captain Leonard Destin Park and Clement Taylor Park. These parks are popular destinations that provide exceptional views of the Bay. The City also recently acquired 1 Calhoun Avenue, which regardless of development type, will be a prominent property at the western edge of the City and support the western extension of the Harbor Boardwalk.
- **Marler Parking Garage:** The Harbor district depends on parking near its most popular destinations. While studies have demonstrated that the district has ample parking in the aggregate, there still exist parking challenges where public parking availability is insufficient close to the most popular destinations. As use of the Marler Lot increases the City should look at building a parking garage at this location. In addition to providing more parking for the Harbor Boardwalk, restaurants, and businesses on the south side of U.S. 98, a parking garage would reduce the footprint now dedicated to surface parking, opening land for new development. The Marler Lot is a central and accessible location that would be ideal for several civic and private uses.

INVESTMENT IN THE HARBOR DISTRICT

Due to the changes in the Harbor district that have taken place since the Harbor CRA’s establishment, the main goal of the 2024 Plan Update is to update the prioritize public improvements for the district in the coming years, consistent with Section 163.362 of the Florida Statutes. These projects were recommended based on the analysis of the existing condition of the district and the goals related to the Harbor district voiced through engagement with the Harbor CRA Advisory Committee. This section identifies the key projects with their recommended prioritization, cost estimate, and other pertinent details.



PRIORITIZATION

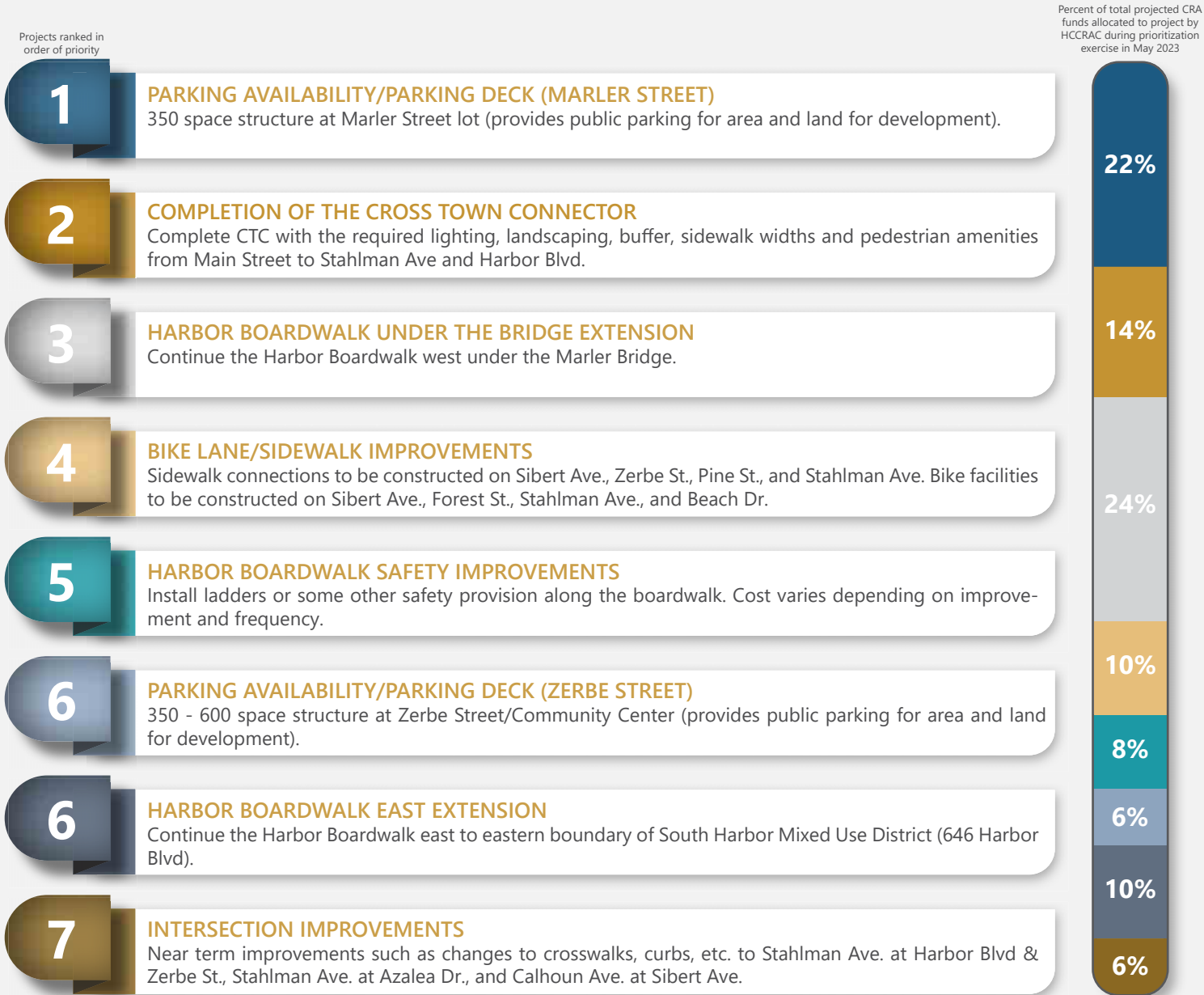


Early in the process of the 2024 Plan Update, the Harbor Advisory Committee identified the themes of connectivity and safety, and refined those into the goals of vehicular and pedestrian transportation and access to and within the Harbor District. Additionally, the goals focused on the Destin Harbor, as the main attraction and resource within the district. Taking these refreshed goals from the Advisory Committee, the consulting team identified key projects which would provide necessary access, safety and connectivity for vehicles, bicycles, and pedestrians in the district.

The Harbor CRA Advisory Committee in May 2023 provided input on its project priorities, which resulted in the prioritized list presented in this section. The results of the priority exercise with the Advisory Committee shown below indicate generally how the projects were ranked, and the average percentage of CRA funding that the Committee would allocate to each project. Where projects have the same ranking number, there was a tie for priority. The priority order does not imply they will be implemented in that order. The City may advance a lower priority project faster if an opportunity arises, such as a grant or a large development that comes along. Some lower priority projects may also advance faster because they have a non-CRA funding source, such as a future citywide Mobility Fee for some of the transportation improvements. However, prioritization is helpful for the City and CRA to guide the investment of CRA funds over time to implement this plan.



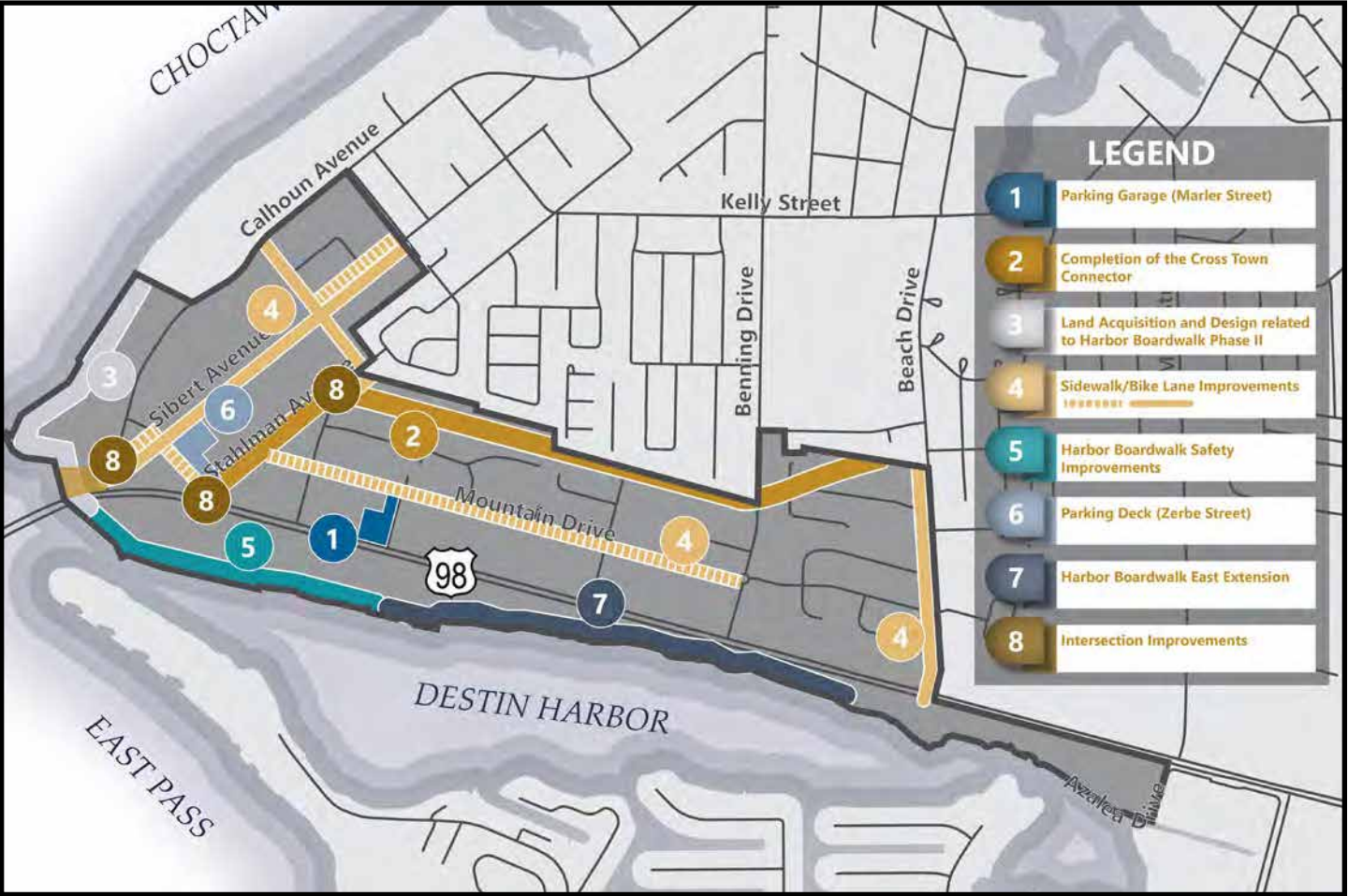
HARBOR CRA PROJECT LIST & CRA FUND UTILIZATION BREAKDOWN



PROJECTS

The project map below identifies all unfunded key projects that were identified during the Plan Update process, with the numbers indicating the order of priority.

Harbor CRA Project Map



The projects identified in the above map are further described in their descriptions below. Each project includes summary information about the project, the cost estimate, the source of the cost estimate, and where the project or initiative is described in the Comprehensive Plan or another plan, such as the Pathway Plan or draft Mobility Plan.

For those projects that originate from other sources, such as the draft Mobility Plan, further details may be found within the source plan document. The utility undergrounding project is included in the list of key projects, however, was not included in the prioritization as CRA funds have already been allocated and approved by the CRA Board.

Parking Garage (Marler Street)



Description

Per the Mobility Plan, this would be a 350 space parking deck on Marler Street at Mountain Drive and Harbor Boulevard. The proposed parking garage would not utilize the entire lot, creating an opportunity for additional uses of the site.

Cost Estimate

\$20,799,450

Priority



1

Source

Mobility Plan

Reference

Comp Plan Policies 1-3.3.4(3); 2-1.3.17; 2-1.3.19

Completion of the Cross Town Connector



Description

- Harbor CRA includes the following portions of the Cross Town Connector:
- CC-1: Stahlman Avenue from Harbor Boulevard to Mountain Drive (add buffer, street trees, widen sidewalk (east side))
 - CC-2: Stahlman Avenue from Mountain Drive to Azalea Drive (reconstruct with parking (west side), buffer and street trees (east side), multi-use path)
 - CC-3: Azalea Drive from Stahlman Avenue to Benning Drive (reconstruct with street trees, lighting, multi-use path)
 - CC-4: Azalea Drive Extension from Benning Drive to Beach Drive (new segment of road with two lanes, buffer, multi-use path)

Cost Estimate

\$20,962,989

Priority



2

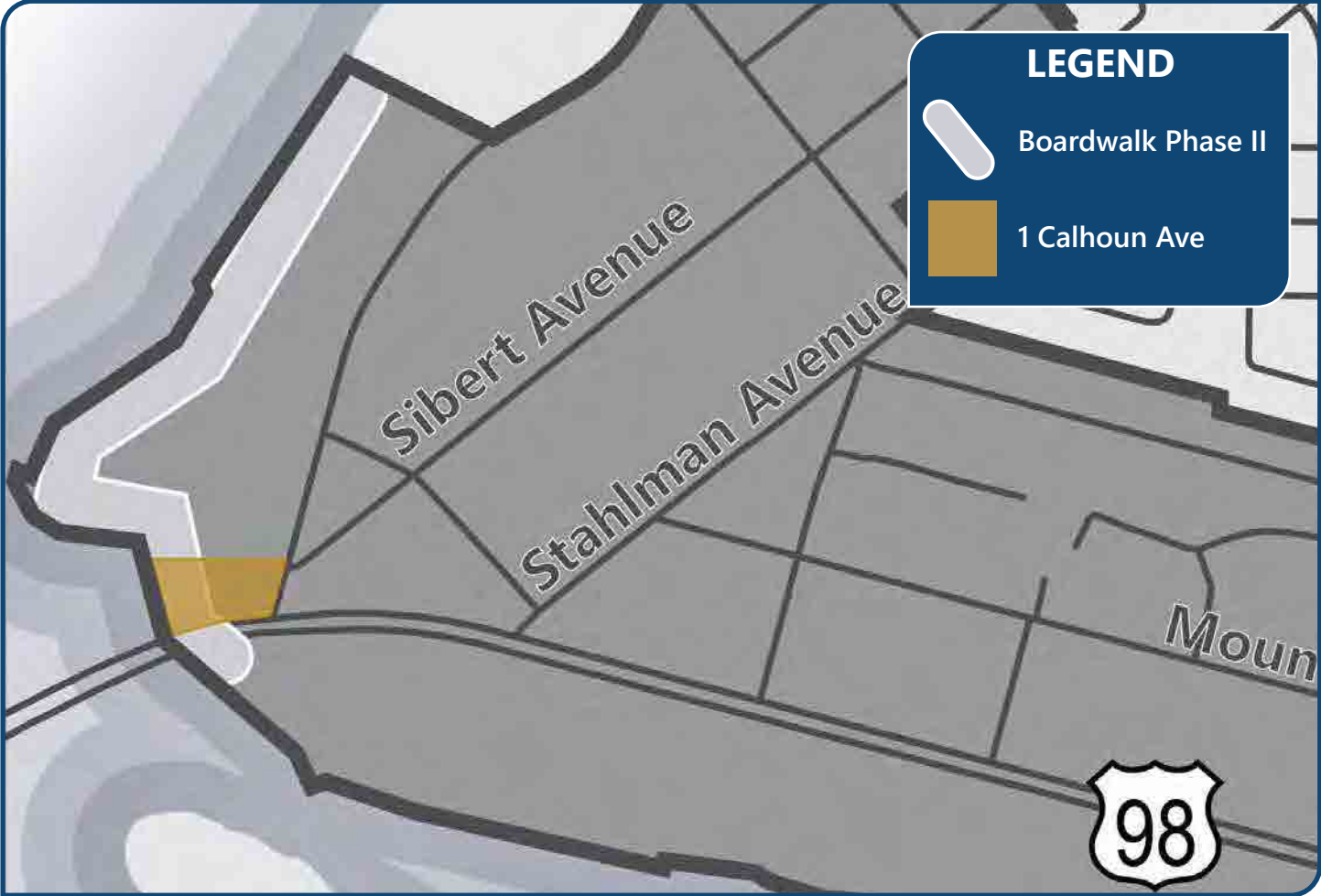
Source

Mobility Plan

Reference

Comp Plan Policy 2-1.1.3

Land Acquisition and Design related to Harbor Boardwalk Phase II (under Marler Bridge)



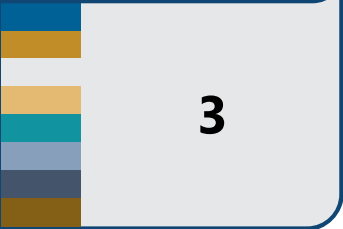
Description

The extension of Harbor Boardwalk to the west and north, under Marler Bridge to Clement Taylor Park, which is the northern of the two parks off of Calhoun Ave. This project includes acquisition of 1 Calhoun Avenue, which will improve access to the Harbor Boardwalk and enable the Phase II extension.

Cost Estimate

\$14,850,000

Priority



Source

Provided by City
(Finance and
Engineering)

Reference

Comp Plan Policy
1-3.3.4(4)

Sidewalk/Bike Lane Improvements



Description

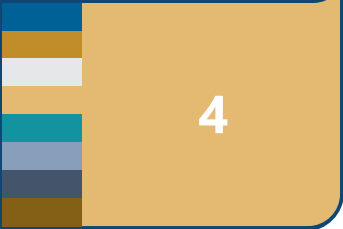
Harbor CRA includes the following sidewalk and bike lane improvement projects:

- SW-1: Sibert Avenue Sidewalk
- SW-2: Sibert Avenue Sidewalk
- SW-4: Zerbe Street Sidewalk
- SW-11: Mountain Drive Sidewalk
- BL-1: Sibert Avenue Bicycle Lanes
- BL-2: Forest Street Bicycle Lanes
- BL-3: Stahlman Avenue Bicycle Lanes
- BL-4: Beach Drive Bicycle Lanes

Cost Estimate

\$1,826,361

Priority



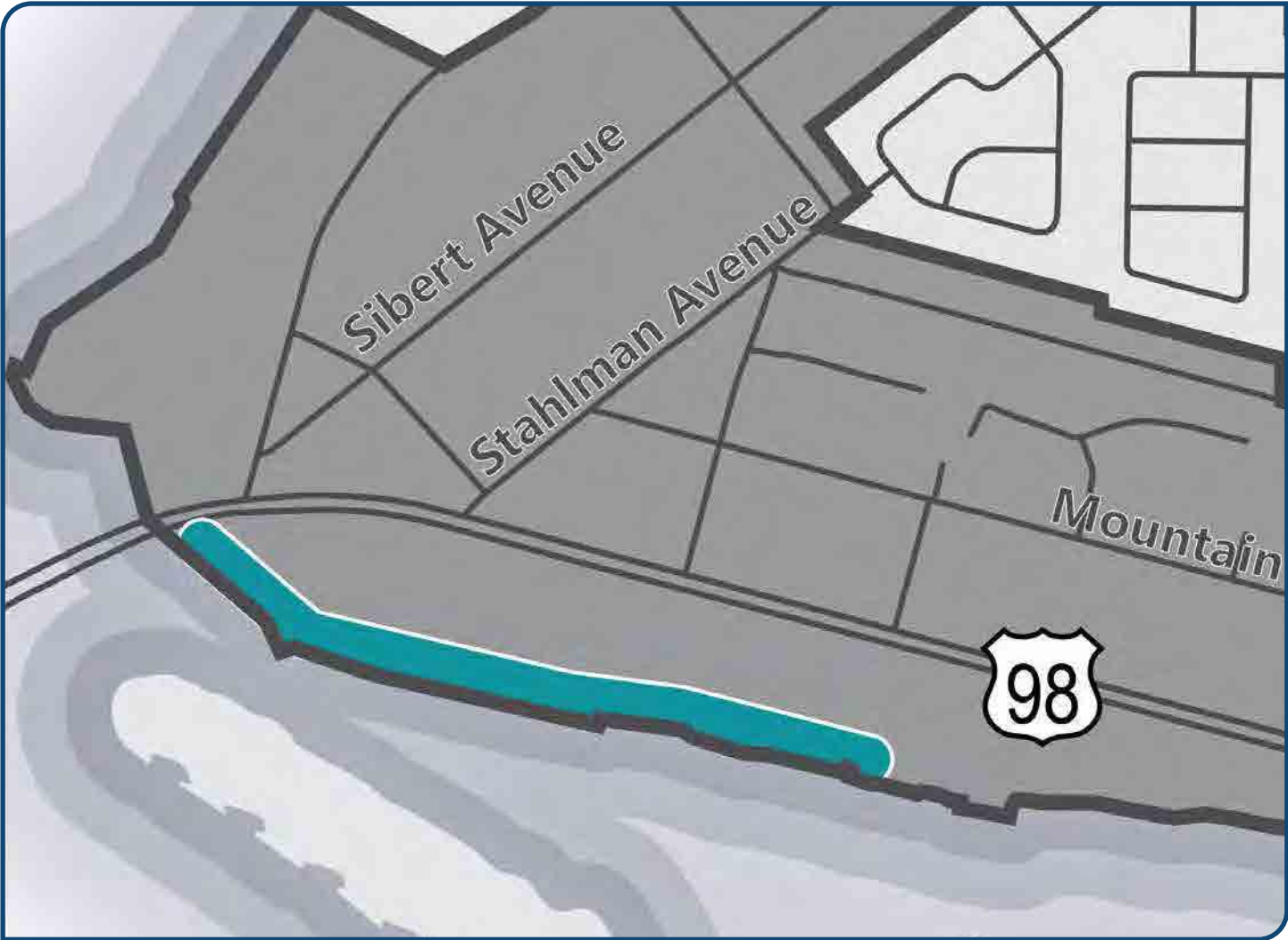
Source

Mobility Plan

Reference

Comp Plan Map
2-2; Pathways Plan

Harbor Boardwalk Safety Improvements



Description

Safety improvements for the boardwalk include emergency egress ladders and life rings every 175 feet, plus railing.

Cost Estimate

\$225,261

Priority



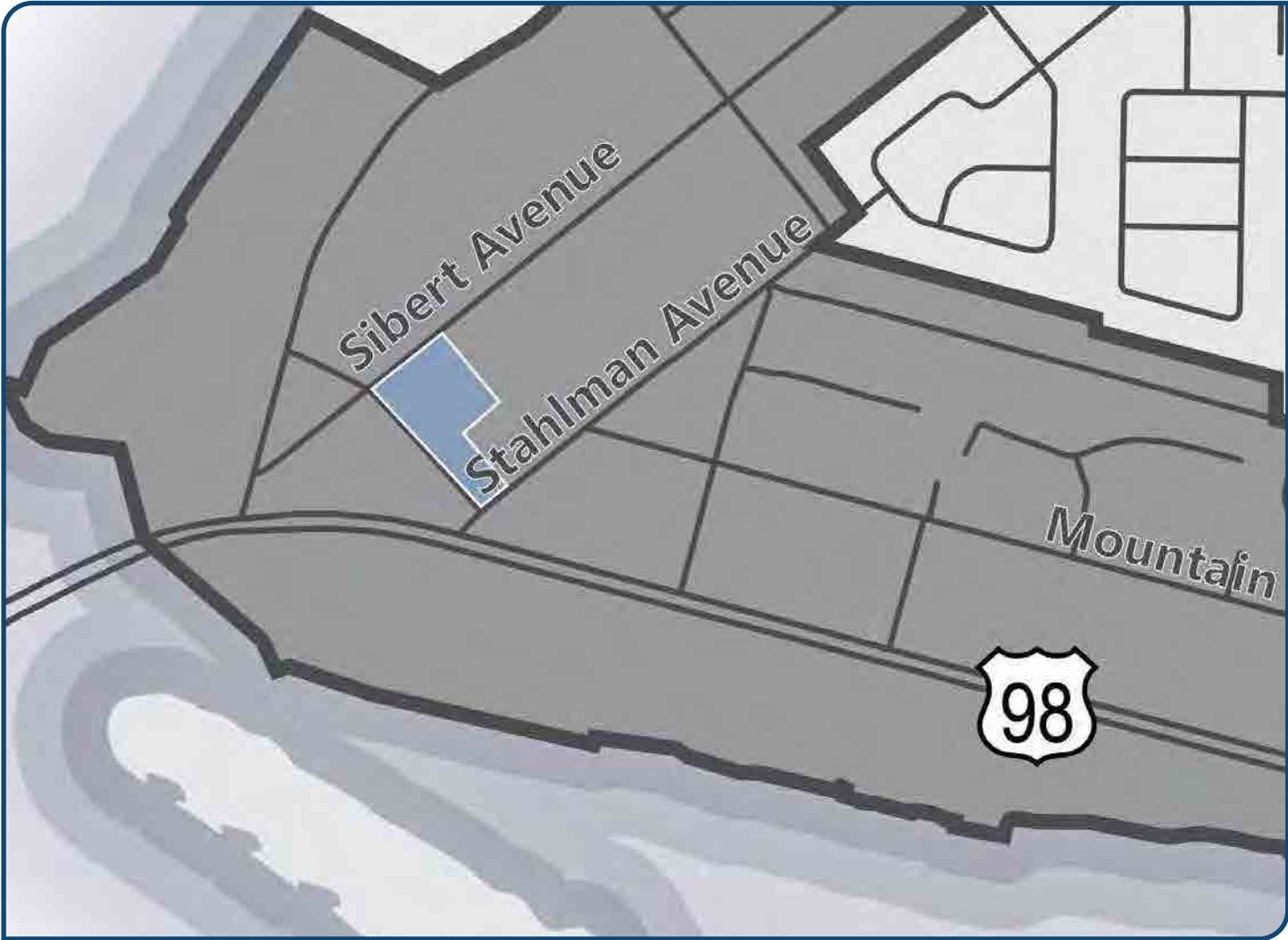
Source

FDOT & Unified Facilities Criteria

Reference

Comp Plan Policy 1-3.3.4(4)

Parking Deck (Zerbe Street)



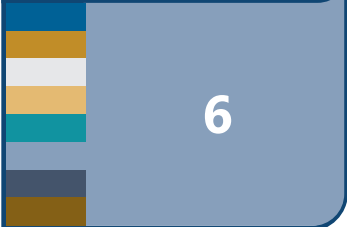
Description

Per the Mobility Plan, this would be a 625 space parking deck on Zerbe Street at Sibert Avenue.

Cost Estimate

\$37,141,875

Priority



Source

Mobility Plan

Reference

Comp Plan Policies 1-3.3.4(3); 2-1.3.17; 2-1.3.19

Harbor Boardwalk East Extension



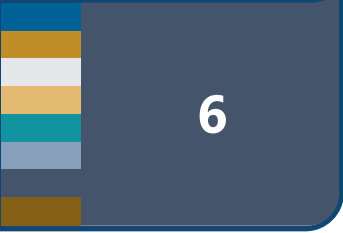
Description

Per the LDC, as each property is developed/redeveloped in the SHMU zoning district, the developer must construct their portion of the Harbor Boardwalk and provide a pedestrian easement to the boardwalk. This ends between 646 and 654 Harbor Blvd.

Cost Estimate

N/A

Priority



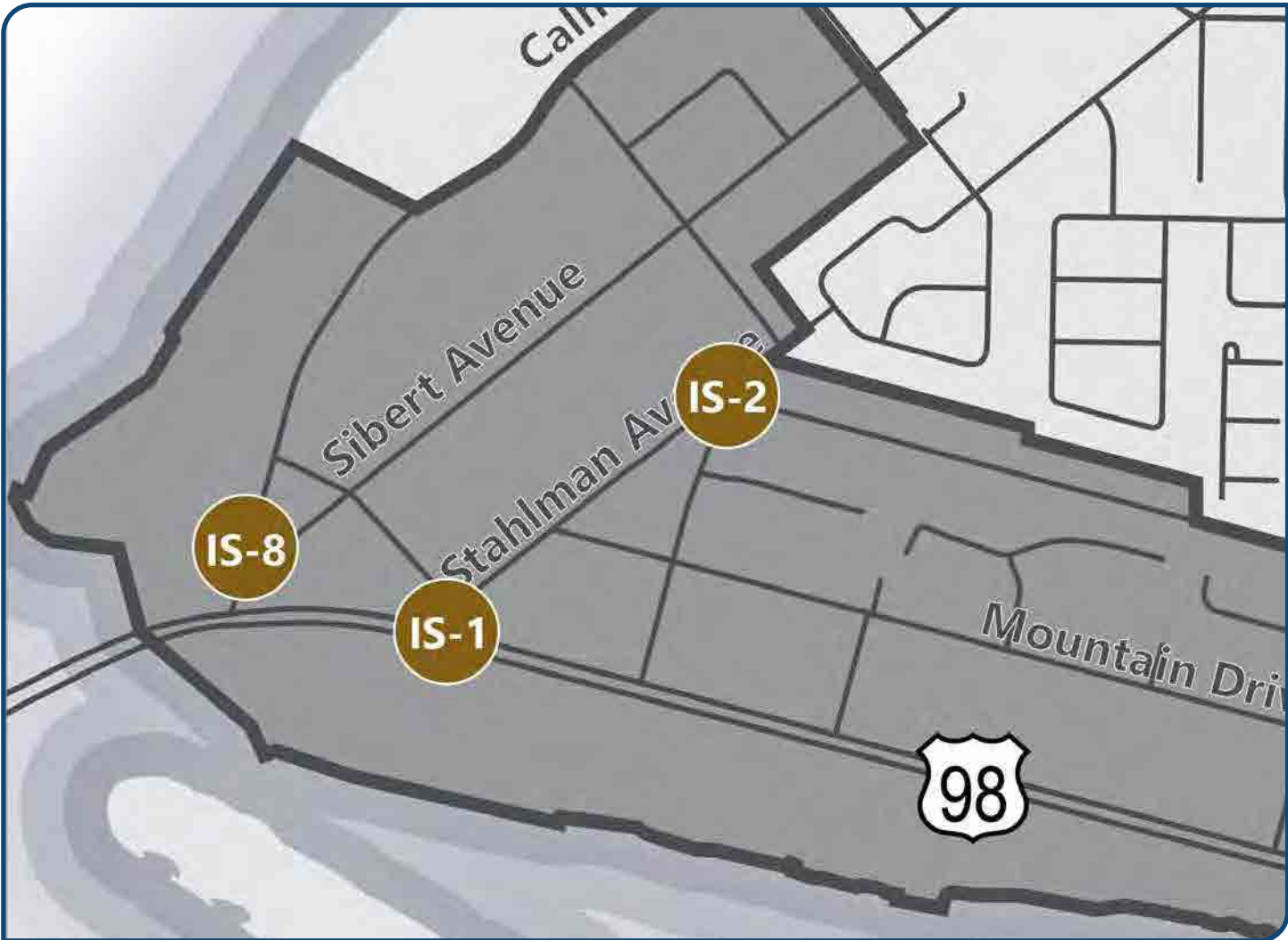
Source

LDC Section 8.09.03.A.9

Reference

Comp Plan Policy 1-3.3.4(4)

Intersection Improvements



Description

- Harbor CRA includes the following intersection improvement projects:
- IS-1: Stahlman Avenue at Harbor Boulevard & Zerbe Street (add pedestrian refuge, increase visibility, reduce curb cuts, extend central medians)
 - IS-2: Stahlman Avenue at Azalea Drive (close Palmetto Street at intersection, add crosswalks, move Azalea Dr stop line up to Stahlman Ave)
 - IS-8: Calhoun Avenue at Sibert Avenue (enhance multimodal access between public parking and planned boardwalk under the bridge)

Cost Estimate

\$278,386

Priority



Source

Mobility Plan

Reference

Comp Plan Policy 1-3.3.4(5)

Utility Undergrounding



Description

In partnership with Florida Power and Light, the City has initiated the project of undergrounding all utilities in the City beginning with the most high-priority areas. The project will be completed in seven phases.

Cost Estimate

\$4,500,000

Source

**City Finance
Department**

Reference

**Comp Plan Policy
1-1.7.3**

IMPLEMENTATION

TOP PUBLIC IMPROVEMENTS

The subsections below further expand upon the top three ranked priorities for the Harbor CRA district and outline implementation steps. While these projects may not be entirely implemented with CRA revenue, or implemented in the recommended order, it should be noted that the Advisory Committee viewed these public projects as key catalysts of improvement for the Harbor District.

Marler Street Parking Garage

Ineffective quantity and layout of public parking in the Harbor district has long been a known issue. This project would supply a 350-space parking garage at the Marler Street public parking lot at the corner of Highway 98 and Marler Street. By constructing this large addition of public parking, the second through fifth blight factors would be reduced, as a key part of the parking issue in the Harbor district is related to the commercial properties on the Harbor. Many of these businesses have a high parking demand, and also have existing nonconforming parking lot layouts and space counts. This issue, paired with lack of public parking and accessibility to these businesses, create unsafe conditions for both vehicles and pedestrians. Additionally, this project is sourced from the draft Mobility Plan, and therefore there are multiple revenue sources that may be used to fund design and construction.

Cross Town Connector

The completion of the Cross Town Connector (CTC) is an integral part of addressing the first and third factors of blight - defective or inadequate street layout and unsafe conditions. The primary east-west corridor traveling throughout Destin is Highway 98. As a result, this is the main stream for thru-traffic traveling to the cities on either side of Destin, tourists traveling to the main tourist destinations located along the water, and also local traffic traveling between points within the City limits. The CTC will provide a secondary east-west corridor with consistent transitions for vehicles, bicyclists, and pedestrians. This will remove some traffic from Highway 98 and help reduce vehicle congestion and points of conflict between vehicles and non-vehicles. Similar to the Marler Street Parking Garage, this project is sourced from the draft Mobility Plan. As such multiple revenue sources are available to fund construction.

Land Acquisition and Design Related to Harbor Boardwalk Phase II

The acquisition of 1 Calhoun Avenue, and design and construction costs related to Harbor Boardwalk Phase II assist in addressing the second and sixth factors of blight by extending the boardwalk through



contiguous properties to the west, and providing an alternate opportunity for pedestrians to access all properties along the Harbor without needing to park directly at one specific property. As identified in the Opportunities & Issues section above, accessing the Harbor Boardwalk is one of the key challenges of the Harbor district. By increasing the length of the Boardwalk and adding access points in lower traffic areas further away from Highway 98, this issue may be adequately addressed through this project. While there is no specific plan at this time for the land recently acquired at 1 Calhoun Avenue, there are several public uses that may be appropriate for this site, such as a gateway park to the Boardwalk, or other accessory uses.

Due to the estimated costs of all three key projects and the revenue projections for the Harbor CRA, it is unlikely that the revenue funds by themselves will provide the opportunity for the City to complete many more of the identified key projects in its priority list. However, it is worth noting that some of the remaining unfunded projects are included in the draft Mobility Plan, providing an alternate source of funding for those projects (a proposed Mobility Fee to be considered by the City in 2024). Additionally, there may be other opportunities such as grants available to pursue all or partial funding for the remaining projects, such as the safety improvements for the Harbor Boardwalk. Finally, it is important to keep in mind that the CRA revenue coming into the City may increase beyond the projected rates due to successful development projects. For these reasons, all projects should be kept for consideration over the duration of the Harbor CRA.

ANNUAL REVIEW

The City, in participation with the Harbor CRA Advisory Committee and CRA Board, shall conduct an annual review of the status of the Harbor CRA. The review shall include at a minimum a review of incoming CRA revenue, use of CRA revenue for public infrastructure, public/private partnerships, changes to the City’s Comprehensive Plan and Land Development Code that may impact the CRA Plan, and updates to all applicable Florida Statute sections concerning CRAs and CRA Plan content.

NON-CRA
PLANNING OR
REGULATORY
COMPLEMENTARY
PROJECTS

There are other City projects currently in progress which will support the City’s goals and objectives for the Harbor

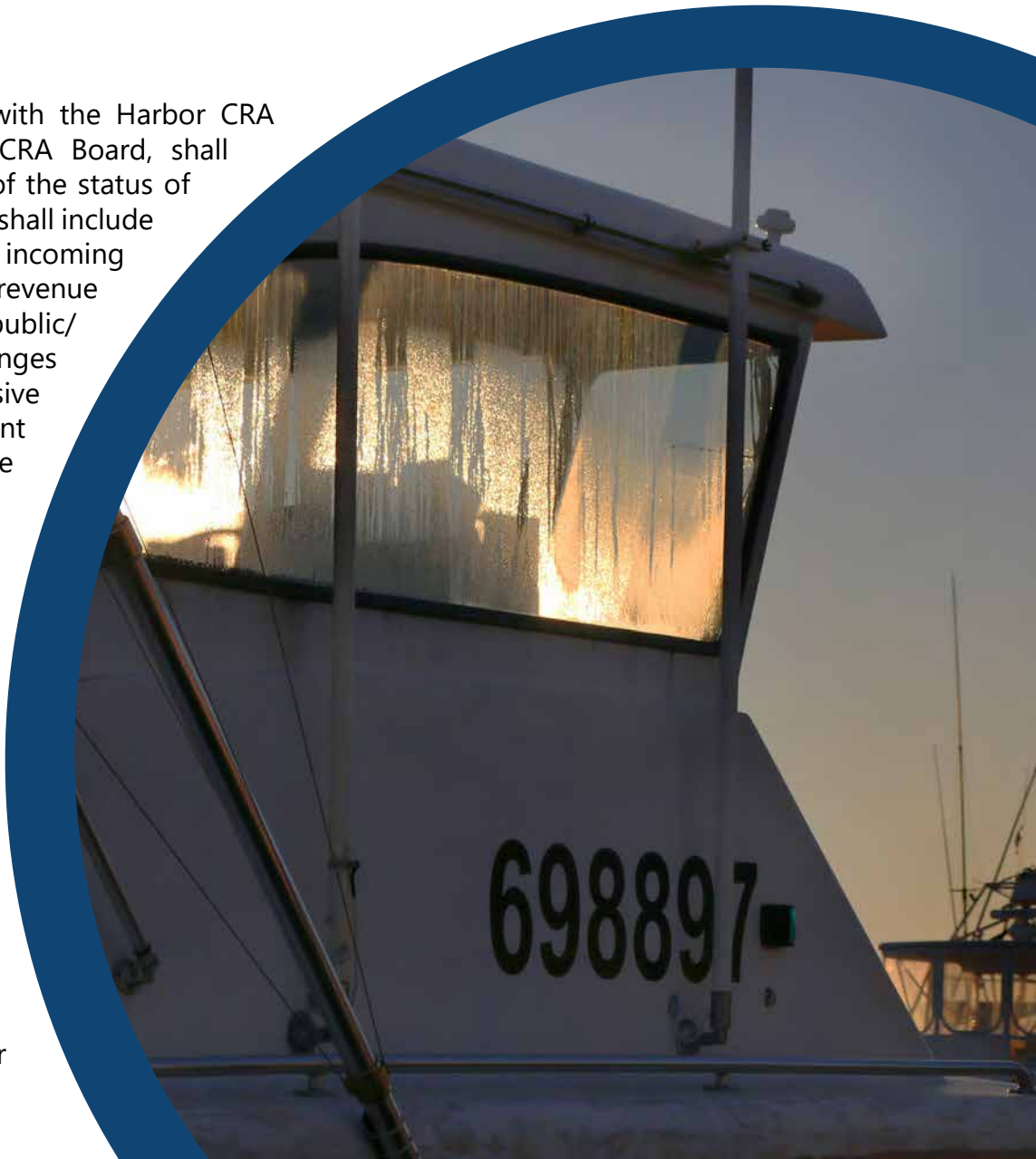
CRA. Some of these projects, such as the Mobility Plan can supplement CRA funding for transportation related projects. Other projects, such as the update of the Land Development Code, will support the Harbor District by strengthening the regulatory framework for project types and zoning districts within the CRA. The following includes ongoing City projects that could aid the success of the CRA Plan:

- **Citywide Mobility Plan and Fee**
The Mobility Plan includes more than 60 transportation improvements that include projects such as sidewalk and bike path connections, intersection improvements, and new road construction. The estimated cost of the complete list of projects is approximately \$150 million. The projects identified within the Harbor CRA district boundary are listed in the updated CRA Plan, and therefore both proposed mobility fee dollars and CRA revenue collected may be utilized for construction costs. The anticipated adoption of the Mobility Plan and proposed fee is in 2024.
- **Land Development Code Update**
The Land Development Code (LDC) is in the process of being updated to adequately implement all development related policies in the Comprehensive Plan. This includes all policies related to the Harbor CRA and zoning districts in the Harbor CRA boundaries. Aside from this update being a major improvement for the City, and users of the Code, this will also strengthen the regulatory framework for all future development in the Harbor CRA District. The anticipated completion of the LDC update is in 2024.
- **Town Center CRA Plan Update**
The Town Center CRA Plan is currently being updated as well. Similar to the Harbor Plan, this update includes refreshed financial forecasts, updated key projects and prioritization, and an overall strategic plan to guide future development. This is significant to the Harbor CRA as the two districts share the boundary of Beach Drive, and the Harbor district encompasses land directly south of the Town Center CRA district as well. As such, improvements implemented in the Town Center CRA may have impacts on the Harbor CRA as well.

MANAGEMENT PLAN

Implementation of the Plan will require both human and financial resources. The City must assess its person-power needs and internal funding sources to promote and market the area, review development plans, create new regulatory frameworks, leverage investment, assist small businesses, provide for special events, maintain financial integrity and, in general, provide day-to-day management and review. Two key areas are highlighted for work under the management plan:

1. Responsibility for project administration.
2. Target funds for project implementation, creating marketing materials, new development codes, and public and private project review.



MARKETING AND PROMOTION

The effectiveness of the Plan will largely depend on the perception of the Plan by the public, prospective developers, and financial backers. Colorful illustrative materials are necessary throughout plan implementation, such as informational materials for CRA projects which include project renderings and illustrations. A strong citizen involvement and public information program can only aid in the success of the entire plan. The Harbor CRA should utilize the City social media websites to advertise and promote progress of projects within the Harbor district, as well as involve the community in the development of the district by sponsoring programs and events to keep locals and tourists involved.

FINANCIAL INCENTIVES, GRANTS AND LOANS

Financial incentives may be considered to stimulate the location of new/expanding business opportunities. These would include:

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

The City may offer, through the Harbor CRA, restricted matching grants and low-interest loans to owners of business property in the Harbor CRA district. The purpose of this financial aid is to encourage frontage improvements and major economic development projects. The basic concepts are outlined as follows:

- **Grants:** Exterior beautification of private property is the initial purpose of a grant program, which would provide funds only if they are available. The focus is on frontage improvements, especially landscaping on private property facing and along the public rights-of-way. A grant would not exceed 50% of the approved project cost, with the property owner paying the remainder (50% or more) of the cost. The maximum amount of a grant will depend upon a determined formula. Grant applications would be evaluated and prioritized. Highest ranking applications would be funded first.
- **Loans:** Economic development is the purpose of the loan program, which would make low-interest loans only to the extent that funds are available for that purpose. Initially, economic development loans may be made to businesses for projects meeting certain minimum criteria, e.g. the project must be approved by the Harbor CRA; the business must pay a significant portion of the project costs; the project must involve construction of a new building on vacant land; the new building must be for a new business or expansion of an existing business; and a significant number of new permanent full-time jobs must be created by the new business or expansion. Loan applications would be evaluated and prioritized, with highest ranking applications to be funded first – prioritization criteria may include such factors as: number of new jobs created and amount of value added to the tax base.





FUNDING EXAMPLES

- The City
- Non-ad valorem assessments
- Florida Department of Transportation (FDOT)
- Florida Department of Economic Opportunity (DEO)
- Northwest Florida Water Management District
- Florida Department of Environmental Protection
- Florida Department of Agriculture and Consumer Services
- Economic Development Administration

FINANCIAL PLAN

Among the most powerful tools associated with Part III Section 163, Florida Statutes, is the availability of tax increment financing to support a wide range of redevelopment initiatives. While tax increment is the single source of revenue enabled through the legislation, it is anticipated in most cases that a variety of revenue sources will be strategically assembled to meet the overall redevelopment objectives of this plan. When used in conjunction with these other means of funding or financing, tax increment, in effect, leverages the dollars that might otherwise be available.

This section of the plan update provides an overview of Harbor CRA funds already encumbered from capital projects (completed or in progress), and forecasted annual revenue to be collected throughout the life cycle of the CRA. This money will become available to support or further the program framework generally described in this Plan. This section also describes the funding and financing arrangements that are the most prudent means to support redevelopment activities.

TAX INCREMENT REVENUE FORECASTS

Estimates of prospective tax increment revenue to be generated in the Harbor CRA district, were completed by the City of Destin’s Finance Director with support from the consultant team. The stream of prospective revenue is dependent on several factors, including the pace of development which occurs in the Harbor Redevelopment Area, the content of that development, its assessed and taxable value, the millage levied against the taxable base and the rate of appreciation in the existing tax base and the level of public intervention. Together, these many variables suggest a wide range of outcomes, all possible depending on the specific conditions imputed into the analysis. The following sections include both the encumbered revenue due to revenue already earmarked for projects within the CRA district, and forecasted revenue. It should be noted that the revenue forecasts

do not consider any future potential development, and therefore the actual revenue amounts may be more or less than the amounts listed in the tables. As further explained in the Implementation Plan, these forecasts should be updated on an annual basis for a better understanding of the financial status of the Harbor CRA district.

ENCUMBERED REVENUE

The following table outlines the CRA funds already encumbered by previously issued revenue notes. The City issued a revenue note in 2009 for \$8 million. However, in 2010 the City refunded \$2 million due to a downturn in Harbor property values. The remaining balance assisted in the funding and construction of several capital improvements in the Harbor CRA District. Looking forward, the City will initiate a utility undergrounding project in 2024 and earmarked \$4.5 million dollars of Harbor CRA funds for this improvement to be paid over the remaining duration of the CRA. Additionally, the City in 2023 entered into a purchase agreement for the acquisition of 1 Calhoun Avenue, for a purchase price of \$9 million dollars (\$14.7 million with debt service), to be paid through 2043.

Table 5 - Harbor CRA Encumbered Revenue

 CITY OF DESTIN FLORIDA Harbor CRA Encumbered Revenue			
Year Initiated/Beginning Principal Balance	Projects	Annual Payments (avg)	Completion
2010/\$5,919,000	Mountain Drive roadway improvements, Melvin Street drainage, Harbor Boardwalk promenade, Marler Street Parking Lot, Harbor Boardwalk under Marler Bridge	\$480,000	2029
2024/\$4,500,000	Utility Undergrounding	\$346,154	2043
2024/\$14,764,636	Land Acquisition of 1 Calhoun Avenue	\$738,232	2043

FORECASTED REVENUE

The table below outlines the annual projected CRA revenue, operating budget, debt transfer and ending account balance for the Harbor CRA each year through the duration of the CRA. Based on the projections, the Harbor CRA is estimated to have approximately \$3.4 million in funds at the end of 2042. That remaining fund balance is allocated to Phase II Harbor Boardwalk construction in 2043, which zeroes the account balance by the expiration of the CRA in 2043. It is important to note that these numbers are estimates, and are subject to change depending on several variables including property values, new project commitments, refinancing opportunities, etc.

Table 6 - Harbor CRA Forecasted Revenue

CITY OF DESTIN FLORIDA Harbor CRA Forecasted Revenue											
	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
CRA REVENUE	820,992	983,860	1,013,350	1,043,730	1,075,020	1,107,250	1,140,440	1,174,630	1,209,850	1,246,130	1,283,490
OPERATING BUDGET	(121,761)	(9,100,000) ¹	(89,980)	(92,490)	(95,090)	(97,760)	(100,500)	(103,340)	(106,250)	(109,250)	(112,330)
TOTAL DEBT TRANSFER	(479,995)	7,878,933	(1,191,986)	(951,239)	(979,931)	(1,009,490)	(979,029)	(738,232)	(788,232)	(888,323)	(888,232)
TOTAL BALANCE	688,355	318,616	50,000	50,000	50,000	50,000	110,910	443,969	759,337	1,007,985	1,290,913
	FY34	FY35	FY36	FY37	FY38	FY39	FY40	FY41	FY42	FY43	
CRA REVENUE	1,321,970	1,361,610	1,402,440	1,444,490	1,487,810	1,532,420	1,578,370	1,625,700	1,674,450	1,724,660	
OPERATING BUDGET	(115,530)	(118,810)	(122,190)	(125,680)	(129,270)	(132,960)	(136,770)	(140,690)	(144,730)	(3,745,885) ²	
TOTAL DEBT TRANSFER	(938,232)	(988,232)	(1,038,232)	(1,138,232)	(1,188,232)	(1,188,232)	(1,238,232)	(1,238,232)	(1,238,232)	(1,338,232)	
TOTAL BALANCE	1,559,121	1,813,690	2,055,708	2,236,286	2,406,594	2,617,822	2,821,191	3,067,969	3,359,457	0	

¹ \$9,100,000 included in the FY 2024 operating budget for the purchase of 1 Calhoun Avenue.
² \$3,596,995 included in the FY 2043 operating budget for the construction of Harbor Boardwalk Phase II project.

FUNDING SOURCES

To supplement and leverage the funds available through tax increment revenues, the following sources can provide financial support for the implementation of the Harbor Community Redevelopment Plan. Use of the funds and application are a function of specific project initiatives.

- The City is an appropriate source of funds for redevelopment planning support through its staff and consultants. These costs could be recovered from the CRA.
- Non-ad valorem assessments could be developed and imposed to fund the construction and maintenance of specific public improvements and essential services. Non-ad valorem assessments can facilitate the underlying credit for issuance of bonds or other financial instruments for anticipated capital improvement programs. A substantial portion of the tax increment revenues can be earmarked to offset or buy down such special assessments.
- The Florida Department of Transportation (FDOT) has a number of programs that could contribute funding for redevelopment efforts involving state highways. These programs are administered through the Department’s new grant management system Grant Application Process or “GAP”.
- The Florida Department of Economic Opportunity (DEO) sponsors grant programs providing financial assistance to local governments through Community Services Block Grants (CSBG).
- The Northwest Florida Water Management District may provide technical assistance in the design of stormwater improvements.
- The Florida Department of Environmental Protection has a number of sources that may be used in the acquisition and development of recreation and open space facilities.
- The Florida Department of Agriculture and Consumer Services Urban and Community Forestry Matching Grant program offers financial support for tree planting and urban forestry programs.
- The Economic Development Administration of the U.S. Department of Commerce provides funding for public work works projects that create permanent jobs or construction jobs through the Grants and Loans for Public Works and Development Facilities Program through the Public Works Impact Projects Program.

Many of the sources listed also provide technical support for redevelopment initiatives. In addition to these State and Federal sources, there are also other City funding sources that may be utilized in conjunction with CRA funds, such as development impact fees, and the forthcoming mobility fee (anticipated adoption 2024).

APPLICATION OF SOURCES

Tax increment revenue by itself will be insufficient to fund or support the range of initiatives identified as project priorities in this Plan update. The projected revenues available point to the need to secure and to apply other sources of money(ies) if all program goals are to be achieved. The most likely scenario is a combination of increment and special assessments targeted to properties and structures most benefited by planned improvements. The use of funds unrelated to tax increment or assessments would be applied to projects or activities for which specific dollars may be available.

Some projects are more suited to the use of tax increment revenue than others. Generally, these revenues should be preserved to leverage other dollars, that they be applied to truly public facilities or services, that they be used for assemblages, and/or that they comprise a source of incentives for projects deemed most commensurate and supportive of the overall plan. Within these broad categories might be considered the acquisition of substandard or well-located parcels that might fulfill some stated purpose, the financial support of parking or like facilities, and the direct support of as yet specified private projects if needed or desired.

THE REDEVELOPMENT TRUST FUND

Once the Harbor Redevelopment Plan was adopted by resolution 03-07, the City of Destin established a Redevelopment Trust Fund through Ordinance 03-01. The trust fund receives all tax increment money, grants, gifts, or profits generated by redevelopment activities in the Harbor CRA.

The annual funding of the redevelopment trust fund will result from additional incremental taxes collected in the Redevelopment Area by Okaloosa County and the City. Such increment will be determined annually in an amount equal to 95 percent of the difference between:

- 1. The amount of ad valorem taxes levied each year by the County, exclusive of any amount from any debt service millage, on taxable real property contained within the geographic boundaries of a community redevelopment area; and
- 2. The amount of ad valorem taxes which would have been produced by the rate upon which the tax is levied each year by or for the City and County, exclusive of any debt service millage, upon the total of the assessed value of the taxable real property in the community redevelopment area as shown upon the most recent assessment roll used in connection with the taxation of such property by the City and County prior to the effective date of the ordinance providing for the funding of the trust fund.



LEGAL AND REGULATORY ISSUES

REDEVELOPMENT POWERS

The City of Destin Resolution 98-09 established the Destin Community Redevelopment Agency, pursuant to Section 163.356, Florida Statutes. The Community Redevelopment Agency is authorized to exercise all of the powers conferred by Section 163, Part III, Florida Statutes, which are necessary and convenient to carry out and effectuate the purposes of the Harbor Community Redevelopment Plan. The Community Redevelopment Agency appointed a Harbor CRA Advisory Committee through Resolution 03-14 to assist the Agency in evaluating redevelopment initiatives and carrying out redevelopment activities in the Harbor CRA.

DURATION OF THE PLAN

The redevelopment initiatives and work program described in the Harbor Community Redevelopment Plan funded through tax increment revenues must occur within 40 years after the fiscal year in which this plan is approved or adopted, which is the time certain for completing all redevelopment financed by increment revenues. The Harbor CRA Plan was originally adopted on June 2, 2003 through Resolution 03-07 for a period of 40 years. As the Harbor CRA Trust Fund was established through Ordinance 03-01-CRA on June 16, 2003, all redevelopment initiatives and projects financed by CRA revenue must be completed by June 16, 2043.

PLAN MODIFICATION

The Harbor Community Redevelopment Plan may be modified in a manner consistent with Florida Statutes 163.361. If the City of Destin Community Redevelopment Agency deems that the Harbor Community Redevelopment Plan be amended, it shall make a recommendation to the City Council. All future amendments shall follow the notice and public hearing requirements listed in Florida Statutes 163.361.



SEVERABILITY

If any provision of the Harbor Community Redevelopment Plan is held to be unconstitutional or otherwise legally infirm, such provisions shall not affect the remaining portions of the Harbor Community Redevelopment Plan.

SAFEGUARDS, CONTROLS, RESTRICTIONS, OR COVENANTS

All redevelopment activities undertaken in the Harbor Redevelopment Area must be consistent with this Plan, the City's Comprehensive Plan and applicable land development regulations; all redevelopment plans will undergo review by the City.

Issues concerning restrictions on any property acquired for redevelopment purposes and then returned to use by the private sector will be addressed on a case-by-case basis to ensure that all activities necessary to perpetuate the redevelopment initiative are advanced in a manner consistent with this Plan and any amendment thereto. Throughout the redevelopment process for the Harbor CRA district, any restrictions or covenants shall run with the land regardless of transfer of ownership or private use for the period of time the City deems necessary.

RESIDENTIAL USE ELEMENT

As there are currently residential uses in the Harbor CRA district, but no moderate- or low- income housing units, an element of residential use is required per F.S. 163.362(8). Previously, a Neighborhood Impact Statement (NIS) was included in the CRA plan, however State regulations now only require an

NIS if moderate- or low-income housing is present in a redevelopment area. As required by the Comprehensive Plan (Policies 3-1.1.1 – 3-1.1.3), the City is currently in the process of incorporating strategies into the Land Development Code which incentivize the development of moderate- and low-income housing units when a planned unit development is proposed. This strategy will support the City's overall goal of providing an adequate ratio of housing units for residents and workers that support the local economy. The City will coordinate with the State Departments of Health and Children and Family Services, the West Florida Regional Planning Council, and the Fort Walton Beach Housing Authority as well as other appropriate agencies to improve the overall affordable housing stock regionally, but specifically within the Harbor CRA.

The intent of the Harbor Community Redevelopment Plan centers on the revitalization of the tourist commercial area, enhancing the safety within the corridor and providing public access to the harbor. The redevelopment envisions substantial capital improvements relating to the right-of-way, harbor access, parking and recreational facilities. There is limited permanent residential use within the Redevelopment Area. The displacement of permanent residents is not foreseen; however, the City shall assist any person who is required to relocate from their property due to City acquisition of property for public purposes by locating other housing facilities available as replacement dwellings, as required by Comprehensive Plan Policy 3-1.7.2. The City shall assess the degree of displacement which may occur when planning future land acquisition and shall not be responsible for displacement because of county, state or federal actions. The CRA shall follow the relocation policies and procedures established by the Federal Department of Housing and Urban Development when Federal dollars are involved.

Existing residential properties may be temporarily impacted during the construction of any improvements. Impacts may include construction detours, noise and dust. Impacts are expected to be minimal while the benefits of redevelopment activities will be of long duration, adding greatly to the quality of life by providing a safe and attractive area that has adequate waterfront access, sidewalks, recreation, parking and other needed infrastructure improvements.

COMPREHENSIVE PLAN CONSISTENCY

The 2024 Plan Update is determined to be consistent and comply with the City's adopted Comprehensive Plan, including the Future Land Use Map (FLUM), and the goals, objectives and policies of all the elements. Any amendments to the Comprehensive Plan which will impact the Harbor CRA Plan should result in an update to the Plan as well, consistent with Florida Statutes 163.361. A detailed table outlining the existing Comprehensive Plan policies directly related to the Harbor CRA and their implementation in the updated plan is included in the Appendix.

APPENDICES

APPENDIX A: LEGAL BOUNDARY DESCRIPTION OF CRA

A parcel of land lying and being in unsectionalized township 2 South, range 22 West, City of Destin, Okaloosa County, Florida, being more particularly described as follows:

Commence at the Southeast Corner of Sandpiper Cove Phase I as recorded in Plat Book 1 Page 146 of the Public Records of Okaloosa County, Florida, thence proceed along the approximate mean high water line of Destin Harbor N-78°46'39"-W, 420 feet to the Point Of Beginning (POB). Thence N-13°49'-E, 493 feet to the South Right Of Way (ROW) of U.S. Highway 98 East, thence westerly along U.S. Highway 98 East to the intersection of Beach Drive, thence Northerly along Beach Drive to the Southeast corner of Sea Hills Third Addition as recorded in Plat Book 5 Page 104 of the Public Records of Okaloosa County, Florida, thence follow the South boundary of Sea Hills Third Addition, N-82°10'54"-W, 1048.41 feet, thence South, 24.88 feet, thence West, 139.75 feet, thence North, 130.4 feet to the South ROW of Legion Drive, thence Westerly along Legion Drive to the South intersection of the centerline of Benning Drive, thence Southerly to the North extension of the ROW line at the intersection with Azalea Drive, thence Northwest along the North ROW to the Southwest corner of Etretat Subdivision as recorded in Plat Book 10 Page 6 of the Public Records of Okaloosa County, Florida, thence North, 114.49 feet to the Southeast corner of Gulf Manor First Addition as recorded in Plat Book 8 Page 9 of the Public Records of Okaloosa County, Florida, thence N-76°9'22"-W, 720.19 feet, thence N-0°05'50"-W, 51.44 feet, to the Southeast corner of Ridge Wood Manor as recorded in Plat Book 12 Page 69 of the Public Records of Okaloosa County, Florida, thence N-76°07'54"-W, 955 feet, thence N-50°23'11"-E, 124.12 feet, thence N-39°41'11"-W, 307.92 feet, thence N-50°20'52"-E, 800 feet to the South ROW of Pine Street, thence Northwesterly along the South ROW of Pine Street to the West ROW of Calhoun Avenue, thence Southwesterly along the West ROW of Calhoun Avenue to the Northwest corner of lot 14, Moreno Point Military Reservation as recorded in Plat Book 26 Page 172 of the Public Records of Okaloosa County, Florida, thence N-59°05'37"-W, 468.3 feet to the approximate high water line of Choctawhatchee Bay, thence Southwesterly along the approximate high water line to Destin Harbor thence easterly along the approximate high water line to the POB; said parcel contains 397.34 acres more or less.*

*Note: Acreage will vary depending on actual mean high water level and shoreline conditions at time of survey.

APPENDIX B: FINDING OF NECESSITY REPORT (2003)

Determining if blight conditions exist within a Redevelopment Area is the first step in ascertaining an area's appropriateness as a community redevelopment area. The Harbor Finding of Necessity Report describes the various physical, economic, and regulatory conditions within the Harbor Redevelopment Area that potentially are associated with blight or its causes and discusses the need for a community redevelopment area. Based on this analysis, there is a conclusion that there are blighted conditions within the Redevelopment Area, and that the repair, rehabilitation, and/or redevelopment of such areas is in the interest of public health, safety, and welfare.

A resolution adopted by the local governing body finding that such conditions exist is the required first legal step in initiating the full redevelopment regime envisioned under Section 163 Florida Statutes. Subsequent actions consist of the preparation of a community redevelopment plan for the area designated in the finding of necessity resolution. This community redevelopment plan provides physical information on the Redevelopment Area, identifies potential project types that can diminish or eradicate blighted conditions, and establishes a legal framework for a series of specific programmatic and policy actions that advance these projects.

Section 163.340 (8) Florida Statutes identifies fourteen criteria associated with blight or blighting conditions. The Finding of Necessity Report documents a minimum of six conditions present in the Harbor Redevelopment Area that are retarding its immediate and longer term social, economic and physical development. The legal tests described in Section 163 and pertinent to the City of Destin require that at least two of these criteria be satisfied. These criteria and their related conditions include the following.

Predominance of defective or inadequate street layout

(Section 163.340 (8) (a) Florida Statutes). The totality of the Harbor Redevelopment Area is comprised of a road grid that functions below current standards and requires substantial budgetary commitment to maintain and/or upgrade over time.

The absence of satisfactory internal connections forces local traffic onto US 98, which adds unnecessary and potentially dangerous trips to this arterial road. US 98 is not yet at capacity year-round but the level of service does not consider how conditions might change should the area be developed to its allowable intensity. Though improvements are being discussed conceptually for US 98, the funds have not been committed to budgets or plans.

Localized ponding is known to occur in certain neighborhoods within the Redevelopment Area. It remains unclear if this occurs as the result of inadequate controls or poor execution. Regardless of its origin, periodic ponding is in need of correction and such intervention is frequently through some kind of public action or vehicle. Such drainage solutions usually occur in conjunction with road (re) construction.

The absence of sidewalks is deemed to be not only a safety issue but also further evidence of inadequate transportation. The condition of the existing road grid precludes the provision of sidewalks without costly reconstruction.

There is a documented parking deficiency in excess of 400 spaces. As a result, the City has observed that most visitors simply park where they can find space on private business property, whether they are patrons or not, and walk around the harbor area. The fact that there is no public parking visible from US

98 is an issue. Motorists that park their vehicles on the north side of US 98 must cross this busy corridor and/or parking lots with speeding motorists.

The observed traffic patterns during the busy tourist seasons in Destin, clearly, contributes much to circulation and to the safety conditions within the Harbor Redevelopment Area. Vehicular stacking remains a problem within the Harbor Redevelopment Area. This is especially true on the intersection of US 98 and Stahlman Avenue, near the East Pass Bridge. The stacking that occurs in this area is very problematic because of the aforementioned proximity to the bridge. The East Pass Bridge serves as the major conduit for commuters between the Destin area and the Fort Walton Beach area. The abrupt start and stop motion, typically present in a stacking situation, can easily lead to numerous vehicular accidents.

Faulty layout in relation to size, adequacy, accessibility, and usefulness

(Section 163.340 (8) (c) Florida Statutes). The commercial lots suffer from inadequacies as a result of their size, a condition partially reflected in the number of vacant or underutilized parcels. Where properties are, in fact, developed, depth and width limitations that force an increased number of ingress and egress points on major roads are observed. The typical lot dimensions, in conjunction with immediate proximity to residential areas, preclude adequate space for landscaping or other treatments that might buffer these residential zones. In today’s competitive environment, contemporary development practices favor larger sites to vary and mix uses and activities. Although each non-residential site may be buildable, in the aggregate the commercial lots are largely economically dysfunctional or deteriorated because they simply do not meet contemporary design and investor requirements. It is highly likely that only aggressive actions to assemble lots can solve some of these site deficiencies.

There are numerous properties along the south side of US 98, as well as the west side of Calhoun Avenue that restrict access to the harbor and Choctawhatchee Bay, respectively. A visual inspection of property lines in the aforementioned areas reveal that certain properties exist that preclude other properties from being accessed from the main roads. Private easements or agreements between property owners are most likely the form in which specific property owners can access their properties through other people’s properties.

An analysis of land value, relative to total taxable value, suggests that many real estate assets are not adequately utilized. Individually and collectively, properties with such characteristics may be neither adequate, accessible nor useful.

Unsanitary or unsafe conditions

(Section 163.340 (8) (d) Florida Statutes). Insufficient sidewalks pose an immediately identifiable problem within all the neighborhoods that comprise the Redevelopment Area and along US 98. While accidents will occur, whatever safeguards are put in place, clearly having sidewalks for pedestrians on which to walk and a visible pedestrian-designated space wherein motorists are alert and vigilant, will diminish the number of accidents involving pedestrians. Left unchecked, the frequency of accidents will most likely continue to escalate.

Because parts of the sub-areas are not connected, the existing grid forces local traffic onto the perimeter arterials. Not only is capacity diminished, the unnecessary loading for local travel subjects more cars to the potential of accidents. Today’s contemporary planning approaches recognize the need to capture internal trips as a means of achieving neighborhood safety.

Deterioration of site or other improvements

(Section 163.340 (8) (e) Florida Statutes). As noted in the “Findings”, most buildings within the Redevelopment Area are physically sound overall. The primary concern is deterioration in context and setting, which will discourage long-term sustainability and lead to a reduction in useful life more rapidly than will be the case in a stable residential and commercial environment

The context and setting are defined in large part by the quality of the public infrastructure. Among the most noticeable deficiencies are the lack of sidewalks and other pedestrian-oriented amenities, the perceived traffic stacking, the lack of adequate public parking, and the inability of the current stormwater system to prevent localized flooding. Individually, these conditions appear to be somewhat innocuous, but collectively they present a real challenge to redevelopment within the Harbor Redevelopment Area.

As for many of the commercial improvements, many simply do not meet current demands of the marketplace. Although they may not be deteriorated from a physical standpoint, many are nearing, or have reached, the end of their useful economic life and are functionally deteriorated. Parking and access conditions are clearly deficient.

Inadequate and outdated building patterns.

(Section 163.340 (8) (f) Florida Statutes). Conditions of inadequate and outdated building patterns are literally self-evident based on the most casual inspection of the Redevelopment Area. Many contemporary designs or regulatory practices are violated by conditions in the Harbor Redevelopment Area. Among the deficiencies that speak to inadequate and outdated building patterns are the following:

- Planned intensity relative to the size and adequacy of platted lots
- Absence or deterioration of infrastructure
- Poor connectivity among neighborhoods prompting the use of regional arterials for local travel
- No sidewalks
- No designed public spaces
- Unrestricted and divided ingress and egress among numerous commercial properties
- Commercial intrusion into residential areas stemming from inadequate lot depth, poor design controls, and the absence of transitional zones that preclude opportunities to insert buffering
- No view corridors

Diversity of ownership

(Section 163.340 (8) (m) Florida Statutes). Arguably, the Redevelopment Area’s diverse ownership is among its most onerous and fractious problems. Given the number of owners, the non-resident status of these owners, the pattern of small lots, and the demands of contemporary market or building requirements, it will be difficult for private interests to acquire sufficient property to alter the established patterns of development and use. Aggressive intervention will be needed to assemble parcels or holdings adequate in size such that the larger community is evidently committed to changing the Redevelopment Area’s social, physical and economic character.

APPENDIX C: COMPLETED PROJECTS INVENTORY (2023)

PLANNED PROJECTS IN H-CRA PLAN (2023)	PUBLIC PROJECTS IN H-CRA DISTRICT TO IMPLEMENT CRA PLAN (2008 – present)	COMPLETE (Y/N)
Roadway Projects		
US HWY 98	RRR remedial reconstruction and rehabilitation US Highway 98 from Marler Bridge to Airport Road	Y
	FDOT US Highway 98 East, landscaping project currently under construction; Marler bridge to Airport	N
	FDOT US Highway 98 East, lighting project added approximately 60 street lights; Marler bridge to Indian Bayou Trail	Y
Stahlman Avenue	None	
Mountain Drive	Mountain Drive Reconstruction - from Stahlman Avenue to Benning Drive, two lane roadway added 10 ft wide sidewalk to south side of road and provided stormwater facilities for the Mountain Drive watershed.	Y
Benning Drive	None	
New Secondary Streets	Destin Crosstown Connector (Azalea Drive Extension) - currently under design, add approximately 2000 linear feet of two lane divided roadway between Beach Drive to Benning Drive, 10 ft sidewalks on both sides of road and stormwater retention for the watershed	N
Pedestrian Sidewalks/Crosswalks		
Harbor Boulevard	Pedestrian crosswalk signalization at 116 Harbor Blvd	Y
	Pedestrian crosswalk signalization at 210 Harbor Blvd	Y
*Melvin Street	Pedestrian crosswalk signalization at Melvin St	Y
*Azalea Drive	Azalea Drive Sidewalk - added 10 ft wide sidewalks on North side of road from Stahlman Avenue to Snapper Drive and on South side of road from Snapper Drive to Benning Drive.	Y
	Harbor Place T/H Project - added 10 ft wide sidewalks on North side of Azalea Drive from Snapper Drive to Melvin Street on west side of Melvin St from Azalea Drive to Mountain Drive	Y
* Zerbe Street *Calhoun Avenue	Zerbe Calhoun Pedestrian Project - constructed approximately 2,000 linear feet of 10 ft wide sidewalk from intersection of Zerbe and Sibert St. west on Zerbe Street and North on Calhoun avenue to Clement Taylor Park	Y

PLANNED PROJECTS IN H-CRA PLAN (2023)	PUBLIC PROJECTS IN H-CRA DISTRICT TO IMPLEMENT CRA PLAN (2008 – present)	COMPLETE (Y/N)
Harbor Boardwalk	Harbor Boardwalk - constructed continuous boardwalk on north side of the harbor shoreline from 10 Harbor Blvd to 316 Harbor Blvd.	Y
Bayside Boardwalk Extension	None	
Stormwater and Utilities		
*Melvin Street	Provide storm water retention for the watershed between Harbor Boulevard and Mountain Drive	Y
*Utility Undergrounding	Utility undergrounding is in progress. US 98 will take place in Phase 1, the rest of district will take place in Phase 4.	N
*Stormwater Master Plan Update	Stormwater Master Plan was updated in 2021. There are two projects in the updated plan identified for the Harbor CRA district.	Y
Parking		
Marler Street Lot	Provides 147 parking spaces and multimodal transit stop	Y
Sibert Avenue Lot	Provides 42 parking spaces	Y
Open Space/Recreation		
Clement Taylor Park	Currently under design to provide 30 designated parking spaces and pavilion and demo/ reconstruct restrooms	N
*Capt. Leonard Destin Park	Added approximately 37 parking spaces	Y
*Capt. Royal Melvin Heritage Park	Currently under construction at restrooms and picnic areas also the gateway to the Harbor Boardwalk.	N
Visitor Center	None	

**Projects were not specifically identified in Harbor CRA Plan*

APPENDIX D: COMPREHENSIVE PLAN POLICY REVIEW

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
1-3.3.4	Harbor CRA Redevelopment, Infrastructure, and Design Enhancements. Continue implementation of the Harbor CRA plan, established in 2003 and encompassing 397 acres in the southwest portion of the City north of the Destin Harbor, including the following components:	The Harbor CRA Plan is being updated to continue the implementation of the original vision of the Harbor CRA district.
1-3.3.4(1)	Harbor Boulevard is a major gateway to the city. The City will work together with the private sector and the Florida Department of Transportation to pursue changes to Harbor Boulevard that would improve landscaping, appearance, multimodal safety and performance. Such enhancement shall include application of community appearance criteria that reinforce good principles of design as well as preserving unique characteristics and open space for scenic vistas. The gateway improvements shall also address the implementation of streetscape amenities, enhanced signage, and intersection improvements.	FDOT has completed two major projects on Harbor Boulevard in the Harbor CRA district, which assisted in the implementation of this policy: (1) RRR remedial reconstruction and rehabilitation of Hwy 98 from Marler Bridge to Airport Road, and (2) the addition of approximately 60 streetlights between Marler Bridge and Airport Road. Additionally, landscaping of Hwy 98 between Marler Bridge and Airport Road is currently under construction. The Plan Update identifies multiple key projects that will positively impact the condition of Harbor Boulevard/ Highway 98: the acquisition of 1 Calhoun Avenue; intersection improvements at Stahlman Avenue/Harbor Boulevard/Zerbe Street; utility undergrounding along Harbor Boulevard. Additionally, there are several near-term strategies identified in the Update which would further implement this policy such as beautification, and crosswalk and wayfinding enhancements.
1-3.3.4(2)	Develop the Capt. Royal Melvin Heritage Park and Plaza (Heritage Park). In 2008 the City acquired land for Heritage Park along the north side of Harbor that will provide sustainable public access to the Harbor waterfront. As of late 2009, a broad variety of planning,	Captain Royal Melvin Heritage Park was completed and opened in July of 2023. As a part of the strategic approach outlined in the Plan Update, a medium-term

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
	technical, design and engineering surveys and studies have been completed. As funds become available, Heritage Park should be completed to serve as a focal point and harbor front destination for pedestrian activity in the immediate vicinity.	strategy identified is a shared-use path from the Marler Lot to this park. This would provide a physical and visual connection for pedestrians from parking to the Harbor Boardwalk that is currently lacking.
1-3.3.4(3)	Continue land acquisition/construction of off-site parking facilities. Purchase or enter into joint public/private partnerships to acquire land for two or three public parking facilities on the north side of Harbor Blvd. Utilize land for surface level parking until development and economics justifies the cost effectiveness of structured parking. If opportunities arise in the interim, accept public parking spaces as part of private development projects.	The Plan Update includes two parking garages as key projects where the public lots at Marler Street and Zerbe Street are currently located. The parking garage at Marler Street was identified as the first priority for the HCRAAC. The proposed garage included in the Plan Update includes 350 spaces, and would not utilize the entire site, allowing for additional uses on the property.
1-3.3.4(4)	Continue implementation of the Harbor and Bay Boardwalks. A framework design plan has been completed for the boardwalk fronting the Harbor, extending under the Marler Bridge and extending to Clement Taylor Park. Phase I of the Harbor Boardwalk was completed in 2012. As private redevelopment occurs, construction of contiguous sections of the remaining Harbor Boardwalk and related components shall be completed in accordance with the adopted framework design plan. Related components include, but are not limited to, broad, pedestrian friendly north/south pedestrian connections to the Harbor Blvd. frontage and pedestrian system. The "boardwalk under the bridge" shall be completed by the City at such time as there are significant sections of Harbor Boardwalk completed on both the north and south sides of Harbor Blvd.	The Plan Update includes three key projects related to the Harbor Boardwalk: Land acquisition and design related to Harbor Boardwalk Phase II (under the bridge), Harbor Boardwalk safety improvements, and Harbor boardwalk east extension. Additionally, the strategic approach included in the Plan Update is primarily focused on helping visitors and locals access the Destin Harbor safely. Near-, medium- and long-term strategies are identified in support of this overall goal for the district.
1-3.3.4(5)	Continue to implement neighborhood and pedestrian enhancements. Neighborhood street, intersection, and drainage improvements shall be implemented per the Phase II Implementation Plan within the Harbor CRA. As private redevelopment progresses along Harbor Blvd., strongly consider implementation of enhanced, safe crossings which could be implemented through a combination of	Prior to the plan update, Pedestrian crosswalk signalizations were installed by FDOT at 116 Harbor Blvd., 210 Harbor Blvd, and Melvin St. In the Plan Update, completion of the Cross Town Connector throughout the district, bike lane

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
	overhead connections, traffic calming, improved lighting, and enhanced and/or controlled at-grade crosswalks. Cost of construction of such facilities should be shared by the private developer, the City, and the State.	and sidewalk improvements, and intersection improvements are identified as key projects. Additionally, the Plan Update recommends beautification and crosswalk enhancements specifically across Harbor Boulevard as near-term strategies the City may pursue.
1-3.3.5	Provide for Redevelopment Initiatives Through CRA Tax Increment Financing and Other Plan Implementation Initiatives. The success or failure of adopted Town Center and Harbor CRA Redevelopment Plans (collectively referred to as "Plans") hinges on the ability of the City to stimulate re-investment, to undertake public improvement projects, and to engender community support. The City has taken its first steps by identifying needs, evaluating alternatives, and preparing Plans to guide efforts for the next several decades. The City shall become the facilitator for the Plans' implementation. The City's responsibilities shall include serving as the catalyst for stimulating, marketing, and encouraging both public support and private participation as elaborated in the following Policies. As part of its responsibilities for maintaining and improving the CRA tax increment financing program, the City shall monitor CRA property values. These responsibilities shall include annual review, update, and evaluation of the effectiveness of the tax increment financing program including the timely processing of information by the City and County to ensure that the best interests of the City are carried forth.	The Plan Update includes sections regarding the successful implementation and financial planning. These sections include information on the required annual review, funding sources, financial incentives, etc.
1-3.3.5(1)	CRA Management Plan. The CRA shall assess CRA manpower needs and internal funding sources to promote and market the area, review development plans, create new regulatory frameworks, leverage investment, assist small businesses, provide for special events, maintain financial integrity and, in general, provide day-to-day management and review. The City shall commit resources to the two key areas of the management plan: (a) Responsibility for project administration (b) Target funds for project implementation, creating marketing materials, new development codes, and public and private project review.	There is a section specifically for the City's management plan within the Implementation section of the Plan Update.

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
1-3.3.5(2)	Comprehensive CRA Funding Sources. The City shall commit resources to planning for the income and expenditures within the CRA as an integral part of CRA Redevelopment Plan implementation. The City shall manage the CRA financial plan and yearly budget estimates, project cost estimates and monitor progress in meeting proposed time frames. A variety of funding sources shall be considered, such as the following: (a) Tax increment trust fund, (b) Special assessments, (c) General obligation bonds, (d) Special revenue bonds, (e) Grants and loans to the CRA, (f) Public and private grants and loans using CDBG funds, Community Reinvestment Act funds, historic preservation funds, Small Business Administration loans, and small business facility rehabilitation loan programs, as well as other similar programs, (g) Fees and charges.	In addition to the annual review of CRA revenue, expenditures and key project statuses which is outlined in the Implementation Plan and detailed in the Financial Plan sections, the Plan Update includes a subsection within the Financial Plan that lists several funding sources available including those listed in the referenced policy.
1-3.3.5(3)	CRA Financial Incentives. Financial incentives may be considered as the Trust Fund gains dollars to stimulate location of new/expanding business opportunities. These alternatives shall include: (a) Public partnership with private development wherein the public sector installs roads, water, sewer and other infrastructure necessary to make the project feasible. (b) Establishing a Community Development District, Foreign Trade Zone, Community Development Corporation, or other similar programs. (c) Grants and loans to businesses/property owners.	The Plan Update discusses financial incentives, grants and loans as a part of the Implementation section.
1-3.3.5(4)	CRA Marketing and Promotion. The effectiveness of the CRA Redevelopment Plan will largely depend on the perception of the plan by the public, prospective developers and financial backers. Colorful illustrative materials are necessary throughout plan implementation. A strong citizen involvement and public information program can only aid in the success of the entire plan. The CRA shall establish a community theme or slogan for use on City articles, or sponsor a contest for logo submittals, publish "CRA News" to residents/businesses to keep them informed, and prepare and manage an on-going "events program" to stimulate and maintain the public interest. Finally, utilize "success stories" as they develop to show that Destin is on the move.	There is a marketing and promotion portion of the Implementation section in the updated plan.

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
1-3.4.4	Initiate Public and Private Sector Partnerships. The City shall coordinate redevelopment issues with the private sector in promoting mobilization of public and private resources necessary to effectively carry out redevelopment efforts, especially along the Harbor and in the Town Center CRA area.	Public and private partnerships are discussed in the Financial Incentives, Grants and Loans section of the Implementation Plan.
2-1.3.11	Create Safe Pedestrian and Cycling Roadway Crossings. The City shall create, safe crossings on Harbor Boulevard/Emerald Coast Parkway between the Marler Bridge and the eastern edge of the Town Center CRA, with particular emphasis on strengthening the connection between the Town Center and the Harbor. Crossings shall be evaluated and designed to provide maximum pedestrian visibility, safety, and convenience, consistent with all applicable standards, guidelines, and best current practices. The City shall coordinate with FDOT to ensure adequate crossings are planned and constructed along Harbor Boulevard/Emerald Coast Parkway for safe crossing of that facility.	Prior to this Plan Update, three pedestrian crosswalk signalizations were installed on Highway 98/Harbor Blvd at 116 Harbor Blvd., 210 Harbor Blvd, and at Melvin St. Additionally, the Plan Update recommends further crosswalk enhancements at those crosswalk locations that reduce long waits and encourage the use of the public parking lots and crosswalks.
2-1.3.21	Prioritize Projects. As revenues become available from the Community Redevelopment Area (CRA) tax increments, the City shall prioritize projects that help support the goals of the MMTD.	Throughout the update process with the Harbor CRA Advisory Committee, the key projects were ranked and given a priority level which is included in the Plan Update. As a part of the annual review of the Plan, the City will review the project and priority status of identified key projects.

APPENDIX E - FLORIDA STATUTES CRA PLAN CONTENT REVIEW

FLORIDA STATUTES SECTION	REQUIREMENT	PLAN UPDATE IMPLEMENTATION
163.360.2.a	Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Community Planning Act.	All applicable sections of the current Comprehensive Plan have been implemented. This is demonstrated through the "Comprehensive Plan Consistency" subsection, as well as the detailed policy review in the Appendix.
163.360.2.b	Be sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area; zoning and planning changes, if any; land uses; maximum densities; and building requirements.	The "Land Use Review" section outlines the existing zoning, land uses, densities and building requirements for the Harbor CRA district. All planned public improvements which may include land acquisition, demolition, redevelopment, and public projects proposed in the Harbor CRA are included in the "Key Projects" subsection.
163.360.2.c	Provide for the development of affordable housing in the area, or state the reasons for not addressing in the plan the development of affordable housing in the area. The county, municipality, or community redevelopment agency shall coordinate with each housing authority or other affordable housing entities functioning within the geographic boundaries of the redevelopment area, concerning the development of affordable housing in the area.	The "Residential Use Element" of the Plan Update describes the current changes that are being incorporated into the Land Development Code supporting the development of affordable housing and discusses the coordination of local, regional and state agencies to increase the affordable housing stock in the area.
163.362.1	Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.	The Finding of Necessity Overview section of the Plan Update describes the reasons the Harbor CRA district was determined "blighted" and targeted for redevelopment in the City. A specific legal description of the district is included in the appendix.

FLORIDA STATUTES SECTION	REQUIREMENT	PLAN UPDATE IMPLEMENTATION
163.362.2.a	Show by diagram and in general terms the approximate amount of open space to be provided and the street layout.	The Land Use and Transportation Reviews describe the minimum amount of open space required for each zoning district within the Harbor CRA District, and the existing street layout. The Key Projects show all planned projects including new streets and open space.
163.362.2.b	Show by diagram and in general terms limitations on the type, size, height, number and proposed use of buildings.	The Land Use Review in the Plan Update describes the limitations on building type, size, height, number and use that are implemented through the Future Land Use Designations and zoning districts in the City's Comprehensive Plan and Land Development Code.
163.362.2.c	Show by diagram and in general terms the approximate number of dwelling units.	The Land Use Review in the Plan Update describes the number of existing dwelling units, as well as the limitations on building type, size, and density that are implemented through the Future Land Use Designations and zoning districts in the City's Comprehensive Plan and Land Development Code.
163.362.2.d	Show by diagram and in general terms such property as intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature.	The Key projects section of the Plan Update describes all future public facilities planned for the CRA district. This includes public facilities, new streets, and all other public improvements planned at this time.
163.362.3	If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community	As there is currently no low or moderate income housing in the Harbor CRA district, the existing Neighborhood Impact Assessment was replaced with a Residential Use Element (163.362.8).

FLORIDA STATUTES SECTION	REQUIREMENT	PLAN UPDATE IMPLEMENTATION
	facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.	
163.362.4	Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.	A list of publicly funded key projects to be undertaken in the Harbor CRA district is included in the "Investment in the Harbor District" section of the Plan.
163.362.5	Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan.	The Plan includes adequate safeguards through the Implementation Plan, Financial Plan and Safeguards, Controls, Restrictions or Covenants sections of the Plan Update.
163.362.6	Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.	This section is implemented through the Safeguards, Controls, Restrictions or Covenants section of the Plan Update.
163.362.7	Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.	The Residential Use Element includes language describing the City's policies on replacement housing due to redevelopment activity.
163.362.8	Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefore.	The Residential Use Element in the updated Plan includes the proposed changes to the Land Development Code which incentivizes the developer to include a percentage of affordable housing in new planned unit developments.
163.362.9	Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such	In the Financial Plan section, there are multiple tables which outline the encumbered revenue for the Harbor CRA, the projected revenue, operating budget, total debt transfer, and balance from FY 23 through the

FLORIDA STATUTES SECTION	REQUIREMENT	PLAN UPDATE IMPLEMENTATION
	indebtedness is to be repaid with increment revenues.	duration of the CRA (FY43). Additionally, each key project includes a planning cost estimate for the project.
163.362.10	Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.	The Plan Duration section of the updated plan states that all projects and redevelopment funded by CRA revenue shall be completed no later than June 16, 2043.

APPENDIX F - HARBOR REDEVELOPMENT INITIATIVES (2003)

The Harbor Redevelopment Area is to be redeveloped as an easily accessible, economically sustainable and attractive waterfront-oriented district that provides safe transportation, pedestrian and recreation facilities in a manner that promotes a favorable identity for the City of Destin.

REDEVELOPMENT OBJECTIVES

In partnership with the private sector and other governmental entities, the Harbor redevelopment initiative will reverse the observed blighting conditions within the Harbor Area over a 40-year period by leveraging public assets to improve the overall economic condition and the physical condition of the Redevelopment Area. Strategic initiatives are to be identified and placed into action to address and remove blighting conditions that might forestall the achievement of these redevelopment objectives. Ultimately, the Harbor Area will be revitalized to benefit residents, businesses, property owners and visitors.

The objectives and redevelopment initiatives contained in this section address blight conditions within the Redevelopment Area as identified in the Finding of Necessity Report. These objectives are supported by the City’s recently amended Comprehensive Plan and Land Development Code in addition to past studies performed for and by the City of Destin. The objectives shall be viewed as sound planning steps in the realization of the redevelopment initiative.

Objective 1 - Transportation and Pedestrian Safety

The transportation condition of US 98 and the lack of safe pedestrian facilities are among the identifiable blighting conditions within the Harbor Redevelopment Area. Its condition shall be seen as a priority in the implementation of this Plan. To address this priority an enhanced and interconnected network of right-of-way and other infrastructure projects that focuses on improving pedestrian movement, shall be planned. To spotlight and establish the area as an attractive and competitive destination in the larger regional framework, existing transportation, and access points shall be enhanced. Ingress/egress and evacuation routes along US 98 and its major connectors throughout the year and during periods of peak visitations or periods of emergency or distress shall be realized.

Objective 2 – Parking Improvements

Parking shall be made available to support development and access points throughout the Harbor Redevelopment Area and the US 98 corridor in particular.

Objective 3 – Harbor Access, Open Space and Recreation

The waterfront is one of Destin’s premier assets; yet the public access, open space and recreation opportunities within the Harbor Redevelopment Area are limited. Redevelopment initiatives shall be implemented that promote access to the Harbor and provide adequate open space and recreation facilities to meet citizen and visitor demand.

Objective 4 – Urban Design and Infrastructure

The first impression of the “quality of life” in the Harbor Redevelopment Area is expressed through the overall visual characteristic of the Harbor Redevelopment Area’s built environment. There are numerous

properties that limit the ability to redevelop in an orderly and integrated fashion due to their condition, size and orientation. The City, through redevelopment initiatives, shall encourage owners of private properties to improve their sites. Public rights-of-way and property shall be improved in order to create a sense of place for the Harbor Redevelopment Area while enhancing basic infrastructure, specifically sidewalks, stormwater and utilities.

Objective 5 – Funding, Financing, Management and Promotion

The funding and financing portion of this objective calls for a creative, efficient, practical and equitable funding and financing mechanism to properly implement this Plan. It is perceived that these will be tied to the expected flow of tax increment dollars at the very least. The CRA shall implement programs that provide proper management of the redevelopment initiatives and promotion of the Harbor Redevelopment Area.

The remainder of this section identifies redevelopment programs and capital projects that when implemented support the redevelopment objectives as presented in this Plan. The capital and program costs of implementing the redevelop initiatives are addressed in Section 4.2 of this Plan.

TRANSPORTATION AND PEDESTRIAN SAFETY REDEVELOPMENT INITIATIVES

Improving transportation and pedestrian safety will positively transform the visual and general perception of the Harbor Redevelopment Area. The following initiatives shall be considered in improving transportation and pedestrian safety within the Redevelopment Area. Each of these initiatives will be amplified in an annual work program undertaken by the City of Destin and the CRA.

Transportation and Pedestrian Safety Program Initiatives

The following provides descriptions of potential programs that shall encourage improving transportation and pedestrian safety in the Harbor Redevelopment Area. Many of these programs are time sensitive while others are ongoing in nature. Programs such as the transportation study referenced in 3.2.1.2 will result in the identification of specific capital projects that shall be undertaken to realize redevelopment results.

Transportation and Pedestrian Safety Design Guidelines

The CRA shall establish design guidelines and/or standards that contain the following.

- Establish driveway spacing to prevent a motorist from encountering more than one conflict at a time.
- Address corner clearance and wherever practical control distance between driveways and the corner of an intersection.
- Develop driveway designs to allow vehicles to quickly exit the through lane.
- For wider driveways, the use of a driveway median shall be encouraged to provide a safe space for pedestrians, help to provide positive guidance to motorists and allow beautification and signing opportunities.
- Use medians and other innovative design methods to reduce the turning movements across lanes as well as provide a safe haven for pedestrians crossing the roadway.
- Develop and incorporate lighting and landscape standards to design a safe and inviting environment.

These guidelines/standards shall be drafted in coordination with the urban design standards referenced later in this Plan.

Transportation Enhancement Study

The CRA shall complete a transportation study to determine the most effective manner in which to control traffic, access and safety on US 98 and its major connectors. The transportation study shall include pedestrian, bicycle and other multi-modal transportation elements in addition to identifying ways to enhance emergency evacuation. The transportation study shall consider past transportation studies and recommendations in addition to evaluating other innovative methods to accomplish this objective.

Access Management Program Initiatives

Investigate alternative or innovative access management solutions for transportation problems. Pursue agreements allowing joint access, cross access, or other innovative uses between adjacent property owners to help control the number of access points on the road network.

TRANSPORTATION AND PEDESTRIAN SAFETY CAPITAL IMPROVEMENT PROJECTS

Roadway Improvements

As indicated in the study referenced in 3.2.1.2, the CRA shall, in partnership with other agencies as deemed appropriate, implement the roadway improvement recommendations contained in the transportation study. Roadway improvements may include improvements on US 98, Stahlman Avenue, Mountain Drive, Benning Drive, and Beach Ridge Drive.

Multimodal Transportation Improvements

To provide safe and easy access for bicyclists and pedestrians, as well as motorists, traveling through the Redevelopment Area the CRA shall, in partnership with other government agencies as deemed appropriate, implement the multi-modal transportation improvement recommendations contained in the transportation study referenced in 3.2.1.2. Multimodal transportation improvements will include bike paths and other multimodal access improvements concurrent with roadway improvements.

Pedestrian Sidewalks and Crosswalks

An enhanced and interconnected network or right-of-way and other infrastructure projects that focus on improving pedestrian movement, parking, ingress/egress and evacuation routes along US 98 and its major connectors shall be realized. The CRA shall, in partnership with other government agencies as deemed appropriate, implement the sidewalk and crosswalk improvement recommendations contained in the transportation study referenced in 3.2.1.2. Projects will also include Bluff Ridge Walk, and Harbor Walk.

Evacuation Improvements

The CRA shall, in partnership with other government agencies as deemed appropriate, implement the emergency evacuation improvement recommendations contained in the transportation study referenced in 3.2.1.2.

Parking Redevelopment Initiatives

Parking concerns addressed comprehensively will improve the function, appearance and safety of the

Harbor Redevelopment Area. Furthermore, it is expected that any additional parking provided will increase property utilization in the area, substantially increase the number of spaces available and encourage cooperative public/private partnerships. Each of these initiatives will be amplified in an annual work program undertaken by the City of Destin and the CRA.

Parking Program Initiatives

The following provides descriptions of programs that shall improve parking in the Harbor Redevelopment Area. Many of these programs are time sensitive while others are on-going in nature. Programs such as the parking study referenced below will result in the identification of specific capital projects that shall be undertaken to realize redevelopment results.

Parking Study

The City of Destin has performed several assessments identifying parking deficiencies within the Harbor Redevelopment Area, specifically the US 98 corridor. The City shall prepare a parking implementation plan. In drafting the implementation plan the City shall review past studies, update the deficiencies based on this review and current conditions and then prepare an action plan that specifies capital improvements, programs and other methods to eliminate parking problems and promote redevelopment within the Harbor Redevelopment Area. The parking study shall include the identification of locations where shared parking will work, an evaluation of the City’s parking codes and the need to provide public parking and perhaps even the construction of parking garages or structures to increase capacity in critical areas.

PARKING CAPITAL IMPROVEMENTS

Parking Improvements

As indicated in the study referenced in 3.3.1.1, the CRA shall, in partnership with other government agencies, organizations or individuals as deemed appropriate, implement the parking improvement recommendations contained in the parking study. Parking improvements will include on-street parking concurrent with roadway improvements, and public parking garages and lots.

Harbor Access, Open Space, and Recreation

The opportunity exists for the Harbor Redevelopment Area to provide prime recreation programs and facilities within the general community, specifically along the waterfront. Open space areas shall be present throughout the redevelopment area on both private and public lands. The design and placement of open space will provide the opportunity to intertwine pedestrian facilities throughout the corridor creating an environment that is walkable. Each of these initiatives will be amplified in an annual work program undertaken by the City of Destin and the CRA.

HARBOR ACCESS, OPEN SPACE AND RECREATION PROGRAM INITIATIVES

Recreational Programs and Special Events

The CRA shall support holding recreational programs and special events within the Harbor Redevelopment Area to promote Destin as a destination in addition to meeting local recreational needs.

Programs and Activities Supporting Commercial Access to the Harbor

The Destin area was founded as a fishing village and many of its residents want to preserve and protect the commercial fishing industry. The CRA shall evaluate measures to support the economic stability of the commercial and sport fishing industries

Harbor Access, Open Space and Recreation Capital Improvements

The following open space and recreational improvements have been derived through conversations with community leaders and from past studies performed for and by the City of Destin for the Harbor Redevelopment Area.

Harbor Boardwalk

The City of Destin has undertaken numerous planning initiatives to improve the functionality, aesthetics and long-term prosperity of the City. During these planning exercises one of the highest ranked projects is the development of a boardwalk along the north shore of the Destin Harbor. The City of Destin has created a committee comprised of property owners along the north shore of the Destin Harbor, formally called the North Shore Landowners Committee. Their sole mission was to draft a proposal to the City that will result in the voluntary conveyance of public easement along the water’s edge in order to construct a continuous boardwalk. The CRA shall support the initiatives of the North Shore Landowners Committee as they complete the planning process. The committee is currently completing Phase I of the Harbor Boardwalk Proposal. Phase II will be to complete an economic and parking demand analysis of the boardwalk project. The parking assessment can be completed as part of the parking study referred to previously. Phase III will be the actual engineering and construction of the boardwalk. The completion of the boardwalk area will enhance the provision of access to the waterfront, provide recreation opportunities and serve as an economic stimulator.

Other Water Access Improvements

The CRA shall consider other physical improvements that will advance access to the Harbor for not only the general public but the commercial industries dependent on the Destin Harbor for their livelihood. Such improvements will include marinas, boat ramps, fishing piers and supporting infrastructure such as parking and utilities.

Special Events Area

Create a special events area that serves to unify existing civic facilities at Stahlman Avenue and US 98. This space will serve as an area for special events and programs to provide recreation and promote the Harbor Redevelopment Area as a destination point of interest.

Other Open Space and Recreation Improvements

Improvements to Taylor Park shall be planned and implemented in addition to the creation of a new harbor side park with access from US 98. Open space can be provided and enhanced through the establishment of landscape promenade to serve the US 98 corridor and Harbor. Other improvements include a Visitor Center.

Urban Design and Infrastructure

The aesthetic or design framework of an urban area is a composite of its various visual and planning elements. Each of these elements may have a different visual character or use when perceived separately.

When viewed together, these discrete elements can determine the overall visual character or “image” of an urban area. The individual elements that help to define the character of an urban area may include major roadways, streetscape, public rights-of-way, buildings, landmarks, signage, greenspace, recreational areas, conservation areas and the edges of separate distinct areas.

The Finding of Necessity Report documented that the majority of commercial development is functionally obsolescent throughout the Redevelopment Area. The current proliferation of private signage and lack of uniform landscaping creates a visual blight that detracts from the area’s aesthetic environment.

In general, the urban design initiatives presented in this Plan will abide by the overall goals, objectives and policies, including type, size, density, massing and building height, as outlined in the City of Destin’s Comprehensive Plan and Land Development Code. The following emphasizes urban design and infrastructure strategies that can greatly enhance the aesthetic and infrastructure conditions within the Harbor Redevelopment Area. Each of these initiatives will be amplified in an annual work program undertaken by the City of Destin and the CRA.

URBAN DESIGN AND INFRASTRUCTURE PROGRAMS

Evaluation of the Urban Design Framework

The Destin Harbor Area Master Plan addresses the Harbor Redevelopment Area’s urban design framework. The framework initiated by the Master Plan, shall be evaluated to ensure that the urban design framework correctly captures the desired enhancements for gateways, roadways, streetscape, right-of-way, parking, building and site components, location of open space and recreational areas, waterfront access, land uses and zoning. The urban design framework is a planning tool that establishes the foundation and tone for all planned improvements within the Harbor Redevelopment Area. The urban design framework evaluation shall result in a base plan that will guide the redevelopment as it relates to aesthetics in addition to function. The City of Destin’s Land Development Code, which is expected to be adopted by the end of 2003, shall also address the redevelopment area’s urban design framework.

Design Standards

The City shall encourage improved appearance and design of public and private projects as a means of encouraging more investment throughout the Harbor Redevelopment Area. The City shall prepare a document that presents the development regulations and design standards in a simple design manual format for public use. The design manual shall address streetscape, architectural, site, landscape, signage, public art and open space to provide visual continuity and a positive environment throughout the Redevelopment Area. Design standards establish a harmonious design vocabulary throughout an area for both new and existing facilities. The City’s Comprehensive Plan discusses development intensities, densities, maximum height, and buffers. This shall be considered when developing design standards for the Harbor Area. The City’s anticipated land development code shall be tested to ensure that they do the following.

- Create an environment that is attractive and safe for pedestrians, bicyclists and motorists.
- Promote the use of proper construction materials that impart a sense of quality and permanence.
- Balance aesthetic values with function and economic realities.

Beautification Programs

Beautification programs such as Adopt-A- Median or Adopt-A-Right-of-Way can assist in the

implementation and maintenance of landscaped areas within the Redevelopment Area. City sponsored beautification will be provided through the implementation of streetscape and gateway improvements. The beautification program will also include the preservation and enhancement of existing open spaces and natural features within the Redevelopment area.

Incentives for Site and Structure Improvements

The City through the CRA initiative will encourage private properties to improve their sites and structures. The City can provide non-monetary incentives such as code waivers and special exemptions to private parties to upgrade and maintain their properties. The CRA can also provide assistance in identifying and pursuing CDB Grants (Community Development Block Grants) and other funding sources to assist private property improvements.

URBAN DESIGN AND INFRASTRUCTURE CAPITAL IMPROVEMENTS

Streetscape Improvements

Incorporate streetscape strategic planning in all projects to improve access, pedestrian and bicycle facilities and overall beautification for US 98 and other major roads within the Redevelopment Area. Streetscape planning shall provide a typical section for each roadway using consistent design guidelines throughout the Redevelopment Area. Any roadway and streetscape planning must include a phasing/ prioritization plan to construct the recommended improvements. Streetscape improvements may include improvements on US 98, Stahlman Avenue, Mountain Drive, Benning Drive, and Beach Ridge Drive.

Gateway/Signage/Wayfinding System

Promote the location of important destinations in the Redevelopment Area through a gateway/signage/ wayfinding system. Such a visual directional system, besides giving the Harbor Redevelopment Area an identity, is particularly important in its relationship to neighborhoods that are predominately residential and wish to enhance their security and integrity.

Stormwater and Utilities Improvements

All new development is required to provide adequate on-site stormwater and utility upgrades for the required development. The City of Destin’s City-wide Stormwater Management Plan will include the Harbor redevelopment area and address stormwater issues. This plan is anticipated to be completed by the end of the year 2003. Specific projects will be reviewed as part of an annual work program that will be undertaken by the City of Destin and the CRA.

General Strategy for Funding, Financing, Management, and Promotion Programs

The following programs and activities address the funding, financing, management and promotion of the Harbor Redevelopment Area. Detailed funding, financing, and management strategies will be provided in the annual work program that will describe the timing and components of the activities or improvements to be supported by the City and CRA.

Identification and Securing Equitable Funding and Financing Mechanisms

Identify and secure all feasible sources of funding to support the redevelopment initiatives described

in this Plan. Such mechanisms can include, but are not limited to, tax increment revenues, ad valorem revenue, non-ad valorem assessment revenue, taxable or non-taxable bonds, other public instruments, grants and public/private partnerships.

Property Assembly Program

The intent of the property assembly program is to provide suitable sites for parking and associated commercial development by aggregating specially targeted or adjacent substandard lots to create larger parcels. Parcel aggregation is an expensive proposition, especially in the case of waterfront property. Nonetheless, the City of Destin and CRA must develop an acquisition approach. Decisions to aggregate must substantially support the vision, objectives and initiatives as indicated in this Plan and public money allocated for aggregation shall be returned at resale when feasible. Because of the high cost of land acquisition and limited tax increment financing capabilities, the City shall have a multi-faceted approach to acquiring properties for redevelopment. When feasible, encourage acquisition and subsequent redevelopment by the private market; second, explore land acquisition by either the CRA or the City for the Redevelopment Area properties. Other programs include:

- Identify and inventory all relevant substandard properties.
- Document and analyze over all parking demands and constraints throughout the Redevelopment Area.
- Document site criteria for modern commercial developments by business type to facilitate the understanding of contemporary developer site and parking requirements.
- Map and index all commercial properties in the Redevelopment Area to provide detailed information on parcel boundaries, sizes, and ownership.
- The City shall facilitate aggregation and redevelopment of “problem” or constrained parcels or groups of parcels.
- The CRA and City shall assist in the purchase, sale, negotiation and coordination of land assembly.
- To assure the City’s and CRA’s success, public resources must be dedicated to fund the mapping and indexing of all properties in the Redevelopment Area; funding to research or otherwise obtain contemporary site development requirements; provision of City resources and staff time to negotiate acquisitions and public/private partnerships with potential developers; and, funding to finance land acquisitions by either the City or the CRA (some of which will be recovered or rolled over as properties are resold).

Branding and Promotion

Create a logo and identify package that can be used to identify the Harbor Redevelopment Area on literature, banners, gateways and promotional campaigns.

Comprehensive Plan, Land Use and Zoning Changes

As redevelopment initiatives are implemented, the CRA shall evaluate the impact of such initiatives on the City’s comprehensive plan, existing/future land use and zoning.

Programs that Encourage Public-Private Partnerships

The CRA shall develop programs and identify opportunities for public-private partnerships in the redevelopment of the Harbor Redevelopment Area. The establishment and maintenance of partnerships will serve not only to leverage the tax increment and other revenue sources but also stimulate community interest and support. Partnerships may take several forms from financial partnering to technical support to the promotion of the area. Each partnership opportunity shall be evaluated on a case-by-case basis

for its overall value and impacts.

An interesting opportunity public-private partnership opportunity is identified in the Comprehensive Plan Policy 2-1.3.6: Promote Destin Harbor Water Taxi Service. The City shall coordinate with the private sector to encourage the development of a water taxi service within the Destin Harbor. The intent is to encourage the development of water taxi service as an alternate mode of transportation.

PROGRAMS THAT MAINTAIN A SAFE AND CLEAN ENVIRONMENT

The CRA shall consider programs that enhance the safety or perception of safety within the Redevelopment Area. The following are a few recommended programs.

Community Policing

The Florida Community Redevelopment Act encourages “community policing innovation. ” This is defined as policing techniques or strategies designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of law enforcement in the community, including, but not limited to, community mobilization, neighborhood block watch, citizen patrol, foot patrol, storefront police stations or intensified motorized patrol. The intent of these programs will be to improve the actual and perceived security, building safety and appearance of the Redevelopment Area. The following principles, based upon the experience of other communities, shall be established to guide these programs, they include: addressing environmental problems which cause or encourage criminal activity; involve local citizens in the campaign against crime; make the police force approachable and trusted and foster an image of the community as a safe place to live, work and do business. To realize the full intent of the community-policing, the following initiatives shall be undertaken.

- Law enforcement officers will circulate throughout the Redevelopment Area on a regular basis to meet visitors, residents and business owners, listen to their security concerns and ask for their ideas to solve crime problems. Whenever possible, officers shall attend community meetings and special events.
- Periodically analyze the crime “blotter” to assess the numbers and types of law enforcement responses within the Redevelopment Area. This analysis can be used to identify problems and trends.
- Create a special patrol or “beat” for the Redevelopment Area to provide a stronger law enforcement presence, additional door checks, bicycle patrols and like alternatives.
- Develop innovative techniques to address special needs of visitors.
- Develop and implement Crime Prevention Through Environmental Design (CPTED) standards to correct any security problems related to site improvements such as lighting and vegetation. These standards can be printed and distributed throughout the Redevelopment Area. The CPTED standards can be developed as part of the design guidelines for the Redevelopment Area.

Code Enforcement

In addition to community policing, the City shall evaluate the potential of more aggressive code enforcement activities both within, and near, the Redevelopment Area. This will be undertaken to assist in elimination of substandard zoning, building, landscaping and signs. It is important to assure the surrounding and adjacent properties are treated in the same manner. The following are implementation strategies for code enforcement activities.

- The City can evaluate existing and proposed codes for the Redevelopment Area and develop a more focused code enforcement program in order to respond to the specific needs of this area.
- To accomplish these strategies the City will need to develop and refine a code enforcement

program and use code enforcement staff as required. The City in developing and enhancing the code enforcement program within the Redevelopment Area may use redevelopment funds.

Maintenance of Redevelopment Area Database

Creating and maintaining a public database will encourage businesses to remain, relocate or start-up within the Redevelopment Area. The creation and maintenance of such a database will consist of compiling and regularly updating a database of available land and commercial building space to provide prospective recruits with detailed location information. The database shall include the address and parcel identification number, total square footage, proposed projects, available square footage and price for each available housing, retail, office and industrial property in the Redevelopment Area. It shall also include information on property contacts and a brief property description. The database shall also include prospective tenants, owners and developers as a complement to the available space database described. This database can help identify potential recruits who fit the profiles shown in the market analysis and the spaces shown in the available database. Among the information to be compiled will be the sites, location and price range criteria of potential recruits.



**AGENDA
CRA BOARD MEETING
MONDAY, MARCH 17, 2025
5:30 PM
DESTIN CITY HALL ANNEX COUNCIL CHAMBERS**

TO: CRA Board

THRU: Larry Jones , City Manager
Kimberly Kopp, City Attorney

FROM: Steve O'Connor, Deputy Community Development Director

DATE: March 11, 2025

SUBJECT: Draft Town Center Master Plan

I. BACKGROUND: At the September 19, 2022 City Council meeting, Council approved the funding to update the **Harbor and Town Center Community Redevelopment Areas Master Plans**. Based on experience and existing knowledge of the City, 3TP Ventures, Inc. was selected and approved by Council as the consultant to assist Staff and the CRA Committees to carry out both updates.

II. DISCUSSION: The update of the CRA Master Plans consists of **Three Phases**.

1. PHASE 1: EXISTING CONDITIONS AND REGULATIONS - **COMPLETE**
2. PHASE 2: ANALYSIS AND PLAN UPDATE RECOMMENDATIONS - **COMPLETE**
3. PHASE 3: COMPILATION OF FINAL DRAFT - **COMPLETE**

Tonight's meeting is one of the last remaining steps to complete the adoption of the Harbor CRA Master Plan. The Final Draft presented is the culmination of the Harbor CRA Advisory

committee's, 3TP Ventures, LLC, and Staff's effort to update and provide the highest quality analysis, recommendations, and direction for the continued redevelopment of the Harbor area. Through open and continuing engagement, the plan was developed by listening to the Committee's, the public's, and other stakeholders' concerns and recommendations. The public engagement also included the Mobility Plan, as the two plans will complement each other to implement the objectives and priorities of, not just the Harbor CRA (HCRA), but the surrounding areas of the City as well.

The new plan clearly and concisely:

1. Identifies the existing conditions and deficiencies of the TCCRA;
2. Explicitly calls out the priorities and projects; and
3. Provides a logical and legal foundation that will help shape decision-making now and in the future.

Tonight, the Board has three options:

- 1) provide feedback on any changes or suggestions, or
- 2) adopt the draft plan as is or
- 3) deny the plan

Staff will update and complete any substantive comments provided by the Board. Once the approved changes are completed, Staff will bring it back to the CRA Board for consideration.

Comprehensive Plan Compliance

If adopted, the Draft Master Plan will satisfy many objectives of the adopted Comprehensive Plan, specifically the Goals, Objectives, and Policies of Chapter 10—Economic Development. But its impact is not limited to just Chapter 10; it also helps develop and implement Chapter 4—Public Facilities and Chapter 7—*Recreation and Open Space*.

The Town Center CRA Advisory Committee recommended approval of the draft plan on June 26, 2024, with a vote of 4-0. The LPA reviewed the draft plan for compliance with the Comprehensive Plan on February 6, 2025, and passed with a vote of 6-0

A. Link to Strategic Goals / Objectives: II) Enhance Quality of Life

III) Economic Development and Revitalization

IV) Effective, efficient, and aesthetically pleasing infrastructure.

B. Effect on Budget (EOB): Budget for each update is committed to each project.

C. Level of Service (LOS): Improved quality of life, infrastructure, and mobility.

D. Legislative Sponsor:

E. Business Impact Statement:

III. CONCLUSION: This is the final step to adopt the **Updated Town Center CRA Master Plan Final Draft**. This is the Board's opportunity to affirm or address any deficiencies in the provided updates. Staff will have any recommended changes integrated into the draft before or

if the Board approves the plan as is, it will be adopted.

IV. RECOMMENDED MOTION: I move the Community Redevelopment Agency Board approve the **Town Center CRA Master Plan Final Draft** as presented.

ALTERNATIVE MOTIONS:

I move the Community Redevelopment Agency Board approve the **Town Center CRA Master Plan Final Draft**, with modifications (insert modifications)

I move the Community Redevelopment Agency Board deny approval of the **Town Center CRA Master Plan Final Draft**.

Attachments:

1. Town Center CRA Master Plan Final Draft

Any person requiring a special accommodation at this hearing because of a disability or physical impairment should contact the City Clerk at (850) 837-4242 at least 48 hours prior to the hearing. If a person decides to appeal any decision made with respect to any matter considered at such meeting, such person will need a record of the proceeding and for such purpose may need to ensure that a verbatim record of the proceeding is made, which record includes the testimony and evidence upon which the appeal is to be based. (Sec. 286.0105, Florida Statutes)



DESTIN TOWN CENTER CRA PLAN - DRAFT

3/18/2024





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EXECUTIVE SUMMARY

The Town Center CRA Plan is the Community Redevelopment Plan for the Town Center district of the City. The Town Center district encompasses about 515 acres stretching east to west from Airport Road to Beach Drive, and north to south from Airport Road/Legion Drive to Highway 98. The City of Destin first adopted a Community Redevelopment Plan for the district in 1998 and updated it in 2014. The City's long-standing vision of Town Center is a special place in the center of Destin that will be highly walkable and enjoyed by everyone. The 2024 Plan update brings in refreshed strategies and projects to help create such a place in the heart of Destin.

The Town Center CRA Plan also fulfills the requirements of Florida Statutes 163.360 for CRA plans. As such, the intent of the Plan is to address "blight" and utilize property taxes collected within the district boundary for public improvements and redevelopment specifically within the district. All funds used for the CRA must support the implementation of public improvements and strategies within the adopted Plan for the CRA district. The required Finding of Necessity Report prepared when the CRA District was established identified several infrastructure issues, including an inadequate street layout, as contributing to the "blight" condition. These issues continue to hinder the City's goals for Town Center.

The 2024 update focused on refining the City's strategy for Town Center and identifying and prioritizing the most important projects for achieving the City's goals. The City's strategy recognizes the Town Center is a large district, much larger than the downtown areas of comparable coastal cities in Florida. Therefore, it is important to focus investment in an area or areas where the development of a vibrant, pedestrian-oriented, district is most attainable. The Plan Update includes a strategy comprised of four main pillars:

1. **Identify a specific place** within the Town Center district that is suitable to be developed as Destin's "Town Center" with multiple blocks of development in a walkable form.
2. **Establish design standards** for this place that cover elements such as street design, building frontages, public space/park locations, landscaping, lighting, and parking.
3. **Use the CRA funds as an incentive** for builders to create public spaces and infrastructure within their projects that are consistent with the design standards.
4. **Market the opportunity** for a public/private partnership to create a great place in Destin.



The City also used the 2024 Plan Update as an opportunity to revisit its goals for the district, refresh the project list, and to prioritize projects based on their consistency with the vision and goals. The Town Center CRA Advisory Committee identified four key principles for investment in the CRA going forward:

1. Improve connectivity
2. Enhance safety
3. Create more green spaces
4. Support economic development

With these principles in mind the Town Center CRA Advisory Committee reviewed and prioritized the key projects it would like to implement in the coming years. These are shown on Figure 1 and described in more detail later in the Plan. The top priority, which is a new concept in the Town Center CRA Plan, is to use CRA funds as an incentive for creating a true downtown and arts district. The City would use CRA funds to develop design standards for this place and then have the option to use CRA funds as an incentive, supporting construction of the preferred design elements that fall within the public realm (parks, sidewalk, streets, etc.). The development incentive may also support increased architectural design standards, as required by the Comprehensive Plan.

The City's second ranked priority is construction of the Linear Park, which would create a multi-use trail running east to west through the heart of Town Center. The third ranked priority is new and improved sidewalks and bike lanes to create the pedestrian environment envisioned for Town Center. While all the projects included in the Plan are important to the City and the CRA Advisory Committee, prioritization is helpful because the City likely will not have enough CRA revenue to pay for all of the improvements that are included in the Plan. Other sources of revenue can help the City implement some of the projects, such as the Cross Town Connector, which the City can finance with a potential future Mobility Fee.



Figure 1 - Projects for Town Center CRA

The following pages present the Town Center CRA Plan in several key sections. First is an analysis of the existing conditions of the Town Center district including the categories of land use, transportation, parking and stormwater management. Then comes a discussion of the overarching issues and strategies for the Town Center. The third key section provides a detailed list of key projects, their prioritization, and cost estimates. The plan concludes with details related to the implementation of the Plan and a detailed breakdown the finances of the CRA, including encumbered and forecasted revenue through the duration of the Town Center CRA, which is set to expire in 2038.



INTRODUCTION

The Town Center of Destin was identified through the Destin’s Vision 2000 process as a candidate for a redevelopment area, anchored by the Main Street corridor. At the time, the following goals were found to be related to this Town Center area:

- **People Goal**
To develop Destin into a successful “People Place” that attracts, retains, and inspires those of all ages and incomes to use and enjoy the community.
- **Movement Goal**
To develop Destin with an efficient, high quality, multi-modal movement system with attractive shelters, shops and transfer stations.
- **Activity Goal**
To develop Destin with a broad and diverse set of activity centers that accommodate, stimulate and reinforce residing, working and visiting in a great waterfront city setting.
- **Amenity Goal**
To create and enhance a “quality of life” for Destin that attracts and sustains a diversity of visual and use elements for cultural, entertainment, recreation and environmental experiences.
- **Opportunity Goal**
To develop Destin to attract and continue a process of value creation actions that invests time, dollars, resources and creativity to enhance the value, tax base, image and quality of life for Destin.

While these remain important goals for the area, the Town Center has changed over the last 20 years. There have been public improvements undertaken in this area, as well as changes to development and business occupation. Therefore, the Town Center CRA Advisory Committee refreshed these original goals with four guiding principles of what it hopes to achieve with the remaining investment of CRA funds. The four principles listed below were identified in 2023 through the CRA Plan Update and public engagement:

- 1. **Improve Connectivity**
- 2. **Enhance Safety**
- 3. **Create More Green Spaces**
- 4. **Support Economic Development**

Together the original and refreshed goals point to an overarching vision for the Town Center district as a vibrant, walkable downtown center with a focus on the arts, increased walkability, and park space for residents of all ages, and making the Town Center a destination within Destin. The 2023 Plan update focuses on the current condition of the Town Center CRA district, updated public improvement projects and financial strategies to implement the vision for this area by the expiration of the CRA in 2038.



HISTORY

The Town Center Community Redevelopment Area (CRA) was established in 1998 to address the conditions of the area contributing to “blight”, consistent with the Florida Statutes at the time. The Finding of Necessity Report, which outlined the blighted conditions, listed the following as contributing factors:

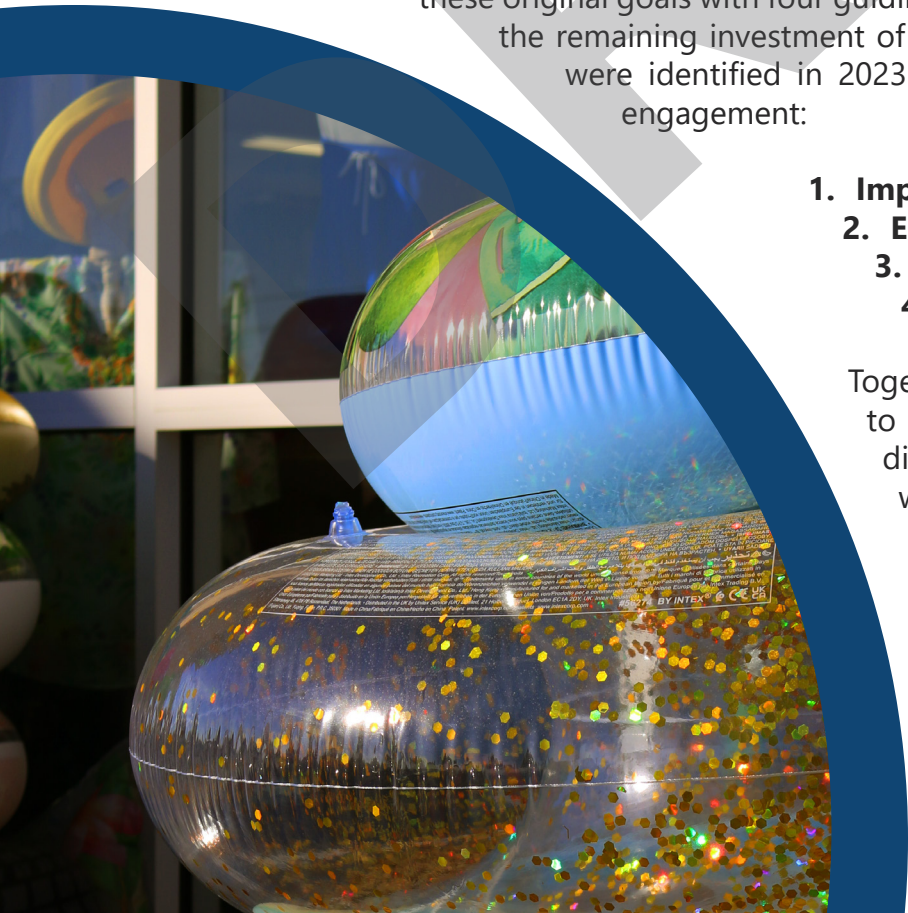
- Defective or inadequate street layout;
- Unsanitary or unsafe conditions;
- Deterioration of site or other improvements (stormwater facilities, roadways, streetscape, sidewalks, streetlighting and code enforcement);
- Faulty/inadequate street layout, parking, roadways, bridges or public transportation facilities incapable of handling the volume of traffic flow into or through the area.

With the establishment of the Town Center CRA, the City of Destin also adopted the Town Center CRA Plan, which outlined goals and objectives. Among the major recommendations of the Town Center CRA Plan at the time of adoption were:

- An expanded Town Center.
- Create an office/residential mixed-use district.
- Establish a neighborhood park and conservation area.
- Develop a grid street pattern.
- Create streets with character.
- Locate entry gateways and key locations.

To achieve these goals the City in its Town Center CRA Plan outlined several public improvements and projects, forecasted tax increment revenue, established a capital improvement plan and operating budget, conducted a neighborhood impact assessment, and set an implementation plan for the Town Center CRA.

The Town Center CRA Plan was most recently updated in 2014, which included an update of projects and financial information. Due to the economic downturn in 2008, the Town Center CRA did not accrue the amount of revenue originally projected. As a result, an interlocal agreement between the City of Destin and Okaloosa County was executed in 2015, which extended the duration of the Town Center CRA by ten (10) years to August 3, 2038. An inventory of completed or in progress public projects in the CRA district is provided in Appendix A.



FINDING OF NECESSITY STUDY

In order to pursue redevelopment planning through the Community Redevelopment Act of Chapter 163, Florida Statutes, documentation must be provided to show that conditions existed in the target redevelopment area to justify a redevelopment designation. A finding of necessity justifies redevelopment planning in order to address the economic and social liability imposing burdens which decrease the tax base and reduce revenues, substantially impairs or arrests sound growth, retards the provision of housing accommodations, aggravates traffic problems, and substantially hampers elimination of traffic hazards and improvements of traffic facilities [Sec. 163.335 (1)].

In Destin, the study area designated is bounded by U.S. 98 to the south, Beach Drive on the west, Legion Drive and Airport Road to the north and Airport Road on the east. A legal description of the district boundary is included in Appendix A. The area contains approximately 517 acres, or 11% of the city’s 4,525 total acres. The boundary map of the district is detailed below:

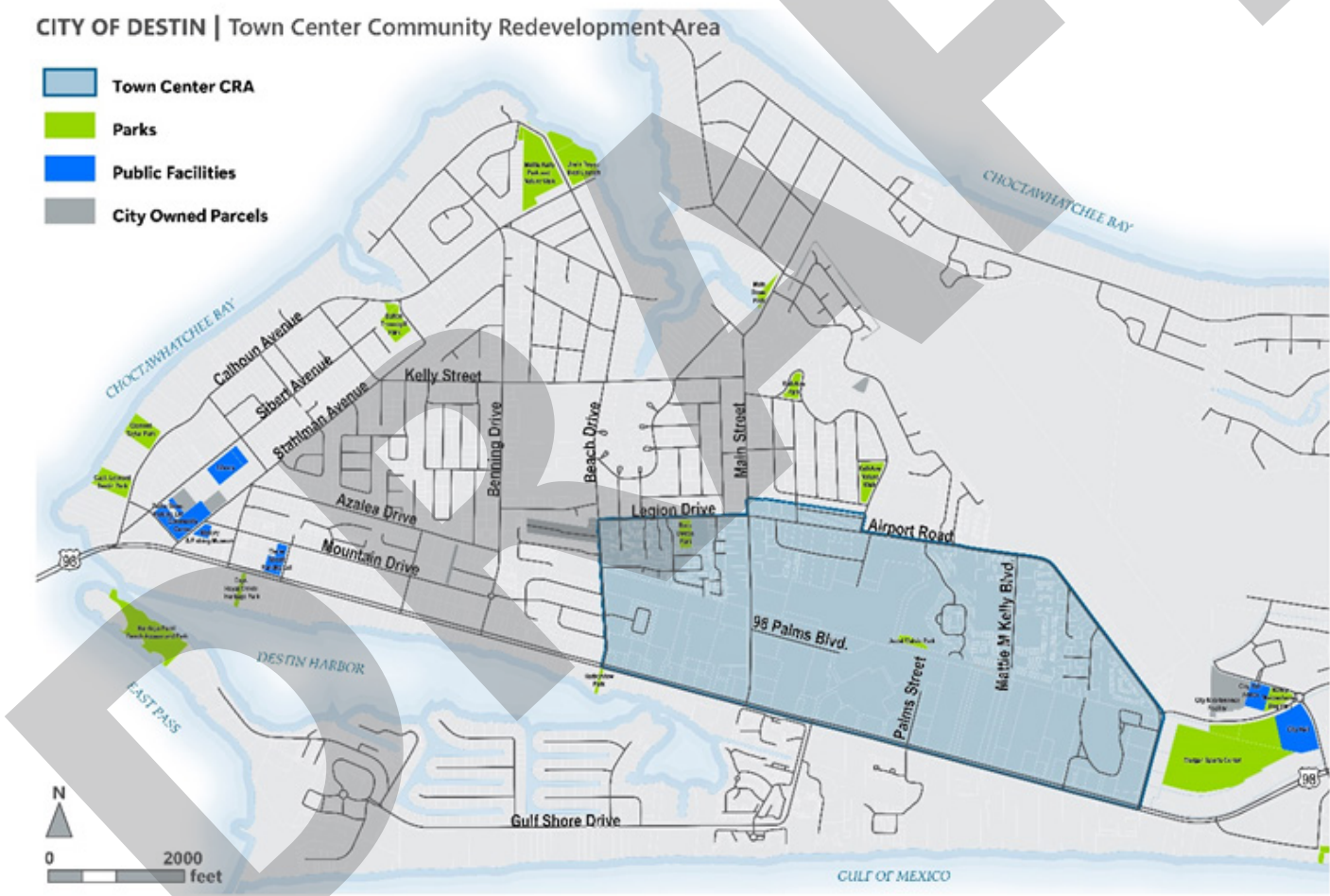


Figure 2 - Boundary Map of Town Center CRA

The Findings of Necessity Study examined the study area to determine if it was “blighted” as defined by Florida Statutes 163.340(8):

- An area in which there are a substantial number of slum, deteriorated, or deteriorating structures and conditions which endanger life or property by fire or other causes or one or more of the following factors which substantially impairs or arrests the sound growth of a county or municipality and is a menace to the public health, safety, morals, or welfare in its

present condition and use:

1. Predominance of defective or inadequate street layout;
 2. Faulty lot layout in relation to size, adequacy, accessibility or usefulness;
 3. Unsanitary or unsafe conditions;
 4. Deterioration of site or other improvements;
 5. Tax or special assessment delinquency exceeding the fair value of the land; and
 6. Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area;
- Or
- An area in which there exists faulty or inadequate street layout; inadequate parking facilities; or roadways, bridges, or public transportation facilities incapable of handling the volume of traffic flow into or through the area, either at present or following construction.

In this case, the Finding of Necessity Study demonstrated that blighting factors, but no slum conditions, exist within the study area. The City Council adopted the Findings of Necessity, which identified several factors, including:

Defective or inadequate street layout. Many streets within the study area end in cul-de-sacs, resulting in circuitous routes to otherwise nearby uses. The lack of connectivity results in heavy usage of primary roads, like U.S. 98 and Airport Road. The large areas of vacant land which do not currently contain roads could exacerbate the existing circulation problems as they are developed if through-streets are not established.

Unsanitary or unsafe conditions. The entire study area contained inadequate or missing sidewalks, pedestrian crosswalks and dedicated bike lanes. At the time of the study, nineteen percent of the structural fires in Destin occurred in the study area, which constitutes only 11% of the city and which was almost 50% vacant.

Deterioration of site or other improvements (stormwater facilities, roadways, streetscape, sidewalks, streetlighting and code enforcement). Stormwater facilities were either outdated or nonexistent throughout the study area, leading to flooding and conflicting drainage patterns among subdivisions and in the industrial area. The stretch of U. S. 98 from Beach Drive to Airport Road has an adopted Level of Service (LOS) of E, along with the rest of U.S. 98 through Destin.

Streetscaping exists only within portions of certain medians on U. S. 98. There are no gateways identifying entrance into the area. Sidewalks are of substandard size and are reaching the end of their useful lifespan in many parts of the study area. Streetlighting is sparse and often is not coordinated with sidewalk locations. Ten percent of the city’s code violations came from the study area during the last two years of the study period, despite the fact that approximately 50 % of the study area was vacant, and in its entirety only accounted for 11% of the city’s acreage.

Faulty/inadequate street layout, parking, roadways, bridges or public transportation facilities incapable of handling the volume of traffic flow into or through the area.

U.S. 98, the primary east/west route through the region was nearing capacity, affecting all areas, not just the study area.

The Findings of Necessity revealed an area whose future depended upon addressing weaknesses which, if left unabated, could hinder the community’s otherwise very bright future. Substantial opportunities still exist for a vibrant economy, a healthy mix of land uses and a strong, diverse residential base.

DISTRICT EXISTING CONDITIONS ANALYSIS

The 2023 Plan update affirmed that several of the deficiencies from the Finding of Necessity Study for the district remain. For example, the Town Center District still lacks a network of streets forcing U.S. 98 and Airport Road to handle most of the vehicular traffic in the area and making it difficult to use non-auto modes of travel such as walking or biking. This key issue, and other existing 2023 conditions of the study area, are described in this section.

LAND USE

The Town Center CRA contains 515.7 acres of land. Most of the land is privately owned except for public right of way, city-owned parcels and facilities, and parks. The CRA does not include any historic districts. Buck Destin Park and Jewel Melvin Park, a fire station, and Destin Water User's (the City's water and wastewater provider) wastewater treatment plant are all within the Town Center CRA.

Land is dedicated primarily to commercial uses between U.S. 98 and 98 Palms Boulevard. The form of these commercial uses is primarily suburban, designed to facilitate access by vehicles. Larger commercial properties feature buildings set back far from the street with ample surface parking provided between the street and commercial frontage. Strip development along U.S. 98 is another common commercial form found in the Town Center CRA. This form accommodates several fast-food restaurants, fuel station, drug stores, and other convenience retail. Each of these properties typically has its own access driveway connected to U.S. 98. Residential uses are found mostly in the northwest and northeast portions of the Town Center CRA. The residential uses are mainly medium density with a mix of smaller lot single-family houses, townhomes, and apartments. Industrial uses and services are concentrated in the northern extent of the Town Center CRA, mostly along the south side of Airport Road.

Overall, the land use pattern is characterized mostly by single uses that are spread out and separated. Few mixed-use buildings or developments exist within the area. This presents a significant challenge toward the district becoming the more vibrant and walkable district the City envisions.

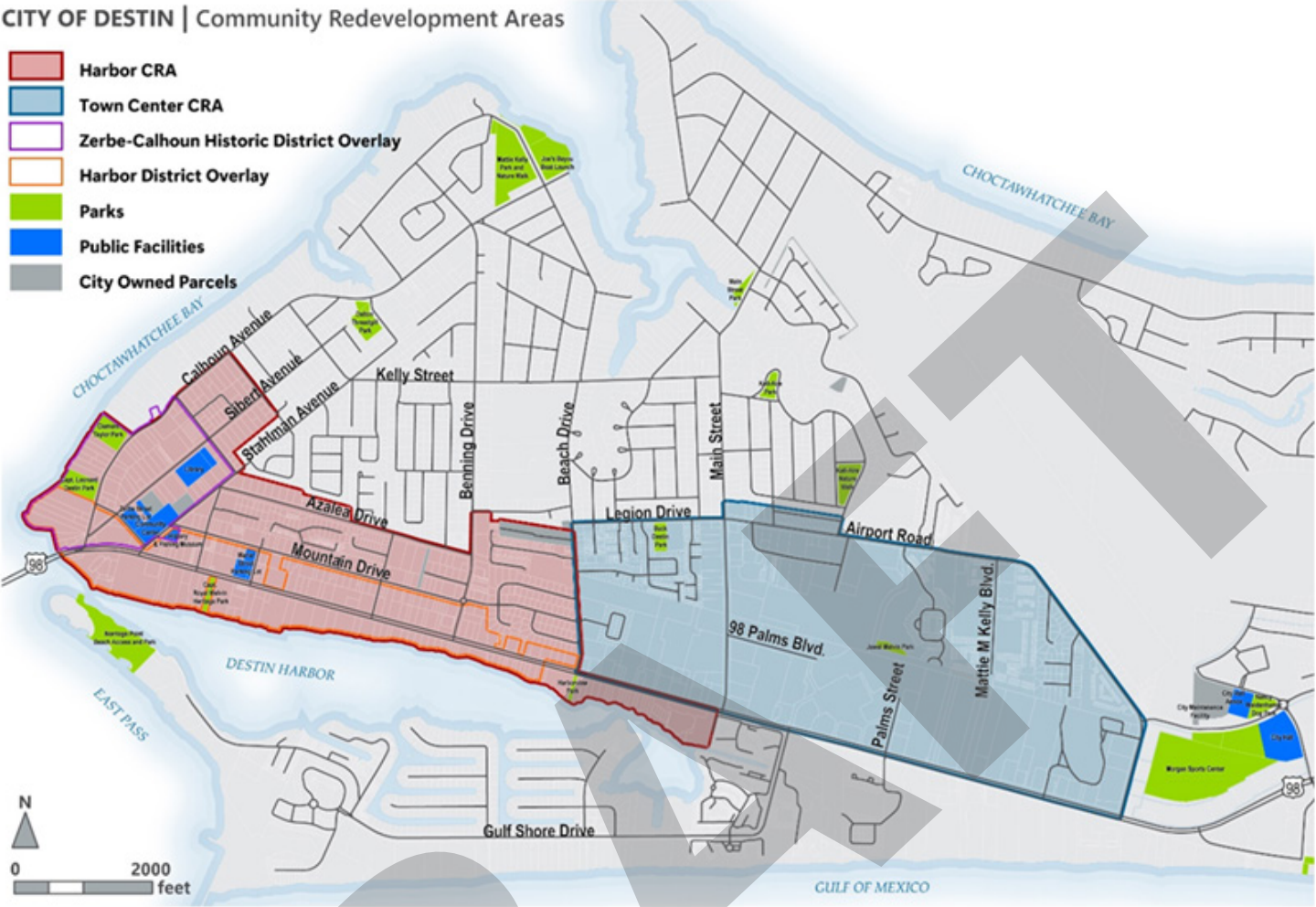


Figure 3 - CRA District Boundaries

Table 1 below shows the number of acres by land use type in the Town Center CRA. This is based on the future land use for each parcel as of January of 2023. Some parcels are vacant or undeveloped despite being designated for a specific use. There are about 34 undeveloped acres within the CRA and the average vacant parcel size is 1.07 acres. There are 1,299 dwelling units in the Town Center CRA.

Table 1 - Land Uses in the Harbor CRA District

Land Use	Acres	Percent
Industrial	27.8	5%
Institutional	52.8	10%
Medium Density Residential	32.1	6%
Recreational	2.6	1%
Residential, Office, and Institutional	108.6	21%
Town Center Mixed Use	230.8	45%
Right-of-Way	61.0	12%
Total	515.7	100%

The Future Land Use Map and table below provides more detail on where these uses are allowed within the Town Center CRA, while Table 2 presents what each designation’s limitations are for density, height, floor area ratio and open space.

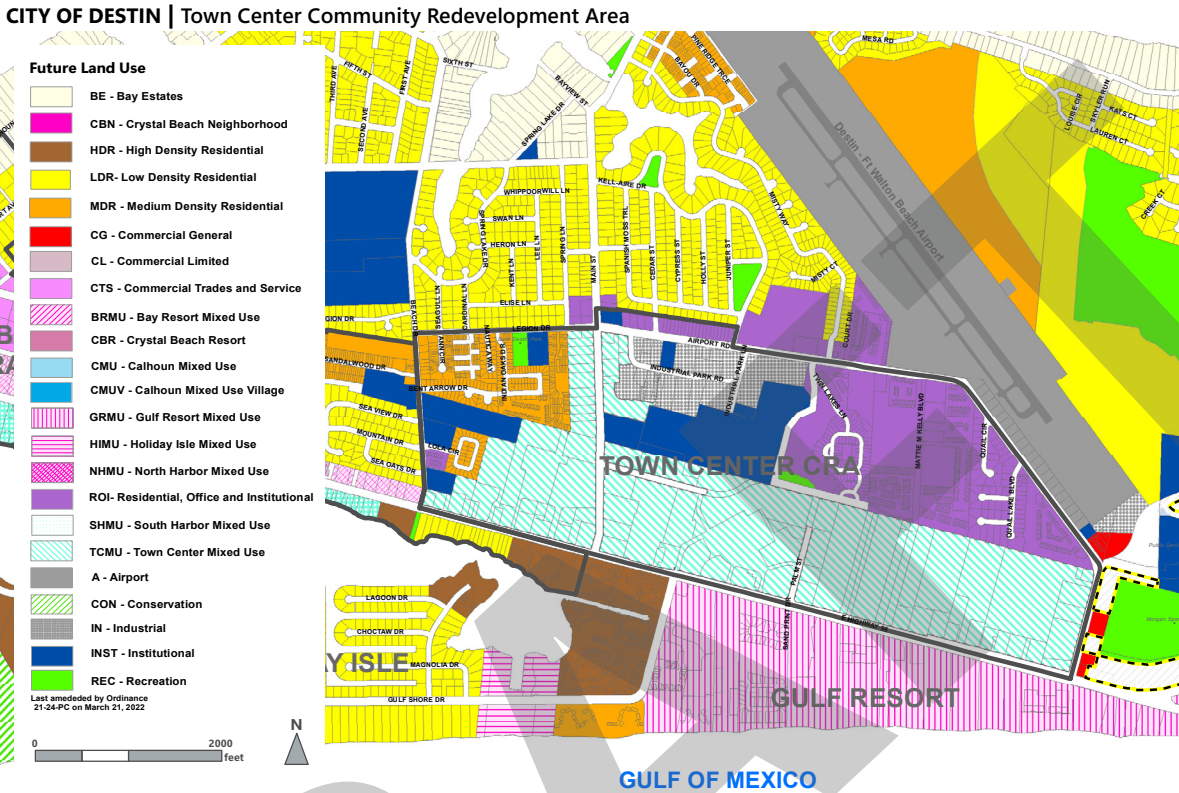


Figure 4 - Zoning Map for the Town Center CRA as of March 24, 2023

Table 2 - Land Uses Limitations in the Town Center CRA District

Land Use	Acreage	Use Type	Max. Density (units/acre)	Max. Height	Nonresidential Floor Area Ratio	Open Space (%)
Medium Density Residential	32.07	Single-Family Residential	5.81	35’/3 stories	N/A	25
		Multi-family Residential	9.90	35’/3 stories	N/A	
Residential, Office, Institutional	108.59	Single-Family Residential	9.90	35’/3 stories	N/A	25
		Multi-family Residential	12.00	50’/4 stories	N/A	
		All other permitted nonresidential uses	N/A	35’/3 stories	0.5	
Town Center Mixed Use	230.84	Single-Family Residential	9.00	35’/3 stories	N/A	25
		Multi-family Residential	24.00	50’/4 stories	N/A	
		All other permitted nonresidential uses	N/A	75’/6 stories	1.5	
Institutional	52.78	Institutional Uses	N/A	35’/3 stories	0.5	25
Recreation	2.61	Recreation Uses	N/A	35’/3 stories	0.2	25
Industrial	27.815	Industrial Uses	N/A	35’/3 stories	1.30	25



TRANSPORTATION

The Town Center CRA district depends on a limited number of large roadway facilities to provide mobility including U.S. 98, Main Street, and Airport Road. These facilities are inhospitable to pedestrians and incompatible with the City’s goal of creating a more walkable district consistent with what many people would envision of a “Town Center.” Therefore, the City is looking to create a more robust network of streets that achieve smaller blocks and support greater walkability. A few strategic investments would help the City move closer to its vision. This section summarizes the key issues, pulling from information the City collected and analyzed during the development of a Mobility Plan.

Among the key transportation issues within the Town Center CRA district are missing streets that cause gaps in the sidewalk and bicycle facility network. Figure 5 below depicts the collector street network and highlights missing sidewalks and bicycle facilities. It shows that collector streets in the Town Center, such as Main Street and Airport Road have these facilities unlike some collectors in the Harbor CRA district. However, the large block size and lack of a finer grain street network mean that walking and biking trips are difficult, which leads most people to make all their trips by vehicles. Correcting this fundamental deficiency is a focus of the City’s Mobility Plan and is also important for addressing the original “blight” condition of faulty/inadequate street layout, parking, roadways, bridges or public transportation facilities incapable of handling the volume of traffic flow into or through the area. This deficiency contributed to the Finding of Necessity for the Town Center CRA district.

KEY ISSUES

- Missing streets cause gaps in the transportation network for pedestrians and bicyclists
- Traffic volumes and pedestrian movements
- Level of service

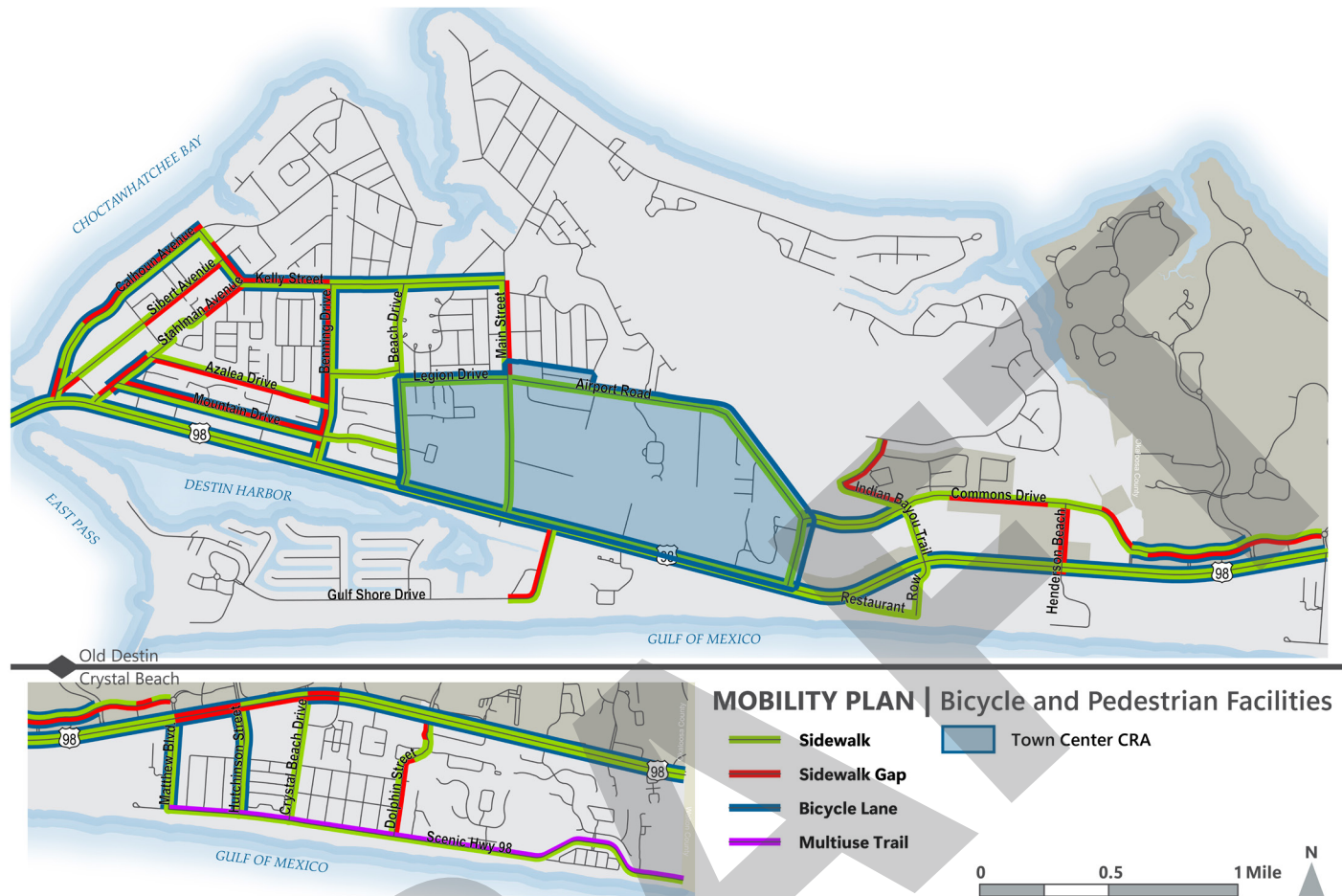


Figure 5 - Bicycle and Pedestrian Facilities Gap

Poor traffic and pedestrian movements are a problem for the Town Center that was identified in the previous Town Center CRA plan. The plan stated that the intent for the area was to provide “a grid system of streets both north/south and east/west, providing enhanced streetscapes improvements and by locating entry gateways at key locations in both the Town Center area and the perimeter of the redevelopment area.” Furthermore, the plan stated “A key element of the redevelopment plan is to provide alternative transportation corridors that provide relief from the capacity problems on U.S. 98 and also create an internal, community-oriented network of streets within the redevelopment area. Without this system of new street corridors, the Town Center area will be permanently oriented to U.S. 98 and either by-passed or restricted by vehicle traffic.” This continues to be an issue for the Town Center area, as the traffic volumes and level of service for major roadways indicates.

The table below lists traffic volumes for the PM peak hour and recent changes to volumes for arterial and collector roadways within the Town Center CRA district.

Table 3 - Traffic volumes for arterial and collector roadways

Roadway	From	To	2021	2017	% Change
U.S. 98	Gulf Shores Drive	Airport Road	3,538	3,047	16%
	Airport Road	Scenic Highway 98	3,996	3,159	26%
Airport Road	U.S. 98	Commons Drive	818	670	22%
	Commons Drive	Main Street	1,894	1,980	-4%
Main Street	U.S. 98	98 Palms Blvd	619	1,081	-43%
	Airport Road	Kelly Street	1,076	1,001	7%

Level of service is a quantitative measure of how well vehicle traffic flows on a roadway segment. The LOS describes roadways using a letter from A to F to describe performance, with A indicating the best performance and F the worst. It is important to note that the A to F letters do not necessarily indicate desired performance. A LOS of A is often not feasible, cost effective, or even desirable given other competing transportation or societal goals. As FDOT states in its Quality/Level of Service Handbook, “transportation professionals widely consider LOS D for the automobile mode an acceptable condition, and this threshold is often used as a design condition in urbanized areas.” Therefore, LOS D is the standard for performance of the state-maintained U.S. 98/Harbor Boulevard.

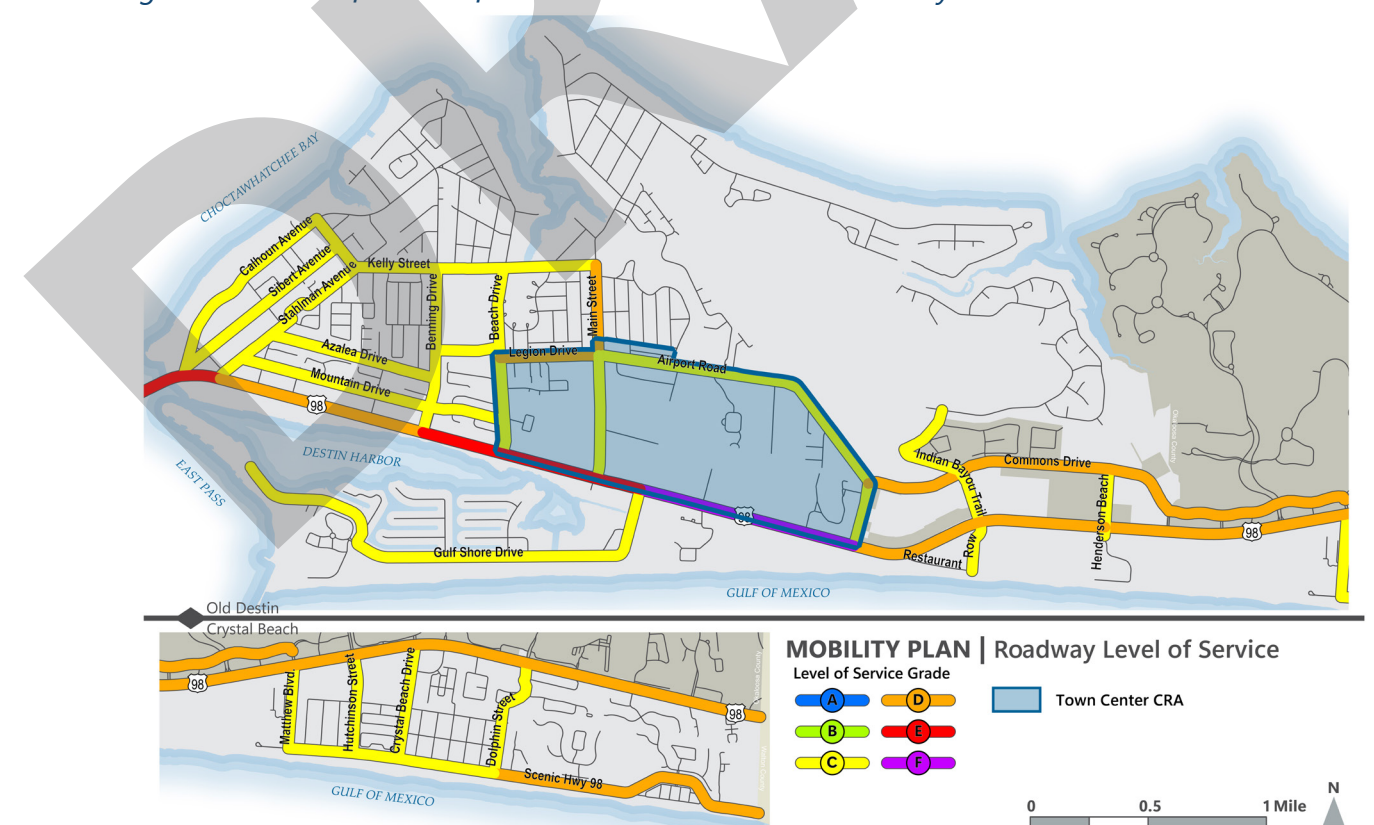
The vehicular level of service for an arterial roadway segment is based on the volume-to-capacity (v/c) ratio. The v/c ratios for 2011, 2016, and 2021 on Destin’s only arterial roadway (U.S. 98) are shown in the table below. These tables are color coded to show how each segment has performed over time. A v/c ratio under 1.0 indicates this segment is meeting the LOS D standard. A v/c ratio of more than 1.0 indicates the segment is not meeting this standard. Green is meeting the standards, yellow is near the standard limit, and red is failing (does not meet the standards).

Table 4 - Level of Service for US Hwy 98

US 98 Segments - Volume to Capacity	LOS	2021	2016	2011
US Hwy 98 between Beach Drive and Main Street	E	1.01	0.95	1.03
US Hwy 98 between Main Street and Gulf Shore Drive	E	1.01	1.13	1.00
US Hwy 98 between Gulf Shore Drive and Airport Road	F	1.12	1.00	1.09

None of the City’s collector roadways fall beneath the LOS D standard, as shown in the map below.

Figure 6 - Level of Service for Arterial and Collector Roadways



While vehicular LOS is an important measure of each street's congestion, Destin's streets do much more than move vehicles. They are an important part of the public realm, and it is important that they are safe and inviting for all users. Streets within the Town Center CRA are also evaluated against LOS standards for pedestrian, bike, and transit modes. New development within designated multimodal transportation districts (MMTDs) are required to contribute towards achieving the adopted multimodal level of service (MMLOS) standards for collector roadways, which is LOS C for both bicycle and pedestrian modes. The Town Center CRA is within an MMTD, so this standard applies for its collector roadways.

PARKING

Parking is needed to support Destin's economy. Tourists and people that travel to Destin for work each day depend on parking. However, parking also brings negative effects that the City should work to minimize. Large expanses of pavement contribute to stormwater runoff and flooding, and dedicating extensive land to surface parking reduces land that could otherwise be used for housing, parks and open space, and shops and restaurants that make Destin a desirable place.

Parking should be provided efficiently so that it does not degrade the quality of place and quality of life that people in Destin value. Parking is less of an issue within the Town Center CRA than it is other parts of the City. The challenge within the Town Center CRA will be to provide parking for future development and redevelopment in an efficient manner to avoid the large expanses of asphalt parking that detract from the sense of place that is desired by many people and businesses located within the Town Center CRA.



STORMWATER MANAGEMENT

The Town Center CRA has extensive impervious surfaces including buildings, roadways, and surface parking lots. These surfaces increase stormwater runoff volumes and affect water quality. Stormwater runoff is the leading cause of localized flooding and water quality concerns. Infrastructure - such as pipes, culverts, and conveyances - is a solution for addressing stormwater by helping manage surface runoff to protect property and prevent pollution.

The City's comprehensive plan recognizes the effects of stormwater runoff and calls for improving water quality by implementing stormwater best management practices to remove suspended solids and nutrients from runoff entering the Harbor and other receiving water bodies (objective 4-4.1). The City's 2021 Stormwater Master Plan Update identified projects that can help address runoff and improve water quality. One key issue and a recommended improvement project would affect the Town Center CRA:

- **Flooding issues at the intersection of Main Street and 98 Palms Boulevard impact the travel lanes. The recommended improvement is two drainage structures at the intersection and a pipe conveyance system that ties into the existing drainage structure to the east on 98 Palms Boulevard at an estimated cost of about \$119,000.**

The Stormwater Master Plan also recommended the City adopt a stormwater utility fee, which would provide funding to replace aging stormwater infrastructure. The system needs frequent and costly repairs. These repairs are the City's responsibility, and the fee would provide a steady source of funding for upgrades and repairs to existing stormwater facilities.



STRATEGIC APPROACH TO TOWN CENTER

The existing conditions analysis pointed to several issues and opportunities in the Town Center CRA District. The issues and opportunities outlined in this section are intended to help the City prioritize investments in a manner that will help it achieve its vision for the Town Center. They also inform the CRA’s strategic approach to revitalization.

ISSUES & OPPORTUNITIES

The most prominent issue in the Town Center CRA District is that the vision of a walkable, vibrant district has not materialized. While the City has made notable improvements within the Town Center CRA, the idea of a central, walkable place has likely yet to materialize for several reasons:

1. Town Center is a Large Area: It is important to distinguish between the Town Center CRA and a Town Center that is a “special place in the center of Destin.” The Town Center CRA at about 500 acres is likely too large to function as a Town Center. The Town Center Mixed Use zoning designation, which applies to a smaller area of 230 acres, is still larger than the typical downtown area for a city of Destin’s size. The type of focal point envisioned in the Town Center CRA plan may occupy a space as small as 10 to 20 acres. The result is that the type of development envisioned for the Town Center may end up spread too thin and far apart to create the vibrant place with pedestrian traffic envisioned in the Plan. Figure 7 below shows how the Town Center CRA district compares with downtown areas of coastal communities in Florida. Downtown Stuart (navy-colored shape) is about 18 acres, the Downtown Fort Myers River District (yellow) is about 36 acres, Downtown Madeira Beach (blue) is about 13 acres, and Downtown Dunedin (orange) is about 104 acres. All of these downtowns could easily fit within the Town Center CRA district.



Figure 7 - Town Center Compared to Coastal Florida Downtowns

- 2. Opportunities Beyond Main Street:** The Plan calls for focusing on the area adjacent to Main Street between U.S. 98 and Airport Road, including a pair of large suburban-style shopping centers, as the focal point of a future Town Center. However, this plan relies on redevelopment of private properties and several smaller sites fronting Main Street, which has proven to take a long-time to come to fruition. While redevelopment of an existing shopping center would present a major opportunity for the City, the focus on Main Street leaves out other underdeveloped or vacant parcels that are large enough to become the “special place in the center of Destin.” For example, there are sites between Palm Street and Mattie Kelly Boulevard that are large enough for a significant mixed-use development with elements of a Town Center and the potential for new streets to fill in a walkable street grid.
- 3. Financial Incentives for Town Center Style Development:** Several successful CRAs across Florida use a portion of their CRA funding to incentivize the type of development they want to see in the district. For example, these cities may reimburse a developer for building infrastructure consistent with City-approved design guidelines that go beyond what a developer would typically build. The Town Center CRA has not used this approach. While the CRA has funded important projects that have improved transportation access to the district and improve aesthetics, the CRA has not directly participated in supporting a development project that is consistent with its goals for the district. The CRA could utilize this approach once it identifies more detail on the design and location of the future Town Center.
- 4. Large Blocks and Limited Connectivity:** The Town Center CRA Plan emphasizes the importance of building a grid of streets with short block lengths. This design is important for creating more pedestrian activity on the City’s streets. Shorter blocks – such as 400 feet in length, or less - create more direct routes between point A and B for pedestrians and are known to increase foot traffic. Furthermore, building a gridded street network provides another option for siting retail and mixed-use development to the strip-style development that is accessed directly from U.S. 98. Insufficient connectivity results in heavy usage of U.S. 98 and Airport Road, which makes these roadways inhospitable to pedestrians and, as a result, not ideal to serve as the Main Street for Town Center. In the figure below, which shows four Florida downtowns overlaid on the CRA district, the white lines represent the street grid. All four of these downtowns have well connected streets with short blocks, which are critical ingredients in creating a walkable place with plenty of pedestrian traffic.
- 5. Fragmented Property Ownership:** Having many parcels with many different owners is a common issue for cities like Destin. The dispersed ownership makes it difficult to coordinate development in a way that will lead to a true “Town Center” of a size typical of other downtowns in Florida. This underscores the importance of planning for how underutilized or vacant sites can be developed in the future in a manner that supports the City’s goals for Town Center.



STRATEGIES

These issues may appear daunting, but there is still significant opportunity in the Town Center CRA district for the City to achieve its goals. Below are several strategic considerations for the City as it embarks over the next decade on the next steps for realizing its vision for a true Town Center.

- 1. Identify the Place:** The first step is to identify a specific place within the district that is suitable to be developed as Destin’s special “Town Center.” This place should be large enough to accommodate the development of multiple blocks of walkable development with a more compact form (short block lengths, buildings fronting the sidewalk, public open spaces/small public parks, etc.). These places in other Florida cities range from about 15 acres up to nearly 100 acres.
- 2. Establish Design Standards for the Place:** Another important early step is to establish design standards for the place, which should cover elements such as street design/cross sections, building frontages, public space/park locations, landscaping, lighting, and parking locations. With design standards established the City can choose to partner with a developer to install public realm infrastructure that is consistent with the design standards. The four downtowns highlighted in Figure 7 represent several features common to vibrant places that should be incorporated into any future design guidelines:
 - Pedestrian and bike-friendly streets.
 - Streets that provide vehicular access but are designed for slow vehicular speeds.
 - Ample street trees, public spaces, and street furniture.
 - Well-defined street grid.
 - Access to adequate parking facilities, but not fronting the main pedestrian streets.
 - Mix of uses including restaurants, shops, housing, and more.
 - Continuous line of restaurants, shops, and entertainment fronting the street.
 - Incorporation of history, culture, and art that establishes a sense of place.
 - Clean, safe, and welcoming to all people.
 - A place that follows the “Rule of 10,” which means 10 places that serve food, 10 that sell products besides food and 10 open after 5 PM.
- 3. Public/Private Partnership to Support Implementation:** The Town Center CRA Plan has called out the need for a strong City/private partnership. The CRA funds represent an opportunity to create that partnership. The City, like several other Florida cities with a CRA, can use its CRA funds as a financial incentive for a developer to build the type of public realm and infrastructure that the City desires for its Town Center. For example, the City can reimburse a developer over time for building public infrastructure to the requirements of the design standards and developing buildings and public spaces in manner that is consistent with the design standards. More details and examples of this approach are provided below.
- 4. Market the Plan:** Once the City updates its policies regarding where the Town Center should be located and the design for this place, it can market its plan and the opportunity for a public/private partnership to developers experienced with building great places in Florida.

Public/private partnerships to implement the Plan is a new approach introduced through the 2024 Plan Update. This is a common approach in Florida that is associated with several successful downtown revitalization efforts. More information on this concept is presented in the Implementation section.

INVESTMENT IN TOWN CENTER

The primary purpose of the Plan Update is to identify and prioritize public improvements to take place within the Town Center CRA, consistent with Section 163.362 of the Florida Statutes. The goals, issues and opportunities, and strategies described above all point to projects the City may want to undertake within the Town Center CRA District. This section presents the key projects, as prioritized by the Town Center CRA Advisory Committee, with their cost estimate and other key details.



PRIORITIZATION

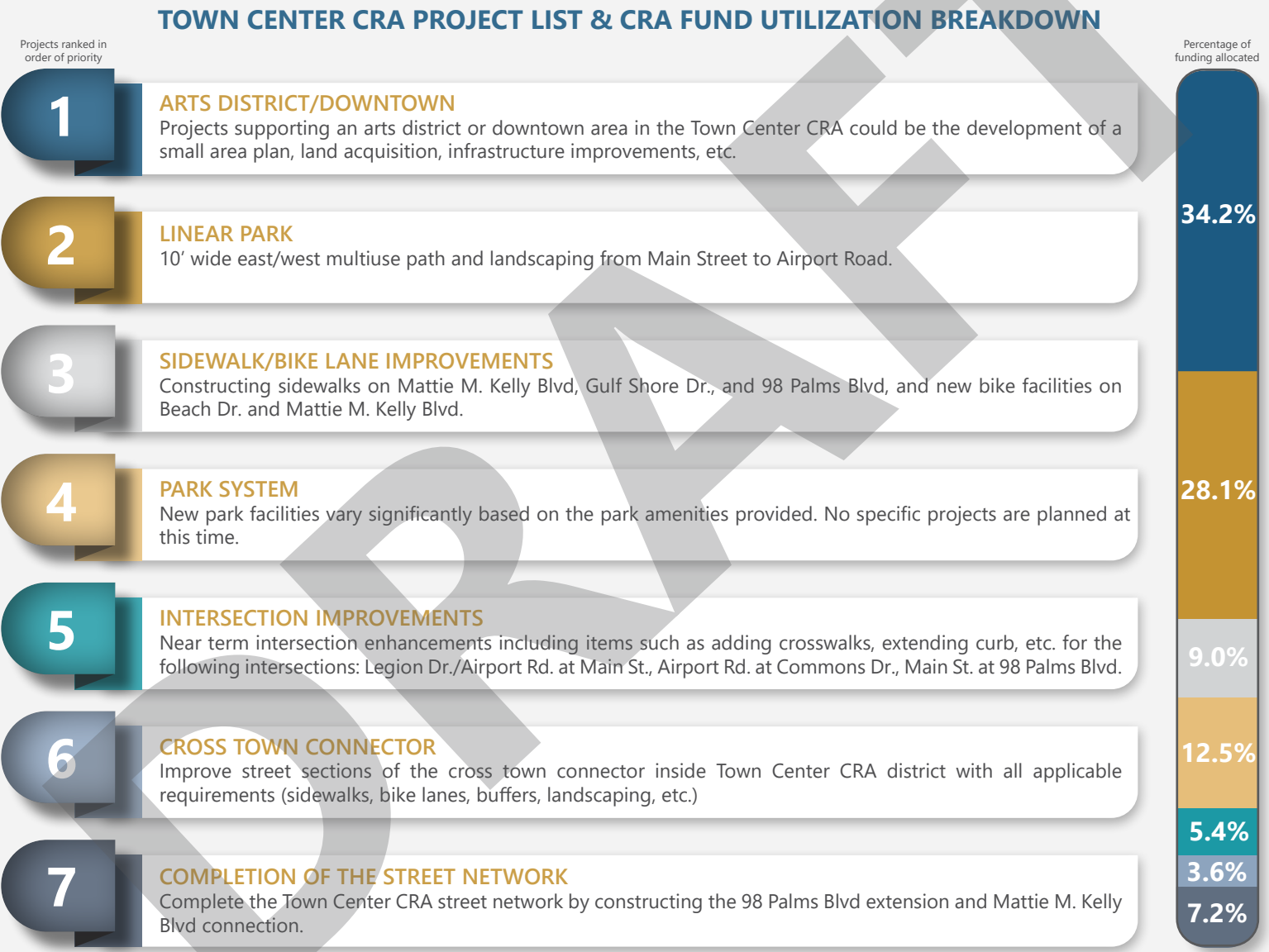
Early in the process of updating the CRA Plan, the Town Center Advisory Committee identified specific areas of concern within the Town Center CRA district, which were sorted into the four guiding principles of safety, connectivity, green space, and economic development. Using these themes, the consulting team identified key projects that would improve pedestrian, bicycle and vehicular connectivity and safety, as well as expanded upon the projects brought up by Advisory Committee members to address improvements to green space availability and economic development in the Town Center district.



The Town Center CRA Advisory Committee in May 2023 provided input on its project priorities, which resulted in the prioritized list presented in this section.

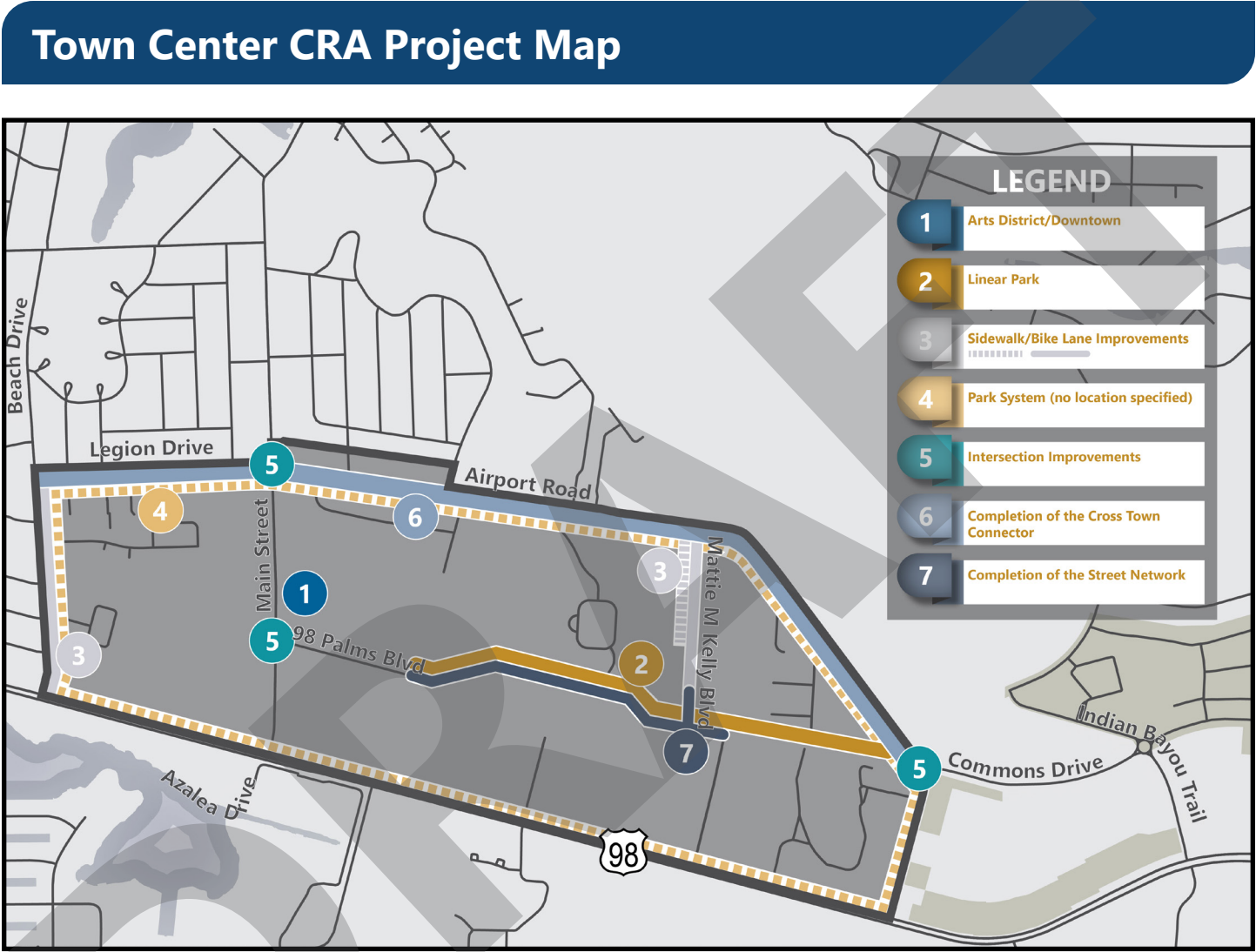
The results of the priority exercise with the Advisory Committee shown below indicate generally how the projects were ranked, and the average percentage of CRA funding that the Committee would allocate to each project. The priority order does not imply they will be implemented in that order. The City may advance a lower priority project faster if as opportunity arises, such as a grant or a large development that comes along. Some lower priority projects may also advance faster because they have a non-CRA funding source, such as a future citywide Mobility Fee for some of the transportation improvements. However, prioritization is helpful for the City and CRA to guide the investment of CRA funds over time to implement this plan.





PROJECTS

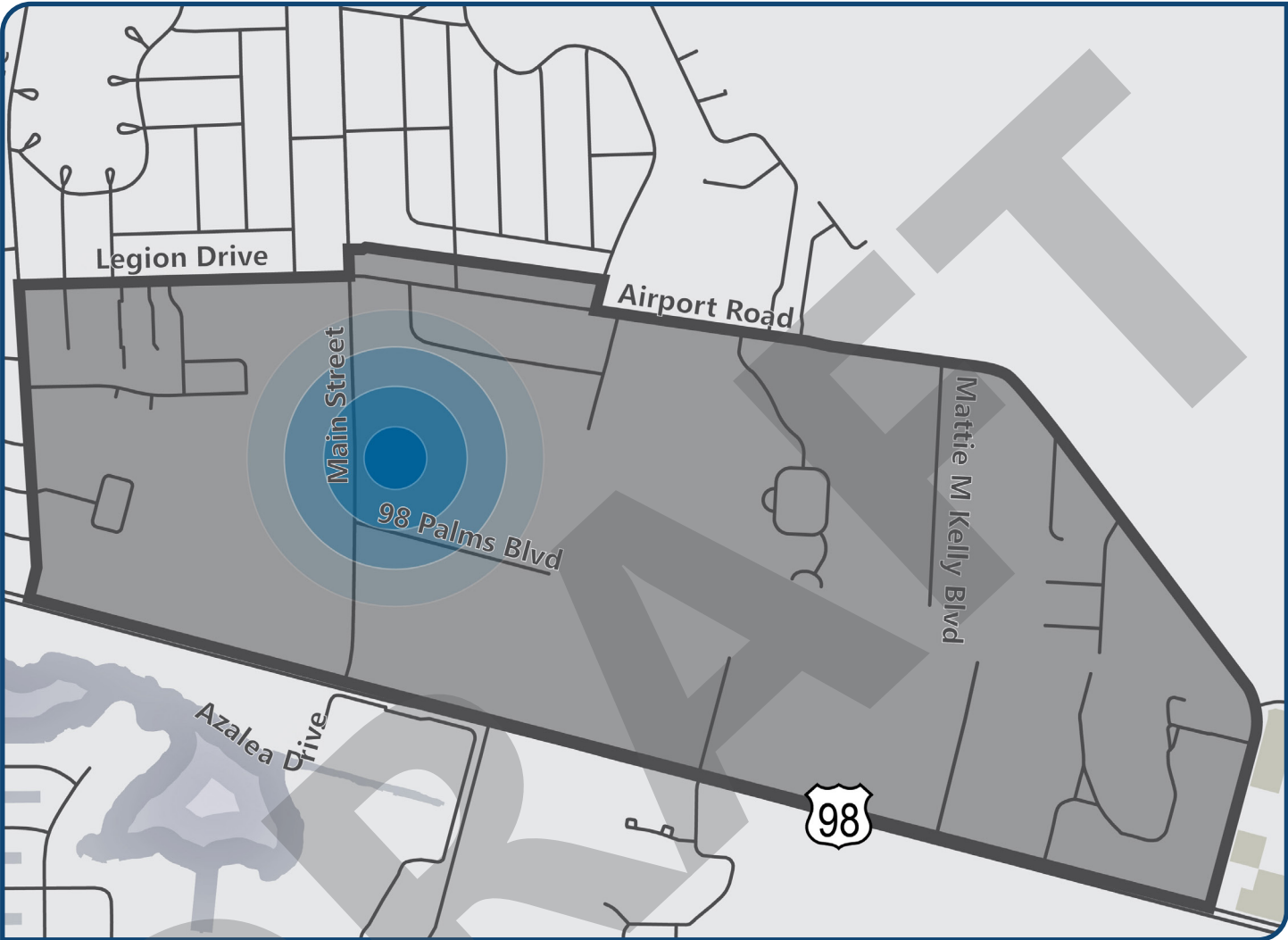
The project map below identifies all unfunded key projects that were identified during the Plan Update process, with the numbers indicating the order of priority.



The projects identified in the above map are further described in their descriptions below. Each project includes summary information about the project, the cost estimate, the source of the cost estimate, and where the project or initiative is described in the comprehensive plan or another plan, such as the Pathway Plan or draft Mobility Plan.

For those projects that originate from other sources, such as the Mobility Plan, further details may be found within the source plan document. The utility undergrounding project is included in the list of key projects, however, was not included in the prioritization as CRA funds have already been allocated and approved by the CRA Board.

Arts District/Downtown



Description

Currently, there is not a specific location within the Town Center CRA district identified for this future area. The cost of this project includes the creation of design guidelines for this area. The preferred design should be implemented through future development. CRA funds may be used as a development incentive, supporting construction of the preferred design elements that fall within the public realm.

Cost Estimate

\$200,000

Priority



1

Source

Professional judgement

Reference

Comp Plan Policy 1-3.3.2

Linear Park



Description

Linear Park includes a multi-use trail along the powerline easement between Main Street and Airport Road. The City is currently in the initial design phase of this project. The cost estimate considers pre-construction and construction costs for the conceptual plan of the project. More accurate cost estimates are forthcoming.

Cost Estimate

\$10,000,000

Priority



2

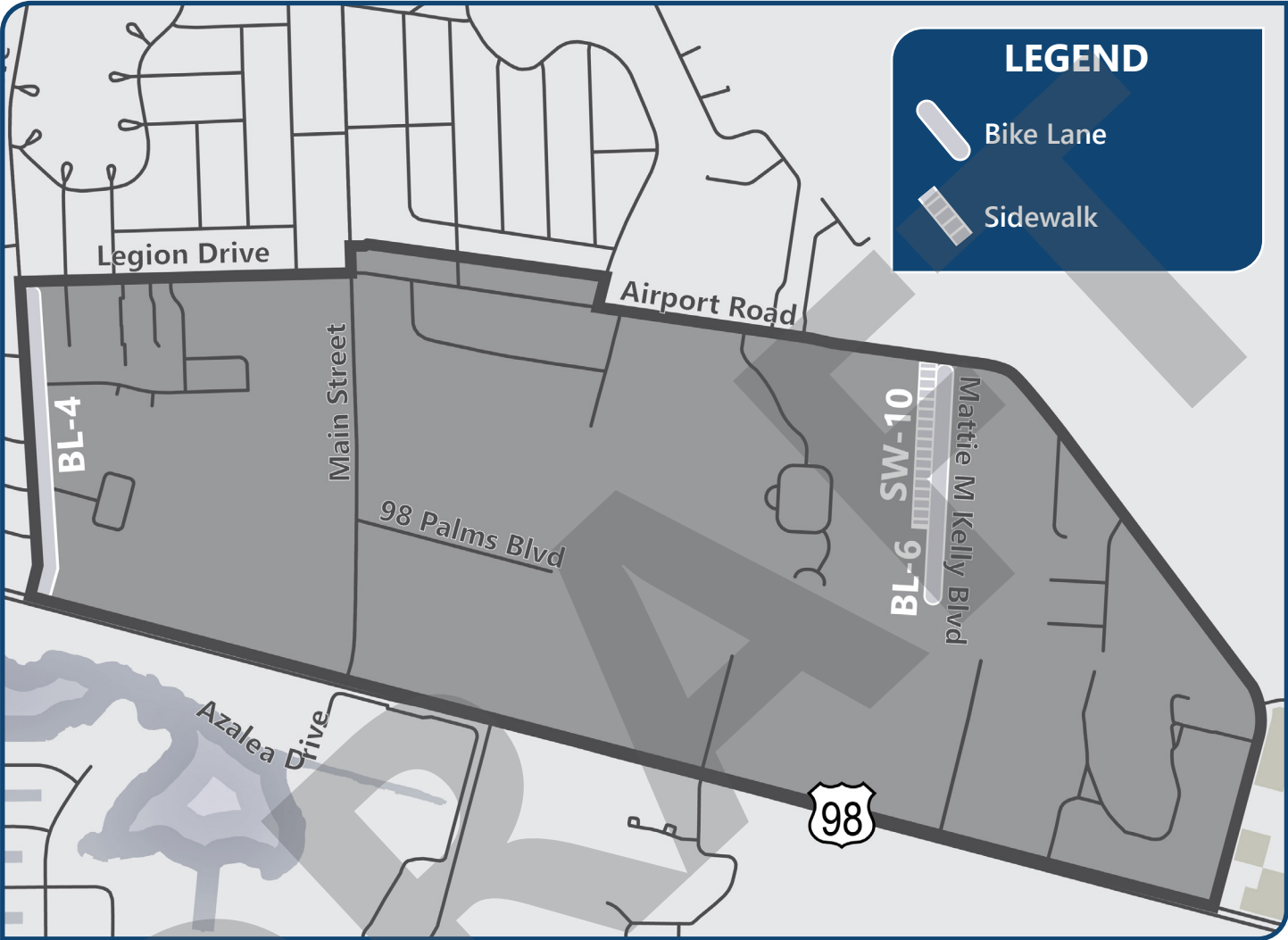
Source

City Engineering Division

Reference

Pathways Plan

Sidewalk/Bike Lane Improvements



Description

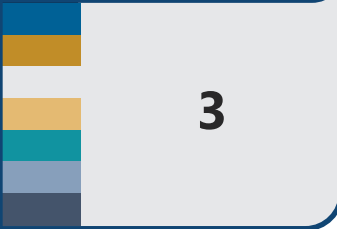
Town Center CRA includes the following sidewalk and bike lane improvement projects:

- SW-10: Mattie M. Kelly Boulevard (northern) Sidewalk
- BL-4: Beach Drive Bicycle Lanes
- BL-6: Mattie M. Kelly Boulevard (northern) Bicycle Lanes

Cost Estimate

\$591,684

Priority



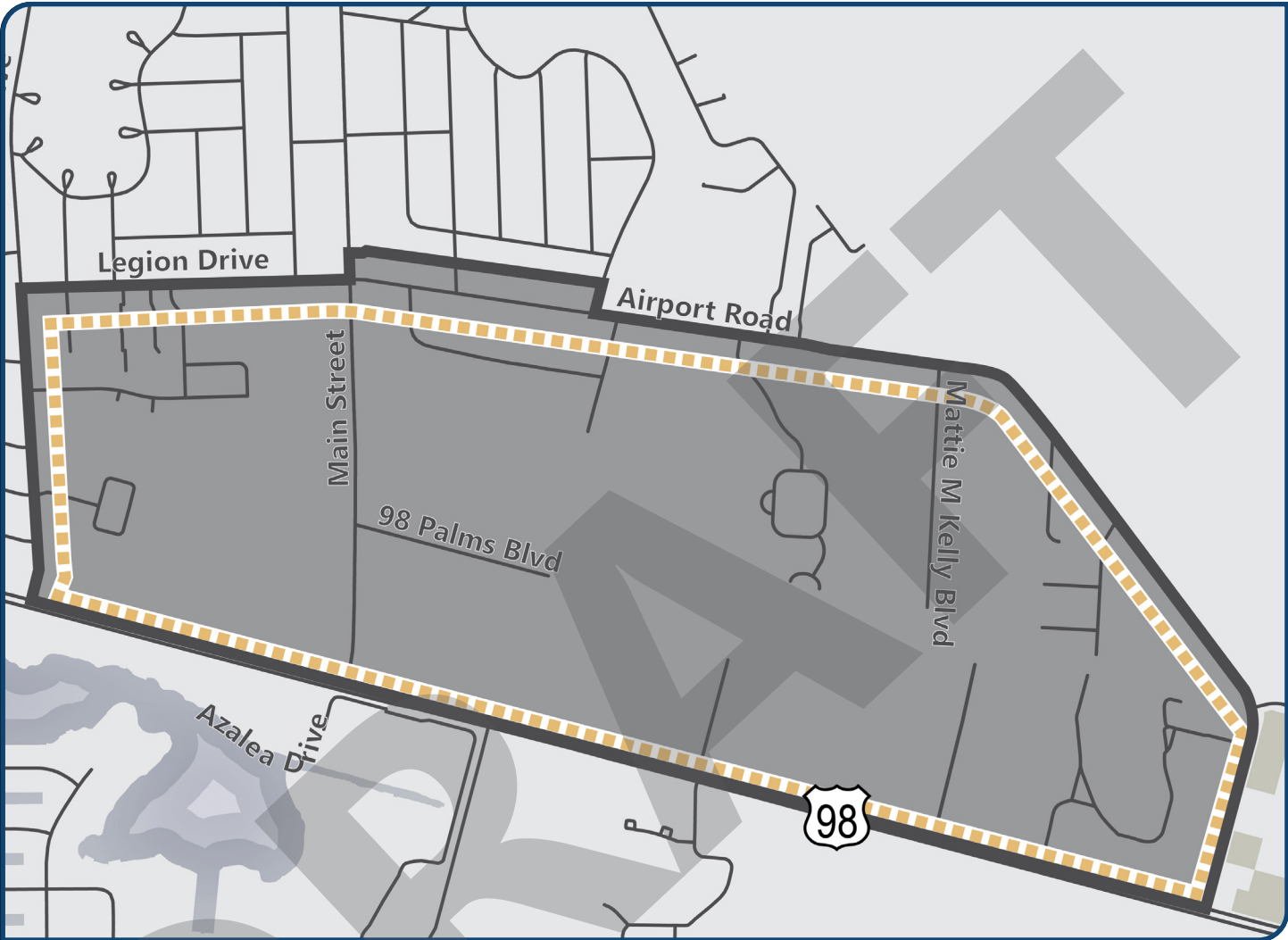
Source

Mobility Plan

Reference

Comp Plan Map 2-2; Pathways Plan

Park System



Description

Currently, there is no conceptual plan for a future park system in the Town Center CRA. However, level of service standards outlined in the Comprehensive Plan require one acre of neighborhood park facilities and two acres of community park facilities for every 1,000 functional population.

*Functional population is defined as the average annual permanent and seasonal population)

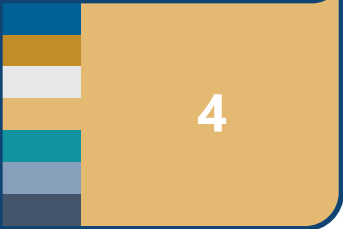
Cost Estimate

N/A

Source

N/A

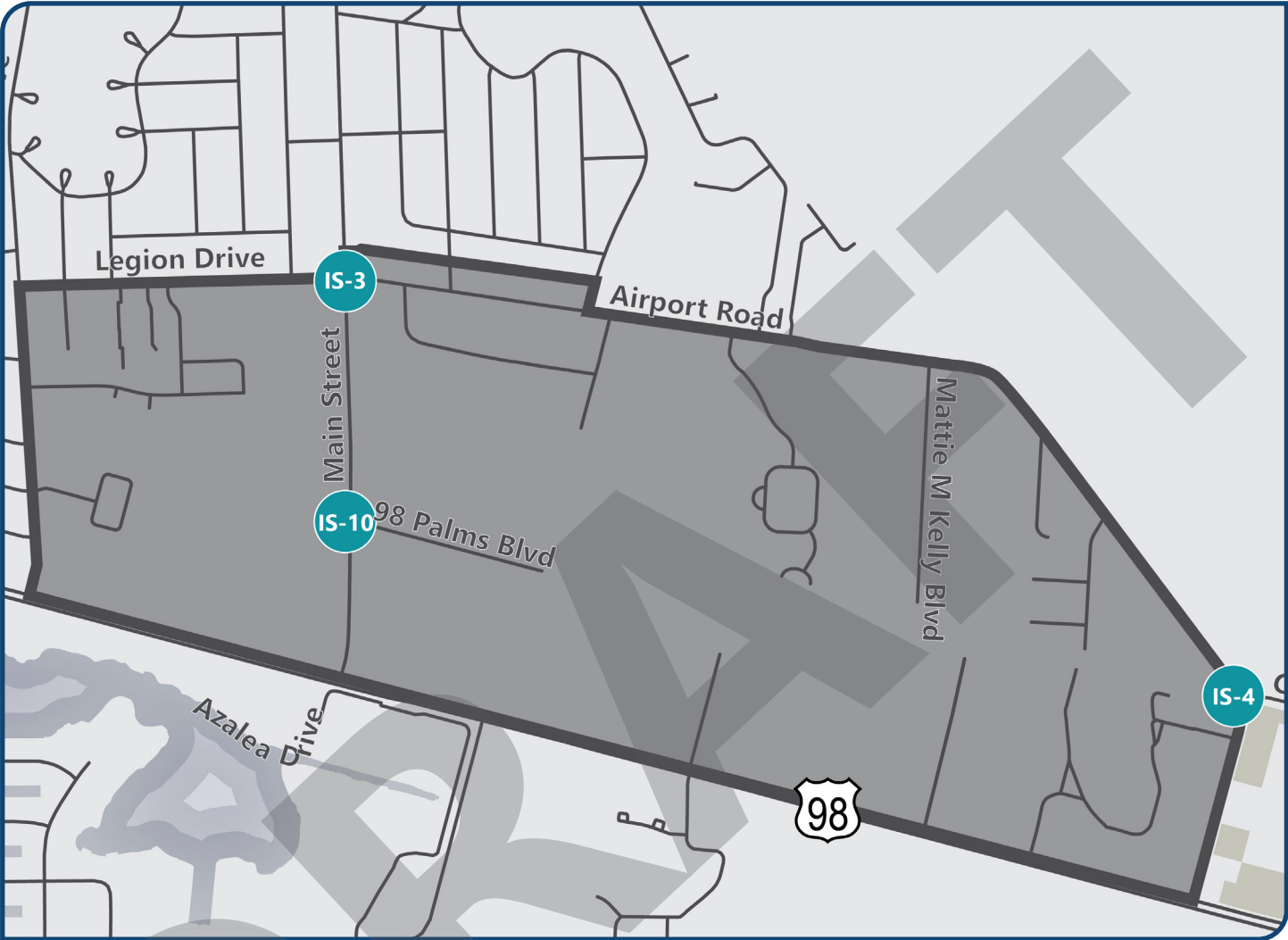
Priority



Reference

Comp Plan Policies 7-1.1.3; Table 7-2; 7-1.1.5

Intersection Improvements



Description

- Town Center CRA includes the following intersection improvement projects:
- IS-3: Legion Drive/Airport Road at Main Street (reduce double left turn on Airport Rd, extend medians, add streetscaping, rehabilitate crosswalks)
 - IS-4: Airport Road at Commons Drive (add crosswalks and pedestrian refuge, reduce turning radii, remove merge area from Commons Dr and replace with bike lane)
 - IS-10: Main Street at 98 Palms Blvd (improve crosswalks, reduce turning radii, extend center median)

Cost Estimate

\$1,265,108

Priority



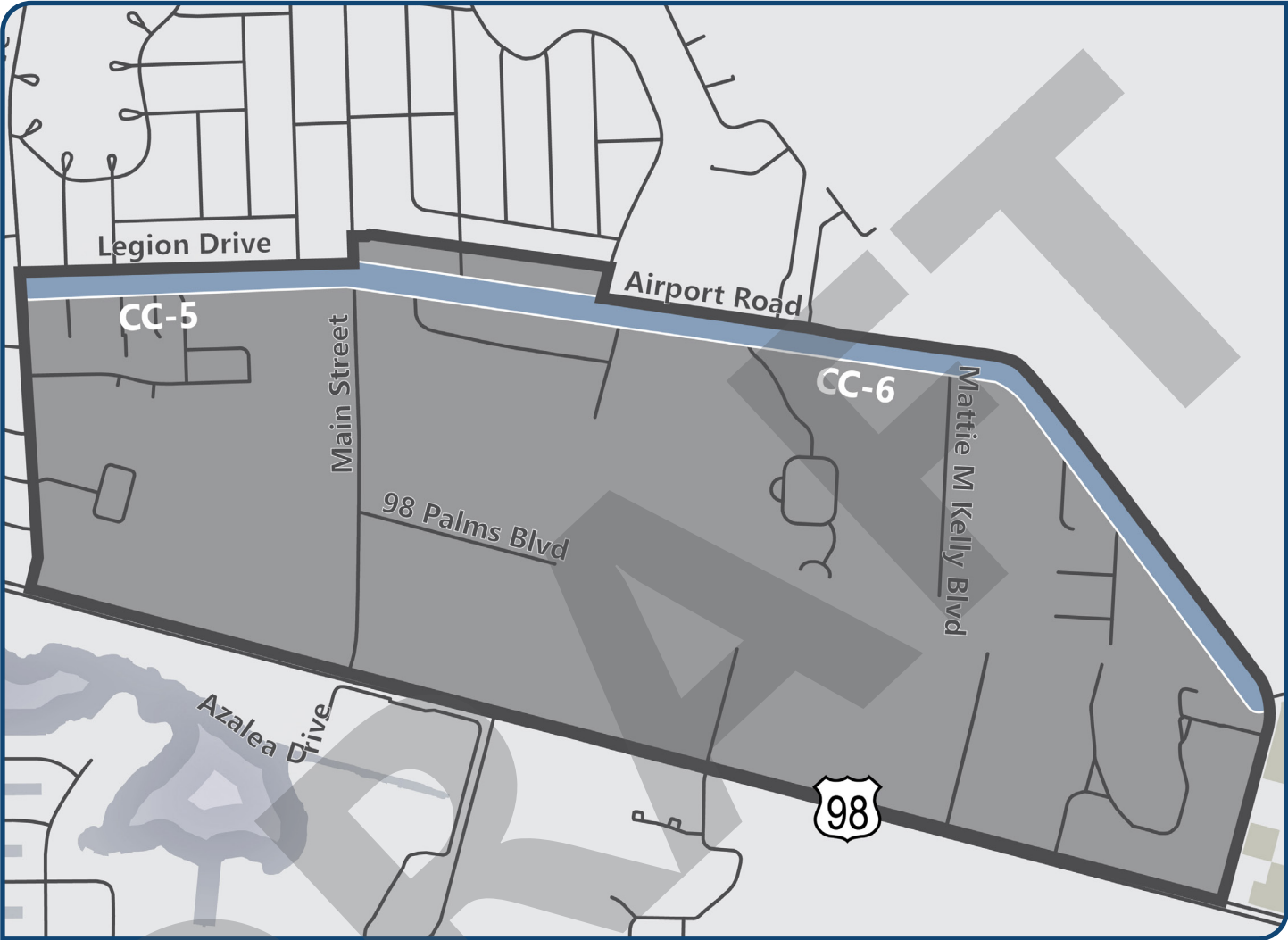
Source

Mobility Plan

Reference

**Comp Plan Policies
2-1.1.10; 2-1.3.11**

Completion of the Cross Town Connector



Description

- Town Center CRA includes the following portions of the Cross Town Connector:
- CC-5: Legion Drive from Beach Drive to Main Street (reconstruct with street trees and lighting)
 - CC-6: Airport Road from Main Street to Commons Drive (reconstruct with street trees, lighting, pedestrian amenities)

Cost Estimate

\$5,260,022

Priority



Source

Mobility Plan

Reference

**Comp Plan Policy
2-1.1.3**

Completion of the Street Network



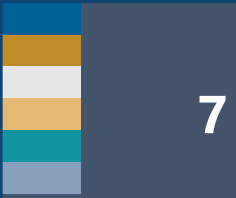
Description

- Town Center CRA includes the following proposed new streets:
- NC-4: 98 Palms Boulevard from the existing end of 98 Palms Boulevard to Mattie M. Kelly Boulevard (0.65 mile minor collector street)
 - NC-5: Mattie M. Kelly Boulevard from existing ends of northern and southern roadways (0.06 mile minor collector street)

Cost Estimate

\$9,994,204

Priority



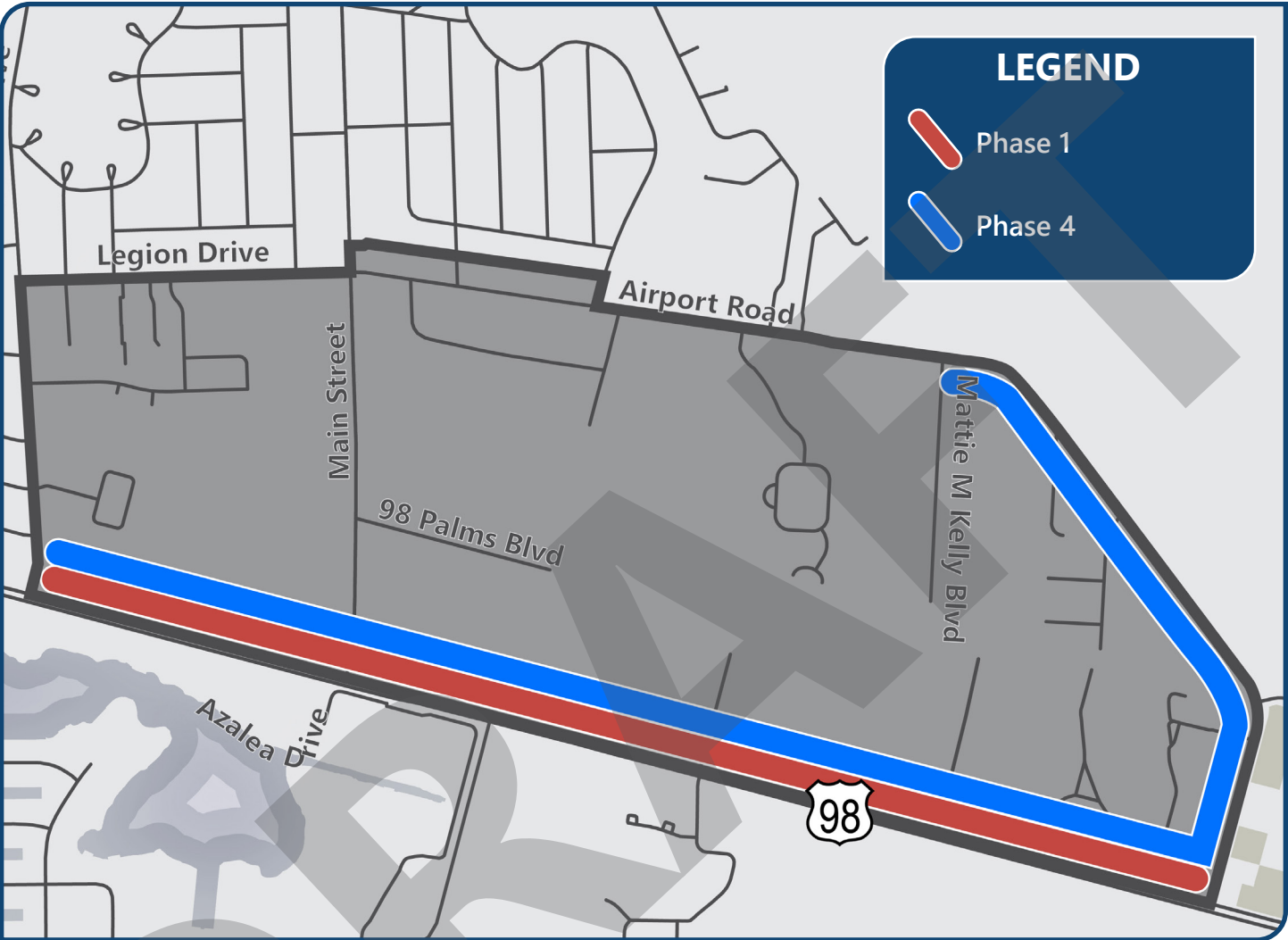
Source

Mobility Plan

Reference

Comp Plan Map 2-1; Comp Plan Policy 1-3.3.3(1)(3)

Utility Undergrounding



LEGEND

- Phase 1
- Phase 4

Description

In partnership with Florida Power and Light, the City has initiated the project of undergrounding all utilities in the City beginning with the most high-priority areas. The project will be completed in seven phases.

Cost Estimate

\$4,000,000

Source

City Finance Department

Reference

Comp Plan Policy 1-1.7.3

IMPLEMENTATION

The success or failure of the Town Center CRA Plan hinges on the ability of the City to stimulate re-investment, to undertake public improvement projects, and to engender community support. The City’s role in the implementation of the Plan is that of facilitator. The City’s responsibilities include being the catalyst to stimulate, market, and encourage both public support and private participation. This section of the Plan identifies a series of implementation strategies which have the highest potential for aiding Destin to reach its goals.

TOP PUBLIC IMPROVEMENTS

As illustrated through the key project descriptions and prioritization, the two highest priority projects identified by the Town Center CRA Advisory Committee Members are the creation of the Arts District/ Downtown for the Town Center, and the construction of Linear Park, a multi-use, east-west path that extends from 98 Palms Blvd to Airport Road. The importance of these two projects shows the desire to build an identity of the Town Center, and to improve connectivity and walkability within the Town Center district.

ARTS DISTRICT/DOWNTOWN

Per Florida Statutes 163.370, any project which utilizes CRA funds must assist in the elimination of the conditions of blight that were part of the justification for the establishment of the CRA district when founded. The creation of an Arts District or downtown in the Town Center has the potential to address all four factors of blight found in the Town Center:

- 1. Defective or inadequate street layout.
- 2. Unsanitary or unsafe conditions.
- 3. Deterioration of site or other improvements.
- 4. Faulty/inadequate street layout, parking, roadways, bridges, or public transportation facilities incapable of handling the volume of traffic flow.

Depending on how the City decides to implement the Arts District/downtown, it may involve construction of new streets with an emphasis on pedestrian facilities and access, redevelopment of vacant or underutilized parcels within the district, and alternate routes of travel depending on where in



the district this sub-area is located. Additionally, the City may implement enhanced architectural design standards in this focused downtown area of the Town Center as required by the Comprehensive Plan. By utilizing the CRA incentive detailed above, the City will have an active role in the key developments taking place in the downtown area, over and above the requirements of the City’s Land Development Code and development review process.

LINEAR PARK

As stated above, the Linear Park is a multi-use, east-west, path from 98 Palms Boulevard to Airport Road. This project is listed in the City’s Town Center CRA Plan and Pathways Plan. It is envisioned as a key strategic piece in improving pedestrian and bicycle mobility and safety by providing an additional east-west route besides Airport Road and Highway 98, which both have consistent issues with vehicular speeding and congestion. The construction of this park would also address multiple factors of blight, as it adds an integral east-west connection for pedestrians and bicyclists, therefore increasing connectivity and safety for those modes of travel. The estimated cost for the project is \$10 million, due to the specific topographical characteristics of the route of the linear park. However, it is important to note that the project does not need to be funded entirely with CRA dollars, as it is also in the City’s draft Mobility Plan (adoption anticipated in winter 2024). The City in 2023 was in the preliminary phase of design, and a more accurate cost estimate is anticipated as this project progresses.

Due to the high estimated costs of these two projects and the revenue projections for the Town Center CRA, it is unlikely that the revenue funds by themselves will provide the opportunity for the City to complete many more of the identified key projects in the prioritization list. However, it is worth noting that all remaining unfunded projects except for the park system, are included in the Mobility Plan, providing an alternate source of funding for those projects (the anticipated Mobility Fee that will support implementation of the Mobility Plan). Additionally, there may be other opportunities such as grants to pursue all or partial funding for the remaining projects. Finally, it is important to recognize that the CRA revenue may increase beyond the projected rates due to successful development projects. For these reasons, all projects should be kept for consideration over the duration of the Town Center CRA.



CRA FUNDS AS A DEVELOPMENT INCENTIVE

This section elaborates on how to implement the arts district/downtown concept. Public/private partnerships are a popular tool used by several CRAs in Florida. Tax Increment Rebates are a tool that CRAs can use to promote redevelopment and infill projects in targeted areas. By providing financial support to private sector development projects, these rebates incentivize transformative changes and accelerate the implementation of the Community Redevelopment Plan.

The Tax Increment Rebates use a portion of the incremental tax revenue generated from completed new developments. Essentially, when a redevelopment project is completed, the increased property value leads to higher tax revenue. A portion of this increased tax revenue is then returned to the developer as a rebate. Developers must wait until the new project is included in the tax rolls, and the associated taxes are paid.

This strategy aids in bridging any financial gaps that could hinder the project’s feasibility. The rebates can also offset costs incurred by developers for installing community amenities or infrastructure improvements that are outlined in the design guidelines.

The establishment of Community Redevelopment Agencies and their associated Tax Increment Trust Funds are sanctioned under the “Community Redevelopment Act of 1969,” which falls under Florida Statutes, Chapter 163, Part III. The specific authorization for Tax Increment Rebate programs as redevelopment incentives can be found in Florida Statutes, Section 163.387. This provision enables CRAs to enter into agreements with private parties to reinvest CRA funds in services or public and private projects, aligned with the Community Redevelopment Plan.

Purposes of the Tax Increment Rebate program might include:

- Encourage and enable private sector development in targeted locations by closing financial gaps.
- Encourage development of affordable housing.
- Encourage private sector installation of infrastructure improvements and public realm amenities.
- Enable implementation of redevelopment strategies and projects identified in the Community Redevelopment Plan.
- Encourage increased architectural design guidelines on-site and in the public realm as identified in the Comprehensive Plan



Eligibility requirements might include:

- Project characteristics (size, number or type of units, mixed-use, etc.).
- Location within the CRA district.
- Demonstration of need of rebate, or demonstrated gap in financing.
- Proposed project is in compliance with the specific redevelopment strategies or design guidelines.
- Proof of financial commitment.
- Percentage of owner equity.

The review and approval process might include:

- Review project design proposal/business plan on case-by-case basis with no prescribed guidelines.
- Establish an approval matrix tying rebate to specific project elements to clearly outlined award ranges and bonus opportunities.
- Financial need or “gap” financing.

Items to consider at the time of approval and prior to disbursement:

- Developer agreement outlining agreed terms.
- Performance Bond, Letter of Credit or other Surety instrument in case of non-performance.
- All taxes, liens, fees and fines paid and current prior to award disbursement.

MANAGEMENT PLAN

Implementation of the Plan will require both human and financial resources. The City must assess its person-power needs and internal funding sources to promote and market the area, review development plans, create new regulatory frameworks, leverage investment, assist small businesses, provide for special events, maintain financial integrity and, in general, provide day-to-day management and review.

Two key areas are highlighted for work under the management plan:

- 1. Responsibility for project administration.
- 2. Target funds for project implementation, creating marketing materials, new development codes, and public and private project review.

ANNUAL REVIEW

The City, in participation with the Town Center CRA Advisory Committee and CRA Board, shall conduct an annual review of the status of the Town Center CRA. The review shall include at a minimum a review of incoming CRA revenue, use of CRA revenue for public infrastructure, public/private partnerships, changes to the City’s Comprehensive Plan and Land Development Code that may impact the CRA Plan, and updates to all applicable Florida Statute sections concerning CRAs and CRA Plan content.

COMPREHENSIVE FUND SOURCES

Planning for the income and expenditures within the Town Center CRA is integral to Plan implementation. Separate sections are devoted to the actual financial plan and yearly budget estimates, project cost estimates and proposed time frames. However, a variety of funding sources should be considered, such as (but not limited to):

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

FINANCIAL INCENTIVES, GRANTS, AND LOANS

Financial incentives may be considered as the Trust Fund gains dollars to stimulate the location of new/ expanding business opportunities. These would include:



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

The City may offer, through the Town Center CRA, restricted matching grants and low-interest loans to owners of business property in the Town Center CRA District. The purpose of this financial aid is to encourage frontage improvements and major economic development projects. The basic concepts are outlined as follows:

- **Grants:** Exterior beautification of private property is the initial purpose of a grant program, which would provide funds only if they are available. The focus is on frontage improvements, especially landscaping on private property facing and along the public rights-of-way. A grant would not exceed 50% of the approved project cost, with the property owner paying the remainder (50% or more) of the cost. The maximum amount of a grant will depend upon a determined formula. Grant applications would be evaluated and prioritized. Highest ranking applications would be funded first.
- **Loans:** Economic development is the purpose of the loan program, which would make low-interest loans only to the extent that funds are available for that purpose. Initially, economic development loans may be made to businesses for projects meeting certain minimum criteria, e.g. the project must be approved by the Town Center CRA; the business must pay a significant portion of the project costs; the project must involve construction of a new building on vacant land; the new building must be for a new business or expansion of an existing business; and a significant number of new permanent full-time jobs must be created by the new business or expansion. Loans may be made by the Town Center CRA up to a maximum of \$100,000, with the exact loan amount dependent upon the availability of loan funds and the magnitude of project impact. Loans would be made at an interest rate comparable to those charged by certain federal assistance programs, such as the SBA loan program. The term of the loan would not exceed ten years, and the loan must be collateralized. Loan applications would be evaluated and prioritized, with highest ranking applications to be funded first – prioritization criteria may include such factors as: number of new jobs created and amount of value added to the tax base.

MARKETING AND PROMOTION

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

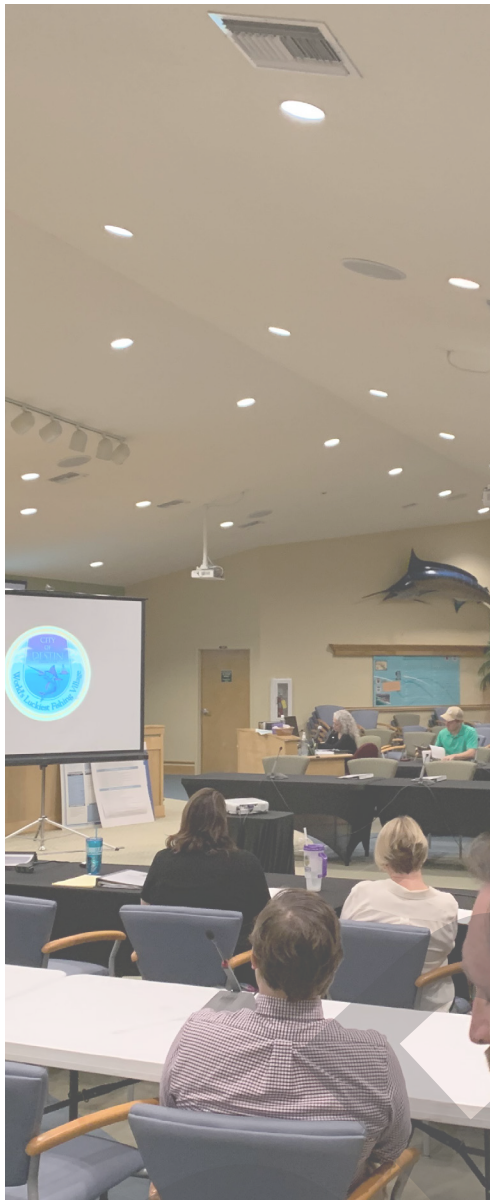
NON-CRA PLANNING OR REGULATORY COMPLEMENTARY PROJECTS

There are other City projects currently in progress which will support the City’s goals and objectives for the Town Center CRA. Some of these projects, such as the Mobility Plan can supplement CRA funding for transportation related projects. Other projects, such as the update of the Land Development Code, will

support the Town Center by strengthening the regulatory framework for project types and zoning districts within the CRA. The following includes ongoing City projects that could aid the success of the CRA Plan:

- **Citywide Mobility Plan and Fee**
The Mobility Plan includes more than 60 transportation improvements that include projects such as sidewalk and bike path connections, intersection improvements, and new road construction. The estimated cost of the complete list of projects exceeds \$150 million. The projects identified within the Town Center CRA district boundary are listed in the updated CRA Plan, and therefore both future mobility fee dollars and CRA revenue collected may be utilized for construction costs. Additionally, improved mobility around and into the Town Center district will help accomplish one of the CRA's primary goals of improving connectivity. The anticipated adoption of the Mobility Plan and fee is in 2024.
- **Land Development Code Update**
The Land Development Code (LDC) is in the process of being updated to adequately implement all development related policies in the Comprehensive Plan. This includes all policies related to the Town Center CRA and Town Center zoning district. Aside from this update being a major improvement for the City, and users of the Code, this will also strengthen the regulatory framework for all future development in the Town Center CRA district. The anticipated completion of the LDC update is in 2024.
- **Harbor CRA Plan Update**
The Harbor CRA Plan is currently being updated as well. Similar to the Town Center Plan, this update includes refreshed financial forecasts, updated key projects and prioritization, and an overall strategic plan to guide future development. This is significant to the Town Center CRA as the two districts share the boundary of Beach Drive, and the Harbor district encompasses land directly south of the Town Center CRA district as well. As such, improvements implemented in the Harbor CRA may have impacts on the Town Center CRA as well.





FUNDING EXAMPLES

- Tax Increment Financing
- FDOT Funding
- Grants
- Community Development Block Grant
- FDOT Highway Beautification Grant
- Historic Preservation Grant
- Florida Greenways and Trails System Grant
- Loans
- Small Business Administration
- Gifts

FINANCIAL PLAN

The 2024 Plan Update lists publicly funded infrastructure projects which the City proposes to undertake in pursuit of its redevelopment goals. The City intends to fund these projects through all available sources, such as, tax increment financing, FDOT funding, grants, loans, and gifts among others.

TAX INCREMENT FINANCING

The ability to use tax increment revenues for community redevelopment is authorized by Chapter 163, Part III, Florida Statutes. Once the City designates an area as the Redevelopment Area, the assessed valuation of the area is “frozen” commencing with the certified tax rolls as of a specified date, as the base year, to derive tax increment revenues. Such revenues must be used by the agency to pay for approved projects within the Redevelopment Area, either on a pay-as-you-go basis or as security for bonds, the proceeds of which must be used for such lawful purposes as described in Chapter 163, Florida Statutes.

Upon the adoption of this Plan in 1998, a Tax Increment Financing Plan was implemented with the creation of the Redevelopment Trust Fund, as specified in Section 163.387, Florida Statutes. Once the tax increment funds were deposited into the Redevelopment Trust Fund, an assessment of long-term revenue stability was conducted and the use for bonds based upon the tax increment revenues was reviewed as a long-term capital improvement source. Upon the completion of this analysis, the Town Center CRA established a time certain for completing all redevelopment financed by increment revenues, which, as stated in the Plan Update, shall occur not later than the expiration of the CRA, as required by Section 163.362(10), Florida Statutes.

The process outlined above of assessing the financial stability of the CRA and the use of bonds as a long-term improvement source will continue throughout the CRA life cycle to determine whether revenue bonds will be necessary to maximize the efforts

to complete infrastructure projects within duration of the Town Center CRA. Revenue bonds issued by the Town Center CRA shall comply with the requirements of Sections 163.387(4) and 163.387(5), Florida Statutes.

The estimate of TIF revenues is based on approximate increments of assessed values and resultant tax increment for general planning purposes. Variables of millage increases, increased assessed values and new development will yield greater returns. These are estimates only and subject to variance, dependent on changes from year-to-year. The exact increment will not be determined until an accounting is finalized with the City and County tax offices.

OTHER FUND SOURCES

The following funding sources are based on identification of need and should not be considered an exhaustive list of financial sources:

- **COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)**
This program provides financial assistance to eligible local governments in the areas of housing rehabilitation, neighborhood revitalization, public infrastructure improvements, commercial revitalization and economic development.
- **COMMUNITY CONTRIBUTION TAX INCENTIVE PROGRAM**
This program was created by the Florida Legislature to encourage corporate involvement in community revitalization. It allows businesses a fifty- percent credit on Florida corporate income tax or insurance premium tax for donations to local community development projects. Donations must be made through an eligible non-profit corporation conducting an approved community development project. This program can address the revitalization of historic structures identified in the Town Center CRA. Eligible historic preservation projects have as their goals the improvement or substantial rehabilitation of housing, commercial, industrial or public facilities in a “historic preservation district”. The City of Destin can promote private participation by utilizing this incentive program if it is feasible to do so.
- **FLORIDA DEPARTMENT OF TRANSPORTATION HIGHWAY BEAUTIFICATION GRANTS**
These grants are available for landscape and irrigation improvements along FDOT roadways. The grant may be applied for in each project phase and requires “construction read” landscape and irrigation plans as an integral part.



- STATE OF FLORIDA HISTORIC PRESERVATION GRANTS**
 These may be obtained for rehabilitating designated historic structures or development programs related to historic preservation activities. This is likely not applicable at this time but may be used in the future if a structure is designated as historic.
- FLORIDA GREENWAYS AND TRAILS SYSTEM GRANTS**
 The Office of Greenways and Trails within the Division of Recreation and Parks provides statewide leadership and coordination to establish, expand and promote the Florida Greenways and Trails System (FGTS) pursuant to the Florida Greenways and Trails Act (Ch. 260 FS).
- SMALL BUSINESS ADMINISTRATION (SBA)**
 Most SBA financing is done under the 7-A program which focuses on working capital needs. Under this program, banks loan capital to small business and the federal government guarantees 90% of the loan amount. The loans usually extend for 5 to 7 years.

 The other SBA program is known as “SBA 50”. This program provides existing viable small businesses with long-term, below-market-rate financing for the acquisition of land and buildings, machinery and equipment, and construction and renovation which results in job creation. These programs are administered through the Florida Department of Commerce which is willing to provide on-site technical training and educational presentations.
- SPECIAL ASSESSMENT DISTRICT**
 The area intended for improvements can be established as special assessment district where the individuals receiving benefit from the improvements will be assessed for their share of the improvements. This is usually done on a “front-foot” basis but can be done on an area-wide basis. Bonds can be issued using the revenues to be generated by the assessment district as security. The revenues raised are dependent upon the size of the assessment and project. Further analysis of this financing option will need to be included in future updates to this Plan.
- LOCAL CONTRIBUTIONS**
 Local organizations and non-profits can raise funds for specific projects identified in this Plan. Funds raised specifically for needs identified in this Plan by local organizations or non-profits may be deposited into the Redevelopment Trust Fund. The City may wish to encourage the formation of a “Greening Destin” organization to focus on signage, streetscaping and the appearance/visual quality issues.
- MOBILITY PLAN FEE**
 The Citywide Mobility Plan includes transportation projects which are within the Town Center CRA district boundary and are listed in the updated CRA Plan. Therefore, Mobility fee dollars collected may be utilized for construction costs. The anticipated adoption of the Mobility Plan and Fee is in 2024.



ENCUMBERED REVENUE

The following table outlines the CRA funds already encumbered by previously issued revenue bonds. A revenue bond issued in 2005 for \$12,000,000 was secured with pledged tax increment revenues in conjunction with the Florida Department of Transportation’s Transportation Regional Incentive Program funds. The total construction costs were totaled at over \$18,000,000. Public improvements utilizing these funds included the widening of Main Street and Legion Drive, and associated stormwater, multi-modal and landscaping improvements; utility undergrounding on Main Street; and Airport Road widening, including stormwater and multi-modal improvements. Due to the downturn in the economy in 2008, the Town Center CRA did not accrue the amount of revenue originally projected. As such, the City’s general fund paid the outstanding balance of debt payments during that time. As shown in the table below, the CRA is now repaying the general fund for that amount until 2031.

Looking ahead, the Town Center CRA has allocated \$1,460,000 to the Linear Park project over the next few years to be funded through the operating budget for 2023 and 2026, and \$4,000,000 to undergrounding utilities in the Town Center district beginning in 2024, with debt repayment planned through 2037.

Table 5 - Town Center CRA Encumbered Revenue

 CITY OF DESTIN FLORIDA Town Center CRA Encumbered Revenue			
Year Initiated/Beginning Principal Balance	Projects	Annual Payments (avg)	Completion
2006/\$12,000,000	Construction of Main Street and Legion Drive widening, Main Street utility undergrounding, Airport Road widening	\$710,724	2037
		\$291,786 (General Fund repayment)	2031
2024/\$4,000,000	Utility Undergrounding	\$240,385	2037

FORECASTED REVENUE

The table below outlines the annual projected CRA revenue, operating budget, debt transfer and ending account balance for the Town Center CRA each year through the duration of the CRA. Based on the projections, the Town Center CRA is estimated to have approximately \$12.2 million in funds available at the end of FY 2036. The remaining fund balance for FY 2037 is allocated to the construction of the Linear Park project, which is shown as a part of the operating budget for that year. As the Town Center CRA does not expire until August of 2038, there is a projected revenue of approximately \$3.1 million remaining. It is important to note that these numbers are estimates and are subject to change depending on several variables including property values, new project commitments, and refinancing opportunities.

Table 6 - Town Center CRA Forecasted Revenue

 CITY OF DESTIN FLORIDA Town Center CRA Forecasted Revenue								
	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
CRA REVENUE	1,685,693	2,081,659	2,144,110	2,208,430	2,274,690	2,342,920	2,413,200	2,485,600
OPERATING BUDGET	(690,346) ¹	(281,543)	(186,960)	(1,192,540) ²	(198,290)	(204,210)	(210,300)	(216,590)
TOTAL DEBT TRANSFER	(818,849)	(931,852)	(982,080)	(1,082,316)	(1,082,561)	(1,232,814)	(1,333,074)	(1,383,345)
TOTAL BALANCE	874,197	1,642,462	2,517,532	2,251,105	3,044,945	3,650,841	4,120,667	4,606,331
	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38
CRA REVENUE	2,560,170	2,636,970	2,716,080	2,797,560	2,881,480	2,967,920	3,056,950	3,145,602
OPERATING BUDGET	(223,060)	(229,710)	(236,560)	(243,630)	(250,910)	(258,400)	(14,501,641) ³	0
TOTAL DEBT TRANSFER	(1,383,625)	(1,245,539)	(1,034,215)	(1,034,525)	(1,084,845)	(1,085,177)	(750,000)	0
TOTAL BALANCE	5,159,816	6,059,913	7,505,218	9,024,623	10,570,348	12,194,691	0	3,145,602

¹ \$460,000 is included in the FY 2023 operating budget for the Linear Park project.
² \$1,000,000 is included in the FY 2026 operating budget for the Linear Park project.
³ \$14,235,521 (remaining fund balance) is included in the FY 2037 operating budget for the Linear Park project.

BUDGETARY REVIEW

At the first quarterly meeting after the Tax Increment funds have been deposited into the Trust Fund, the Town Center CRA shall develop a budget for the upcoming year. The budget shall specifically establish spending categories and budgetary amounts. Any remaining unencumbered funds from the preceding budget year shall be deposited into an interest-bearing escrow account on the last day of the fiscal year of the Town Center CRA for the purpose of later reducing any indebtedness to which increment revenues are pledged or to fund improvement projects scheduled in the next three successive years. The Town Center CRA shall evaluate the programs and revenue sources listed above during the budgetary review process to insure maximum utilization of available resources.

Revisions to the budget during the fiscal year shall be preceded by public notice (Chapter 120, Florida Statutes) and a public hearing, and shall be approved by the majority of the Town Center CRA members.

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

1. Administrative and overhead expenses necessary or incidental to the implementation of the Community Redevelopment Plan.
2. Expenses for redevelopment planning, surveys, and financial analysis, including reimbursement to the City Council or the TC CRA for such expenses incurred before the Redevelopment Plan was approved and adopted.
3. Acquisition of real property in the TC CRA.
4. The clearance and preparation of any redevelopment area for redevelopment and relocation of site occupants within or outside the community redevelopment area. Repayment of principal and interest for loans, advances, bonds, bond anticipation notes and any other form of indebtedness.
5. All expenses incidental to or connected with the issuance, sale, redemption, retirement, or purchase of bonds, bond anticipation notes, or other form of indebtedness, including funding of any reserve, redemption, or other fund or account provided for in the ordinance or resolution authorizing such bonds, notes, or other form of indebtedness.
6. The development of affordable housing within the community redevelopment area.
7. The development of community policing innovations.
8. Expenses that are necessary to exercise the powers granted under s. 163.370, as delegated under s. 163.358.

Encumbered revenue is money set aside for a specific purpose. In this case, funds were set aside by previously issued revenue bonds for the Town Center CRA.

The Town Center CRA forecasted revenue is the estimated available funds for the Town Center CRA each year. These numbers are subject to change depending on various factors.

Each year, a budget shall be set by the Town Center CRA. Revisions to the budget require public notice and a public hearing.

LEGAL/REGULATORY ISSUES

RESIDENTIAL USE ELEMENT

There are currently residential uses in the Town Center CRA district, but as there is no moderate- or low-income housing, an element of residential use is required per F.S. 163.362(8). Previously, a Neighborhood Impact Statement (NIS) was included in the CRA plan, however State regulations now only require an NIS if moderate- or low-income housing is present in a redevelopment area. As required by the Comprehensive Plan (Policies 3-1.1.1 – 3-1.1.3), the City is currently in the process of incorporating strategies into the Land Development Code which require the development of moderate- and low-income housing units when a planned unit development is proposed within the Town Center CRA. This strategy will support the City’s overall goal of providing an adequate ratio of housing units for residents and workers which support the local economy. The City will coordinate with the State Departments of Health and Children and Family Services, the West Florida Regional Planning Council, and the Fort Walton Beach Housing Authority as well as other appropriate agencies to improve the overall affordable housing stock regionally, but specifically within the Town Center CRA.

The City shall assist any person who is required to relocate from their property due to City acquisition of property for public purposes by locating other housing facilities available as replacement dwellings, as required by Comprehensive Plan Policy 3-1.7.2. The City shall assess the degree of displacement which may occur when planning future land acquisition and shall not be responsible for displacement because of county, state or federal actions.

LAND USE AND REGULATIONS

As shown in the District Existing Conditions Analysis, the existing land uses and regulatory framework currently in place in the Town Center CRA district is composed of a mix of uses, densities and other development regulations, with the majority of acreage in the district having Town Center Mixed Use zoning. The existing regulations for the zoning and future land use included in this district are adequate to support the mix of uses and development envisioned for the Town Center CRA. As described in the Strategic Approach, by focusing private investment and public financial incentives in one consolidated area,



the vision for a Town Center “downtown” has the ability come to fruition.

Throughout the redevelopment process for the Town Center CRA district, any restrictions or covenants shall run with the land regardless of transfer of ownership or private use for the period of time the City deems necessary.

COMPREHENSIVE PLAN CONSISTENCY

The 2024 Plan Update is determined to be consistent and comply with the City’s adopted Comprehensive Plan, including the Future Land Use Map (FLUM), and the Goals, Objectives and Policies of all the Elements. Any amendments to the Comprehensive Plan which will impact the Plan should result in an update to the Plan as well, consistent with Florida Statutes 163.361. A detailed table outlining the existing Comprehensive Plan policies directly related to the Town Center CRA and their implementation in the updated plan is included in the Appendix.

PLAN DURATION

The redevelopment provisions, controls, restrictions and covenants of the Redevelopment Plan shall be effective until August 3, 2038, as stated in the Interlocal Agreement between the City of Destin and Okaloosa County dated May 5, 2015. Additionally, all City projects and redevelopment funded by tax-increment revenues shall be completed no later than August 3, 2038.

PLAN MODIFICATION

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

SEVERABILITY

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



APPENDICES

APPENDIX A - LEGAL DESCRIPTION OF TOWN CENTER CRA DISTRICT BOUNDARY

A portion of the City of Destin, Okaloosa County, Florida being more particularly described as follows:

Begin at the intersection of the South right-of-way line of U.S. Highway 98 with the easterly right-of-way line of Airport Road; thence Northerly along said right-of-way line a distance of 1350 feet, more or less; thence Northwesterly along the Northeasterly right-of-way line of Airport Road a distance of 2950 feet, more or less; thence westerly along the northerly right-of-way line of Airport Road a distance of 2900 feet, more or less to its intersection with the east line of Lot 12 of Kell-Aire Gardens as shown on the plat thereof as recorded in Plat Book 5, page 4 of the public records of Okaloosa County, Florida; thence Northerly along said east line of Lot 12 a distance of 200 feet, more or less, to the Northeast corner of said Lot 12; thence North 79°12'00" West along the north line of said Lot 12 a distance of 948.80 feet to the East right-of-way line of Cedar Street; thence Westerly, crossing Cedar Street, to the Northeast corner of Lot 12 of First Addition to Kell-Aire Gardens Subdivision as shown on the plat thereof as recorded in Plat Book 5, page 89 of the public records of Okaloosa County, Florida; thence North 79°12'00" West along the north line of Lots 12-16, inclusive of said First Addition to Kell-Aire Gardens Subdivision a distance of 432.96 feet; thence South 73°00'04" West along the North line of said Lot 16 a distance of 32.84 feet; thence North 80°41'30" West along the North line of Lots 17 and 18 of said First Addition to Kell-Aire Gardens Subdivision a distance of 167.00 feet to the Northwest corner of said Lot 18 and the Easterly right-of-way line of Main Street; thence West, crossing Main Street to the westerly right-of-way of Main Street; thence Southerly along said westerly right-of-way of Main Street a distance of 300 feet, more or less, to its intersection with the Northerly right-of-way line of Legion Drive; thence Westerly along said Northerly right-of-way of Legion Drive a distance of 2150 feet, more or less, to the Westerly right-of-way line of Beach Drive; thence Southerly along said westerly right-of-way line of Beach Drive a distance of 2150 feet, more or less to its intersection with said Southerly right-of-way line of U.S. Highway 98; thence Southeasterly along said southerly right-of-way line a distance of 8370 feet, more or less, to the POINT OF BEGINNING.

Said lands situate, lying and being in Okaloosa County, Florida.

APPENDIX B - COMPLETED PROJECTS INVENTORY (2023)

PLANNED PROJECTS IN TC-CRA PLAN	PUBLIC PROJECTS IN TC-CRA DISTRICT TO IMPLEMENT CRA PLAN (2008 – present)	COMPLETE (Y/N)
Main Street Redesign and Enhancement	None	
Entry Gateways	None	
Sidewalk Improvement Program (Beach Dr., Industrial Park Rd., Quail Cir., Quail Lake Blvd., Mattie Kelly Dr.)	None	
Bike Lane Improvements (Beach Dr., U.S. 98)	RRR remedial reconstruction and rehabilitation US highway 98 from Marler Bridge to Airport Road	Y
Street Light Program (Airport Rd., Legion Rd., Beach Dr., Quail Cir., Quail Lake Blvd., Mattie Kelly Dr., U.S. 98)	FDOT US Highway 98 East, lighting project added approximately 60 street lights; Marler Bridge to Indian Bayou Trail	Y
Pedestrian Crosswalks	Pedestrian crosswalk signalization at Gulf Terrace Dr	Y
	Pedestrian crosswalk signalization at 1007 US Hwy 98 E (Big Kahunas)	Y
New east/west road "98 Palms Blvd"	Extension of 98 Palms Blvd to Palm St, with integrated linear park under design	N
Extension of Mattie M. Kelly Blvd. to U.S. 98	South Mattie M Kelly Boulevard – 80' wide ROW from US Hwy 98 E to Powerline easement, added approximately 970 linear feet of roadway w/bike lanes 10-ft wide sidewalk on east side of road	Y
New multi-use trail from 98 Palms Blvd north to Airport Road (along preservation area); Park Feasibility Study	Powerline Trail and Linear Park - under design to provide 10 ft wide trail with workout stations from east end of 98 Palms Blvd to the intersection of Airport Rd & Commons Drive.	N
Extension of Palms St north to extension of 98 Palms Blvd	Palm Street extension headed approximately 600 linear feet of roadway 10-ft sidewalks on both sides of road added 12 parking spaces roadside and multimodal Transit stop	Y
Conversion to Underground Utilities	Utility undergrounding is in progress. US 98 will take place in Phase 1, the rest of district will take place in Phase 4.	N
Need for Drainage Assessment	Stormwater Master Plan Update completed in 2021; there is one project located within Town Center CRA District.	Y
*U.S. 98 Landscaping	FDOT US Highway 98 East, landscaping project currently under construction; Marler Bridge to Airport	N

APPENDIX C - COMPREHENSIVE PLAN POLICY REVIEW

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
1-3.3.1	CRA Building Forms, Grid System, Pedestrian Environment, and Park. Coordinate and work with property owners and the development community to implement a master redevelopment plan. Support a more concentrated development pattern that provides external and internal linkages with the grid street pattern and/or contiguous uses. Implement the streetscape program for the Main Street gateway and corridor consistent with the street cross section illustrations for Main Street, both south and north of the Post Office. Establish a pedestrian friendly environment that is attractive and entertaining for local residents and community guests. Development should be, to the extent feasible, internally oriented, rather than exclusively facing the Harbor Boulevard corridor. Evaluate the feasibility of establishing a neighborhood park utilizing the small lake east of Main Street north of the electric power easement, and south of Airport Road.	The primary goal of the Town Center CRA Plan update is to provide a central walkable "downtown" area. Additionally, the following key projects are included in the update of the Plan which support this policy: an arts district/downtown, park system, and new collector streets to create a grid pattern, missing bike lane/sidewalk connections. Finally, Jewel Melvin Park and the Main Street updates were both completed prior to the current update of the CRA Plan.
1-3.3.2	CRA Architectural Design Criteria. Use architectural design criteria to ensure the area provides a pleasant, interesting and compatible design atmosphere. In addition to streetscape improvements, the LDC shall include design criteria addressing unified architectural themes and improved appearance of signage. Design criteria shall provide specific guidance regulating height, bulk, lot sizes/dimensions, and other components of design. Such standards shall address architectural, landscape architectural, signage, and site design criteria for new developments as well as for proposed changes in land use. The architectural theme and implementing design criteria will assist in visually unifying the area. Several existing and proposed developments apply elements of a "Florida Vernacular" style of development, including features, such as, but not limited to, wide sidewalks, massing, colonnades, balustrades, front porches, pitched roofs, and consistency in building materials all of which are intended to achieve a Village ambiance and pedestrian scale. The plan encourages continuation of this architectural style. Incompatible signage in terms of style, size and location negatively	This is discussed as part of the development incentive strategy within the updated plan for the conceptual "downtown" area which is the first priority for the Town Center CRA Advisory Committee. Additionally, the estimated cost for this key project is specifically for the development of increased architectural and design standards within the identified downtown district.

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
	impacts this area of the City. Much of the tourism oriented signage along Harbor Boulevard/Emerald Coast Parkway is not the appropriate style or scale for the Town Center area. The update of the LDC shall include recommended revisions to the existing sign regulations, including a review process that considers architectural and/or appearance criteria. The LDC shall include review and approval mechanisms for implementing design criteria.	
1-3.3.3(1)	CRA Grid System Improvements. Develop the "Grid system" street network within the Redevelopment Area, with particular emphasis on an east/west corridor through the middle of the area, which intersects with Main Street. Work with the Florida Department of Transportation and the local Transportation Planning Organization (i.e., Okaloosa Walton Transportation Planning Organization) to coordinate the location of the new east/west corridor (Center Street) in a manner consistent with the location and street cross-section identified in the redevelopment plan. Implement the extension of Mattie M. Kelly Road from Airport Road south to Harbor Boulevard. Establish two new north/south street corridors, including: 1. New north/south corridor east of the conservation area extending from Airport Road to Harbor Boulevard. 2. New north/south corridor from the new east/west corridor (Center Street) south to Harbor Boulevard. The location of the latter corridor is generally east of the Shores Shopping Center. Design and construct streets, streetscape improvements and entry gateways as defined in the redevelopment plan.	The completion of the grid network in the Town Center CRA district is included as a key project in the Plan Update. This includes the extension of 98 Palms Blvd east to Mattie M. Kelly Blvd and the connection of the northern and southern segments of Mattie M. Kelly Blvd.
1-3.3.3(2)	CRA Drainage Improvements. Evaluate the drainage problems identified in the Findings of Necessity Study and implement recommendations to resolve those problems.	A review of the stormwater management in the district is included in the Plan Update. The Citywide Stormwater Master Plan update was completed in 2021 and identified one project within the boundaries of the Town Center CRA: intersection flooding at the intersection of 98 Palms Blvd and Main St.

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
1-3.3.3(3)	New East/West Road ("Center Street"). This project is an essential component of the grid concept, a major component of the CRA Redevelopment Plan. The early development of "Center Street" could pave the way to many other proposed projects, including reinvestments in the Town Center district east of Main Street, the Office/Residential and associated medical complex, and the reconfiguration/redevelopment of the Downtown Destin Shopping Center. This should be a planned two-lane pedestrian-oriented collector.	The extension of 98 Palms Blvd from the existing terminus east to Mattie M. Kelly Blvd is included as part of a key project in the Plan Update.
1-3.3.5	Provide for Redevelopment Initiatives Through CRA Tax Increment Financing and Other Plan Implementation Initiatives. The success or failure of adopted Town Center and Harbor CRA Redevelopment Plans (collectively referred to as "Plans") hinges on the ability of the City to stimulate re-investment, to undertake public improvement projects, and to engender community support. The City has taken its first steps by identifying needs, evaluating alternatives, and preparing Plans to guide efforts for the next several decades. The City shall become the facilitator for the Plans' implementation. The City's responsibilities shall include serving as the catalyst for stimulating, marketing, and encouraging both public support and private participation as elaborated in the following Policies. As part of its responsibilities for maintaining and improving the CRA tax increment financing program, the City shall monitor CRA property values. These responsibilities shall include annual review, update, and evaluation of the effectiveness of the tax increment financing program including the timely processing of information by the City and County to ensure that the best interests of the City are carried forth.	The Plan Update includes a section regarding the successful implementation of the plan. This section includes information on the required annual review, funding sources, financial incentives, marketing and promotion, etc.
1-3.3.5(1)	CRA Management Plan. The CRA shall assess CRA manpower needs and internal funding sources to promote and market the area, review development plans, create new regulatory frameworks, leverage investment, assist small businesses, provide for special events, maintain financial integrity and, in general, provide day-to-day management and review. The City shall commit resources to the two key areas of the management plan: (a) Responsibility for project implementation, creating marketing materials, new	There is a section specifically for the City's management plan within the Implementation section referenced above.

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
	development codes, and public and private project review.	
1-3.3.5(2)	Comprehensive CRA Funding Sources. The City shall commit resources to planning for the income and expenditures within the CRA as an integral part of CRA Redevelopment Plan implementation. The City shall manage the CRA financial plan and yearly budget estimates, project cost estimates and monitor progress in meeting proposed time frames. A variety of funding sources shall be considered, such as the following: (a) Tax increment trust fund, (b) Special assessments, (c) General obligation bonds, (d) Special revenue bonds, (e) Grants and loans to the CRA, (f) Public and private grants and loans using CDBG funds, Community Reinvestment Act funds, historic preservation funds, Small Business Administration loans, and small business facility rehabilitation loan programs, as well as other similar programs, (g) Fees and charges.	In addition to the annual review of CRA revenue, expenditures and key project statuses which is outlined in both the Implementation and Financial Plan sections, the Plan Update also directs the City to consider other funding sources, including those listed in the policy.
1-3.3.5(3)	CRA Financial Incentives. Financial incentives may be considered as the Trust Fund gains dollars to stimulate location of new/expanding business opportunities. These alternatives shall include: (a) Public partnership with private development wherein the public sector installs roads, water, sewer and other infrastructure necessary to make the project feasible. (b) Establishing a Community Development District, Foreign Trade Zone, Community Development Corporation, or other similar programs. (c) Grants and loans to businesses/property owners.	The Plan Update discusses financial incentives, grants and loans as a part of the Implementation section.
1-3.3.5(4)	CRA Marketing and Promotion. The effectiveness of the CRA Redevelopment Plan will largely depend on the perception of the plan by the public, prospective developers and financial backers. Colorful illustrative materials are necessary throughout plan implementation. A strong citizen involvement and public information program can only aid in the success of the entire plan. The CRA shall establish a community theme or slogan for use on City articles, or sponsor a contest for logo submittals, publish "CRA News" to residents/businesses to keep them informed, and prepare and manage an on-going "events program" to stimulate and maintain the public interest. Finally,	There is a marketing and promotion portion of the Implementation section in the updated plan. This has been expanded to include the marketing of the development incentives as well.

COMPREHENSIVE PLAN POLICY REVIEW		
POLICY NO.	POLICY DESCRIPTION	PLAN UPDATE IMPLEMENTATION
	utilize "success stories" as they develop to show that Destin is on the move.	
1-3.4.4	Initiate Public and Private Sector Partnerships. The City shall coordinate redevelopment issues with the private sector in promoting mobilization of public and private resources necessary to effectively carry out redevelopment efforts, especially along the Harbor and in the Town Center CRA area.	Public and private partnerships are discussed as a financial incentive, as well as in the strategic approach for the implementation of the downtown area.
2-1.3.11	Create Safe Pedestrian and Cycling Roadway Crossings. The City shall create, safe crossings on Harbor Boulevard/Emerald Coast Parkway between the Marler Bridge and the eastern edge of the Town Center CRA, with particular emphasis on strengthening the connection between the Town Center and the Harbor. Crossings shall be evaluated and designed to provide maximum pedestrian visibility, safety, and convenience, consistent with all applicable standards, guidelines, and best current practices. The City shall coordinate with FDOT to ensure adequate crossings are planned and constructed along Harbor Boulevard/Emerald Coast Parkway for safe crossing of that facility.	There were two pedestrian crosswalk signalizations installed on Highway 98 during the prior phase of the Town Center CRA: Gulf Terrace Drive and 1007 US Hwy 98 E (Big Kahunas). At this point, there is not a demand for any additional signalized intersections in the portion of Hwy 98 in the Town Center CRA boundary.
2-1.3.21	Prioritize Projects. As revenues become available from the Community Redevelopment Area (CRA) tax increments, the City shall prioritize projects that help support the goals of the MMTD.	Throughout the update process with the Town Center CRA Advisory Committee, the key projects were ranked and given a priority level which is included in the Plan Update. As a part of the annual review of the Plan, the City will review the project and priority status of identified key projects.

APPENDIX D - FLORIDA STATUTES CRA PLAN CONTENT REVIEW

FLORIDA STATUTES SECTION	REQUIREMENT	PLAN UPDATE IMPLEMENTATION
163.360.2.a	Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Community Planning Act.	All applicable sections of the current Comprehensive Plan have been implemented. This is demonstrated through the "Comprehensive Plan Consistency" subsection, as well as the detailed policy review in the Appendix.
163.360.2.b	Be sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area; zoning and planning changes, if any; land uses; maximum densities; and building requirements.	The "Land Use Review" section outlines the existing zoning, land uses, densities and building requirements for the Town Center CRA district. All planned public improvements which may include land acquisition, demolition, redevelopment, and public projects proposed in the Town Center CRA are included in the "Key Projects" subsection.
163.360.2.c	Provide for the development of affordable housing in the area, or state the reasons for not addressing in the plan the development of affordable housing in the area. The county, municipality, or community redevelopment agency shall coordinate with each housing authority or other affordable housing entities functioning within the geographic boundaries of the redevelopment area, concerning the development of affordable housing in the area.	The "Residential Use Element" of the Plan Update describes the current changes that are being incorporated into the Land Development Code supporting the development of affordable housing and discusses the coordination of local, regional and state agencies to increase the affordable housing stock in the area.
163.362.1	Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.	The Finding of Necessity Study section of the Plan Update generally describes the Town Center CRA district boundary, and the reasons this area was determined "blighted" and targeted for redevelopment in the City. A specific legal description of the district is included in the appendix.

FLORIDA STATUTES SECTION	REQUIREMENT	PLAN UPDATE IMPLEMENTATION
163.362.2.a	Show by diagram and in general terms the approximate amount of open space to be provided and the street layout.	The Land Use and Transportation Reviews describe the minimum amount of open space required for each zoning district within the Town Center CRA District, and the existing street layout. The Key Projects show all planned projects including new streets and open space.
163.362.2.b	Show by diagram and in general terms limitations on the type, size, height, number and proposed use of buildings.	The Land Use Review in the Plan Update describes the limitations on building type, size, height, number and use that are implemented through the Future Land Use Designations and zoning districts in the City's Comprehensive Plan and Land Development Code.
163.362.2.c	Show by diagram and in general terms the approximate number of dwelling units.	The Land Use Review in the Plan Update describes the number of existing dwelling units, as well as the limitations on building type, size, and density that are implemented through the Future Land Use Designations and zoning districts in the City's Comprehensive Plan and Land Development Code.
163.362.2.d	Show by diagram and in general terms such property as intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature.	The Key projects section of the Plan Update describes all future public facilities planned for the CRA district. This includes public parks, new streets, and all other public improvements planned at this time.
163.362.3	If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community	As there is currently no low or moderate income housing in the Town Center CRA district, the existing Neighborhood Impact Assessment was replaced with a Residential Use Element (163.362.8).

FLORIDA STATUTES SECTION	REQUIREMENT	PLAN UPDATE IMPLEMENTATION
	facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.	
163.362.4	Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.	A list of publicly funded key projects to be undertaken in the Town Center CRA district is included in the Public Improvements section of the Plan.
163.362.5	Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan.	The Plan includes adequate safeguards through the Financial and Management Plan sections of the Plan Update.
163.362.6	Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.	Language implementing this requirement is included in the Land Use and Regulations section of the Plan.
163.362.7	Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.	The Residential Use Element includes language describing the City's policies on replacement housing due to redevelopment activity.
163.362.8	Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefore.	The Residential Use Element in the updated Plan includes the proposed changes to the Land Development Code which would require a percentage of affordable housing in new planned unit developments when located in the Town Center CRA district.
163.362.9	Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such	In the Financial Plan section, there are multiple tables which outline the encumbered revenue for the Town Center CRA, the projected revenue, operating budget, total debt transfer, and balance from FY 23 through the

FLORIDA STATUTES SECTION	REQUIREMENT	PLAN UPDATE IMPLEMENTATION
	indebtedness is to be repaid with increment revenues.	duration of the CRA (FY38). Additionally, each key project includes a cost estimate for the project.
163.362.10	Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.	The Plan Duration section of the updated plan states that all projects and redevelopment funded by CRA revenue shall be completed no later than August 3, 2038.

APPENDIX E - ALTERNATIVE PLAN DEVELOPMENT (1998 - 2014)

On April 22, 1998 the TC CRA Advisory Committee conducted a public workshop that was designed to consider alternative redevelopment plans that addressed the Town Center problems, opportunities and concepts that had been defined in their previous meeting. In response to these issues and ideas the TC CRA Advisory Committee developed three mandates that were to be the basis for any selected plan. These were labeled "Town Center Imperatives":

Town Center Imperatives

- Develop a Town Center Grid Form
- Create a Town Center Function
- Establish an Image and Identity

The basis for these three key plan components evolved from discussion and analysis regarding plan characteristics that would directly address the problem and opportunities, Town Center Concepts and the Findings of Necessity Report issues. These three key elements deliver the following actions:

Town Center Grid Form

- Choices of Movement – Auto/Non-Auto
- Framework for Development
- Internal and External Connectivity
- No more exclusive US 98 Orientation
 - Avoids being "doomed" to Strip Commercial
 - "To" place rather than "through" place

Town Center Function

- Mixed Uses, including residential
- New land use models
- Civic/Public Activities/Amenities
- Catalyst Projects

Image and Identity

- Gateways, Using Monumentation and Theme
- Main Street Image
 - Architectural Style
 - Architectural Form
- District Identity
 - Signs
 - Streetscape (e.g. trees, lighting, furniture)
- East/West Road – regardless of Azalea Drive
 - Opens Area Up to Development
 - Creates Multiple Development Options
 - Provides Opportunity for Internal Focus
 - Complements Land Use

Alternative Plans

Two Town Center area plans were developed for the TC CRA Advisory Committee to evaluate. The alternative plans demonstrated:

- How uses fit together and function in a generalized way and form the basis of more detailed alternatives.
- Difference in the use emphasis, configuration and road schemes.
- Component parts, i.e., land use districts, road arrangements are interchangeable.

Alternative Plan A

Alternative Plan A reflected a linear approach to the Main Street corridor between U.S. 98 and Airport Road. The plan concentrated on bringing structures and uses closer to the Main Street corridor and providing a street cross section that included four moving lanes and on-street angle parking between the block corners. Street trees would be located on each side of the street and pedestrian amenities would be provided in an expanded sidewalk area. An east/west road, Center Street (now identified as 98 Palms Blvd.), was proposed through the entire redevelopment area that intersected with Main Street north of the Post Office. The two existing shopping centers east and west of Main Street continued with orientation to U.S. 98. The northeast quadrant of the redevelopment area reflected an infill of existing uses, both residential and office medical. Three new north/south streets were proposed east of Main Street. Two of these ran between U.S. 98 and the new east/west road. The third, the extension of Mattie Kelly ran between U.S. 98 and Airport Road. Residential infill was identified east of the Mattie Kelly extension and south of the new east/west corridor. The 98 Palms property reflected mixed use with north and south access.

Alternative Plan B

Alternative B concentrated the “Town Center” focus on the redevelopment of the Downtown Destin Shopping Center. The area was re-oriented toward Main Street while maintaining access to U.S. 98. The cross section of Main Street reflected four lanes of traffic separated by a landscape median. There is no on-street parking. A five foot bike lane is provided on each side of the street and landscaping is provided on each side separating the pavement from a ten foot wide pedestrian sidewalk. The street cross section “internal” to the redeveloped shopping center reflects two lanes of traffic with on-street parking on each side. A landscape area separates the parking lane from the sidewalk. Building “storefronts” are moved close to the street adjacent to the sidewalks. A new east/west street runs the width of the redevelopment area intersecting with Main Street south of the Post Office. New north/south streets are identical to Alternative A. The northeast quadrant of the area reflects an expansion of the existing medical and office uses. This area is on both sides of Mattie Kelly south to the new east/west corridor. South of the new east/west corridor and east of the Mattie Kelly extension there is an area designated for resort/lodging use. Main Street north of the Post Office continues the current development pattern. The 98 Palms property reflected mixed use with both north and south access.

APPENDIX F - SELECTED PLAN (1998 - 2014)

After review and discussion of Alternatives A and B, the TC CRA Advisory Committee made recommendations that are reflected in the following Selected Plan description. The major recommendations included:

- An expanded Town Center
- Create an Office/Residential mixed use district
- Establish a neighborhood park and conservation area
- Develop a grid street pattern
- Create streets with character
- Locate entry gateways at key locations

Town Center

The Selected Plan defines the Town Center area as including the Downtown Destin Shopping Center, the Shores Shopping Center, the 98 Palms property and the Main Street corridor from U.S. 98 to Airport Road. The intent for this area is to integrate the three major properties defined above by providing a grid system of streets both north/south and east/west, providing enhanced streetscapes improvements and by locating entry gateways at key locations in both the Town Center area and the perimeter of the redevelopment area. A new “Town Center mixed use” zoning district creates the opportunity and incentives for retail, office and residential uses that are compatible in scale for the Town Center. The street cross sections in the Town Center area also define the character of development. The Main Street corridor south of the Post Office, Main Street north of the Post Office, the interior shopping streets and 98 Palms Blvd. each provide driving and pedestrian environments that supplement the differing uses and development patterns in those areas. Additional explanation of these cross sections is included in the Streetscape Elements section of this plan.

Office/Residential Mixed Uses

The northeastern portion of the redevelopment area includes existing medical, office and residential uses. Each of these uses is an important component of this sub-area and can be expanded in a manner that creates compatibility of uses. In order to encourage these uses to expand, a “mixed use” office/residential zoning district needs to be established. This would allow for the expansion of medical services in the area, which would build on the existing health related uses in the area. The district would also allow for general office use. Due to the heavy emphasis on the tourist and seasonal business, opportunities to expand the area’s economic base is limited. This area could accommodate office park development which would provide additional employment and business opportunities which are limited in the City. In addition to these uses, a mixed-use district would allow for infill multi-family residential opportunities. Destin and the surrounding area have limited housing choices for permanent residents. This area provides the opportunity to locate additional housing. The development of the mixed-use district should allow increased base density and provide incentives for a portion of housing developments to address affordable housing needs.

Linear Park

An extension of 98 Palms Boulevard to the east, connecting to portions of the Gulf Power easement provides an opportunity to create a “linear park/multi-use trail” connecting main Street to Airport Road including the existing Jewel Melvin Park, currently accessible only from Cordgrass Court in the rear of

the Twin Lakes subdivision off Airport Road, The trail would provide a safe area for walking, jogging, biking and exercise, with rest areas and vegetation, and provide an alternate means of transportation from the residential areas off Airport Road to shops, restaurants and other amenities in the redesigned Town Center.

Conservation Area

An existing wetland area currently exists east of the industrial area and west of the proposed mixed-use district. The area extends from Airport Road to the north to the electric power line easement on the south, adjacent to the Twin Lakes development. This area should be preserved for its natural drainage benefits and for the buffering affect between uses. This area also provides visual relief from the built environment and creates an opportunity for additional passive uses such as pedestrian or bike path use.

Grid Street Pattern

A key element of the redevelopment plan is to provide alternative transportation corridors that provide relief from the capacity problems on U.S. 98 and also create an internal, community oriented network of streets within the redevelopment area. Without this system of new street corridors the Town Center area will be permanently oriented to U.S. 98 and either by-passed or restricted by vehicle traffic. In order to avoid a permanent commitment to U.S. 98 and provide redevelopment opportunities, a new east/west corridor is proposed that runs through the center of the redevelopment area. The mixed use potential of the Town Center zoning district would allow office or multi-family residential to occur in this area in addition to retail. This allows development to utilize both sides of the corridor. East of the 98 Palms property the corridor moves north to align with the electric power line corridor until it intersects with Airport Road. It should be noted that City Council has endorsed a study of an east/west corridor that would run farther west that the redevelopment area boundary on Beach Drive. The TPO and Florida Department of Transportation are strongly encouraged to incorporate the design and community redevelopment intent that is reflected in the redevelopment plan.

Three other north/south streets are being proposed in addition to the new east/west corridor. Mattie Kelly Drive is proposed to extend from Airport Road south to U.S. 98. A second north/south corridor is proposed to run along the eastern edge of the conservation area between Airport Road and U.S. 98. Finally, a third north/south corridor is proposed to run south from the new east/west corridor to U.S. 98. The general location of this corridor is east of the Shores Shopping Center.

Streetscape Elements

The elements of the streetscape system are a powerful tool that affects the attractiveness and general atmosphere of an area. The key components of a streetscape system are:

- Street Lighting (with banner arms)
- Bike Lanes
- Sidewalks
- Landscaping
- Street Furniture (including bike racks, benches and trash receptacles)
- Medians with trees and landscaping
- Parking

The redevelopment plan defines four streetscape types for:

- Main Street – south of the Post Office
- Main Street – north of the Post Office
- “98 Palms Blvd” – the new east/west corridor
- Interior Shopping Street

Main Street south of the Post Office utilizes the current one hundred feet of right-of-way by providing four moving lanes of traffic separated by a landscaped median. A landscaped parkway exists on each side separating the pavement from an expanded sidewalk. The intent of this treatment is to allow traffic to move through the area to and from U.S. 98 while signaling that a slower speed and pedestrian atmosphere exists. A major entry/gateway feature should be located at the Main Street/U.S. 98. New and existing buildings should be oriented close to the sidewalk on Main Street between U.S. 98 and the Post Office. A banner system, “period street lighting” or other type of monumentation may be added.

The property north of the Post Office on Main Street takes on a different character. This area is more suburban in nature as opposed to the urban character of the South Main Street area. Bicycle lanes are not included. The option exists to apply a more urban treatment to this area similar to the south Main Street area if continuity of treatment is desired.

The “98 Palms Blvd.” or new east/west corridor is similar to Main Street except that the median and side landscape treatment would be less concentrated. As of this Plan update, main Street has been redeveloped, substantially incorporating the design elements of the plan.

The “Interior Shopping streets” reflects the slow pace of traffic and close building front to the pavement that often exists in interior retail shopping streets. This treatment would be appropriate for redevelopment with the existing shopping centers or 98 Palms.

The following pages reflect the streetscapes described above.

Entry Gateways

Entry gateways in various forms convey a special place and pride that a community wants to communicate about an area. The Town Center area specifically and the overall redevelopment area provide a number of natural locations for entry gateway treatment. The locations in order of priority defined for this type of treatment include:

- Main Street and U.S. 98
- Airport Road and U.S. 98
- Main Street and Airport Road/Legion Drive
- Beach Drive and U.S. 98
- Airport Road and Commons Drive
- Beach Drive and Legion Drive

An illustration of arches above the Main Street intersection with U.S. 98 was previously provided in the streetscape section.

Other Infrastructure Improvements

If the Town Center mixed use concept is to be successful, pedestrian traffic is essential. As mentioned previously, the residential component is a significant one in the town center, offering residents the opportunity to live, work and shop, all without commuting by car. But residents will not be attracted to

the area if the environment does not appear to be friendly to the pedestrian. The shortfalls, such as lack of street lighting and complete sidewalks, which were listed in the Findings of Necessity Study, must be corrected if the grid network is to function successfully and help reduce the amount and length of automobile trips, and attract the pedestrian traffic required for a vibrant town center.

Both existing and proposed streets must contain several essential elements. First, adequate street lighting is critical to foster a feeling of security for both walkers and bikers. Gaps must be filled along existing roads and lights must be required along new roads. Second, bike lanes should be installed along busier streets to provide some separation of users sharing the roadway. Bike lanes are proposed along Main Street, 98 Palms Blvd., the other new streets, and proposed to be retrofitted onto Airport, Legion and Beach. Third, and perhaps most critical, expansive sidewalks are necessary to create a pleasant walking experience. Many in the redevelopment area were built to the city's previous standards. A five-foot minimum width is recommended here to allow at least two people to walk comfortably side by side. It is recommended that sidewalks be included on both sides of all new streets, and that gaps be filled along existing streets. Where existing sidewalks are less than five feet, which is the current city standard, it is recommended that additional width be added to bring them up to code. In the event the sidewalk is approaching its useful life span, it is recommended it be replaced with a new five-foot walk, or larger, as appropriate for multi-modal considerations. Fourth, pedestrian crosswalks are critical to ensure that pedestrian and vehicular conflicts are minimized at potentially busy intersections. Currently, few crosswalks exist within the redevelopment area. They are recommended for Airport and Main Street, Airport and U.S. 98, Main and U.S. 98 and Beach and U.S. 98. It is also recommended that cross walks and/or signalized pedestrian crossings be installed at the intersections of the proposed new north/south streets and U.S. 98 to ensure that people on the south side of U.S. 98 can safely cross into the town center district by foot. These elements should be included in any plans for new roadway development or rehabilitation of existing roadways, and are listed along with the street improvements in the Public Improvements section which follows. Crosswalk designs should be consistent with the existing crosswalks within the TC CRA. City staff will dictate the design criteria for crosswalks.

In addition to transportation issues, other infrastructure improvements are needed to further the redevelopment process. For example, as cited in the Findings of Necessity Study, drainage is a citywide problem which needs to be addressed. As they currently exist, several residential subdivisions in the Town Center area do not have adequate drainage. The city's codes regarding drainage have been changed over the years and have resulted in conflicting drainage patterns among subdivisions. It is recommended that a comprehensive study be conducted to assess the extent of the problem and determine a comprehensive solution.

Another infrastructure improvement recommended is placing utilities underground. Today, existing power lines criss-cross Destin's Streets, detracting from the visual appeal of the streetscape. Moving overhead wires underground over a period of time will allow the other improvements to the redevelopment area's streetscape to clearly show through, and will also increase the safety and continuity of electrical service. It is therefore recommended that agreements be pursued with Gulf Power for locating wires underground as soon as possible.

Design and Signage

The TC CRA Advisory Committee recognized that in addition to streetscape improvements certain design considerations should be encouraged and assessed in order to provide the most appealing atmosphere for the area. Decisions regarding architectural theme and signage were determined to be two areas that should receive more study upon plan adoption. An architectural theme or set of design guidelines assists in visually unifying an area. Several existing and proposed developments utilize elements of a

"Florida Vernacular" style of development. The plan encourages continuation of this architectural style.

Similarly, incompatible signage in terms of style, size and location can negatively impact an area. Clearly, the tourism oriented signage along U.S. 98 is not the appropriate style or scale for the Town Center area. The plan recommends that the current sign regulations be addressed in more detail in conjunction with the review and recommendations regarding architectural considerations.

APPENDIX G - GOALS AND OBJECTIVES (1998 - 2014)

The development of the Town Center Concepts, Alternative Plans, the Selected Plan and a plan update have led to the identification of five major goals and series of objectives that are the basis for the redevelopment plan and reflect intended actions needed to continue implement of the plan.

Goal One

Establish a Town Center for the City of Destin that has a community orientation and is anchored by the Main Street corridor.

- Coordinate and work with property owners and the development community to implement building forms. Support a more concentrated development pattern and that provide external and internal linkages with the grid street pattern and/or contiguous uses.
- Implement the streetscape program for Main Street consistent with the street cross section illustrations for Main Street, both south and north of the Post Office.
- Evaluate the feasibility of establishing a linear park and multi-use trail utilizing 98 Palms Blvd. right-of-way and the electric power easement, to connect Main Street with Airport Road.
- Establish a pedestrian friendly environment that is attractive and entertaining for local residents and community guests.
- Development should be, to the extent feasible, internally oriented, rather than exclusively facing the U.S. 98 corridor.

Goal Two

Create an identity and image for the Town Center area that provides needed services and positive experiences for the residents of Destin, community guests and the business community.

- Design, locate and construct a gateway entry program for the Town Center area using major intersections as identified in the redevelopment plan.
- Implement the streetscape program for the redevelopment area based on cross-section illustrations as identified in the redevelopment plan.
- Evaluate the use of architectural design guidelines to ensure the area provides a pleasant, interesting and compatible design atmosphere.
- Establish a marketing program for the Town Center redevelopment area that will attract residents, community, visitors and the business community to patronize and invest in the area.
- Maintain an on-going committee from the redevelopment area that is assigned the task of encouraging the on-going participation of property owners in the area to implement the plan, define special events, participate in fund raising and generally serve as catalysts for the area.
- Promote initiatives that encourage property owners to keep their property from becoming unsightly and/or blighted through code compliance efforts.

Goal Three

Develop a “grid system” street network within the Redevelopment Area, with particular emphasis on an east/west corridor through the middle of the area, which intersects with Main Street.

- Work with the Florida Department of Transportation and the local Transportation Planning Organization (TPO) to coordinate the location of the new east/west corridor (98 Palms Blvd. and/

or extension) in a manner consistent with the location and street cross-section identified in the redevelopment plan.

- Implement the extension of Mattie Kelly Road from Airport Road south to U.S. 98.
- Establish a new north/south multi-use trail east of the conservation area that extends from Airport Road to U.S. 98.
- Establish a north/south corridor (Palms Street) from the new east/west corridor (98 Palms Blvd.) south to U.S. 98. The location of this corridor is generally east of the 98 Palms Shopping Center.
- Continue to promote and retain internal roadways within shopping centers to encourage inter-parcel access and mobility which promote multi-modal transportation.

Goal Four

Implement a program of public infrastructure improvements that address the needs identified in the Findings of Necessity Study and the Redevelopment Plan.

- Implement a program to install missing sections of sidewalk and to upgrade and repair all sidewalks in substandard condition.
- Implement a program to install streetlights in locations where needed. Evaluate the use of special street light design in the Town Center mixed use district.
- Evaluate the drainage problems identified in the Findings of Necessity Study and implement recommendations to resolve those problems.
- Design and construct streets, streetscape improvements and entry gateways as defined in the redevelopment plan.

Goal Five

Create a land use pattern and development regulations that provide mixed uses, are sustainable and allow a range of intensity for land use in the area.

- Create a Town Center Redevelopment land use category that will be applied to the entire redevelopment plan area.
- Create a Town Center mixed use district that allows and encourages a compatible mix of retail, office and residential uses.
- Create an office/residential mixed use district for the northeast area of the redevelopment planning area that allows and encourages a compatible mix of office and multi-family residential uses and establishes incentives for affordable housing.
- Evaluate the sign ordinance as it may apply to the redevelopment area, particularly in the Town Center mixed use district, to determine whether sign ordinance modifications will assist in improving the quality and design features of the area.

CITY OF DESTIN



AGENDA ITEM

COUNCIL MEETING DATE: March 17, 2025

TYPE OF AGENDA ITEM: Action Item

AGENDA OUTLINE NUMBER: 5.C.

TO: CRA Board

THRU: Kimberly Kopp, City Attorney
Larry Jones , City Manager

FROM: Krystal Strickland, Finance Director

DATE: March 11, 2025

SUBJECT: FY 2024 Annual Audit and Financial Statements

I. BACKGROUND: An annual audit of the City's financial operations is required in order to maintain legal reporting compliance for various State and Federal agencies and to comply with certain bond covenants within the City's debt instruments.

On March 3, 2025, Wade Sansbury presented the independent auditor's report on behalf of Mauldin & Jenkins, CPAs for the fiscal year ending September 30, 2024 to the Destin City Council.

II. DISCUSSION: In addition to the regular audit, Mauldin & Jenkins also examined the City's Community Redevelopment Agency (CRA) in accordance with Florida Statute Section 163.387(6) and (7). The audited financial report for the Destin CRA is attached for review and approval.

BRIEF

The Destin CRA is a component unit of the City of Destin.

The CRA has two districts (Town Center and Harbor).

The CRA has a net deficit of \$17.4 million.

The net position of the CRA decreased by \$6.5 million from FY 2023 to FY 2024.

Ad valorem property revenues increased 22% (\$560 thousand) due to increases in appraised property values from January 1, 2022 to January 1 2023.

A. Link to Strategic Goals / Objectives: Goal #1: Financially sound city providing service excellence.

B. Effect on Budget (EOB): The presentation has no effect on the budget.

- C. Level of Service (LOS):
- D. Legislative Sponsor:
- E. Business Impact Statement:

III. CONCLUSION: The annual independent audit provides for legal compliance and confirms the sound financial condition of the City. The auditor's unmodified opinion confirms that the financial statements are fairly presented in all material respects.

IV. RECOMMENDED MOTION: I move to accept the 2024 Annual Audit and Financial Statements for the City of Destin Community Redevelopment Agency.

Attachments:

1. 2024 Destin Presentation
2. 2024 Financial Statements - Destin CRA

CITY OF DESTIN, FL
ANNUAL COMPREHENSIVE
FINANCIAL REPORT FISCAL YEAR
ENDED SEPTEMBER 30, 2024



**2024 PRESENTATION OF
AUDIT RESULTS TO:
CITY OF DESTIN, FLORIDA**

Presented by:
Wade Sansbury



4th
1984 BIRTHDAY 2024

Agenda

- Information about Mauldin & Jenkins
- Overview of Audit Opinions and Annual Comprehensive Financial Report
- Required Communications under *Government Auditing Standards*
- Highlights of General Financial Information for the City
- Questions and Comments

Mauldin & Jenkins, LLC

- Founded 1918
- Large regional audit organization
- We provide professional services to over 730 governments in the Southeast, including 180 governments receiving the GFOA's Certificate of Achievement for Excellence in Financial Reporting
- Firm is considered to be in the top 20 of all firms conducting single audits in the United States.
- Offer Free CPE Quarterly to our clients on an annual basis

Mauldin & Jenkins, LLC



CONSISTENTLY RANKED AS A TOP
ACCOUNTING FIRM IN THE U.S.

100+ year
HISTORY
OF QUALITY SERVICE

Serve 700+
GOVERNMENT CLIENTS

GOVERNMENTAL
PARTNERS AND
DIRECTORS **25**



160+

TEAM MEMBERS DEDICATED
TO SERVING THE
GOVERNMENTAL INDUSTRY



6
STATES

14
OFFICES



290+

SINGLE AUDITS PERFORMED LAST
YEAR COVERING OVER \$7 BILLION
OF FEDERAL GRANTS



165,000+

HOURS ANNUALLY
PROVIDED TO
GOVERNMENTAL CLIENTS

170+

CURRENT CLIENTS AWARDED
THE GFOA CERTIFICATE OF
EXCELLENCE



**NATIONALLY
RECOGNIZED**

General Information About the Annual Comprehensive Financial Report

- Introductory Section
- Letter of Transmittal; Organizational Chart; Directory of Officials; Certificate of Achievement for Excellence in Financial Reporting
- Financial Section
- Independent Auditor's Report; Management Discussion & Analysis (MD&A); Financial Statements and Footnotes
- Statistical Section
- Financial Trends Information; Revenue Capacity Information; Debt Capacity Information; Operating Information

General Information About the Annual Comprehensive Financial Report

Audit Opinion

Our Responsibility Under Auditing Standards Generally Accepted in the United States of America (GAAS)

- We considered the internal control structure for the purpose of expressing our opinion on the City's basic financial statements and not for the purpose of providing an opinion on the effectiveness of internal controls.
- Our audit was performed in accordance with GAAS and *Government Auditing Standards*.
- Our objective is to provide reasonable—not absolute—assurance that the basic financial statements are free of material misstatement.
- The basic financial statements are the responsibility of the City's management.

Report on Basic Financial Statements

- Unmodified ("clean") opinion on basic financial statements.
- Presented fairly in accordance with accounting principles generally accepted in the United States of America.
- Our responsibility does not extend beyond financial information contained in our report.

General Information About the Annual Comprehensive Financial Report

Compliance Report

- The financial report package contains a report on our tests of the City's internal controls and compliance with laws, regulations, etc. The report is not intended to provide an opinion on internal controls and compliance with applicable rules and regulations.
- This report and the procedures performed are required by *Government Auditing Standards*.
- We reported no current year findings.

Single Audit

- The City did not receive and spend in excess of \$750,000 in federal or state awards. As such, we were not required to perform a single audit for the City's September 30, 2024 year end.

Required Communications

Significant Accounting Policies

- Management is responsible for the selection and use of appropriate accounting policies.
- The significant accounting policies used by the City are described in Note 1 to the basic financial statements.
- The policies used by the City are in accordance with generally accepted accounting principles.
- In considering the qualitative aspects of its policies, the City is not involved in any controversial or emerging issues for which guidance is not available.

Management Judgment/Accounting Estimates

- Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events.
- The City uses various estimates as part of its financial reporting process – including actuarial assumptions.

Relationship with Management

- We received full cooperation from the City's management and staff.
- There were no disagreements with management on accounting issues or financial reporting matters.

Required Communications

Management Representation

- We requested, and received, written representations from management relating to the accuracy of information included in the financial statements and the completeness and accuracy of various information requested by us.

Consultation with Other Accountants

- To the best of our knowledge, management has not consulted with, or obtained opinions from, other independent accountants during the year, nor did we face any issues requiring outside consultation.

Significant Issues Discussed with Management

- There were no significant issues discussed with management related to business conditions, plans, or strategies that may have affected the risk of material misstatement of the financial statements.

Audit Adjustments

- There were no unrecorded or passed audit adjustments.

Financial Statement Disclosures

- The footnote disclosures to the financial statements are also an integral part of the financial statements and the process used by management to accumulate the information included in the disclosures was the same process used in accumulating the statements. The overall neutrality, consistency, and clarity of the disclosures was considered as part of our audit.

Required Communications

Information in Documents Containing Audited Financial Statements

- Our responsibility for other information in documents containing the City's basic financial statements and our report thereon does not extend beyond the information identified in our report. If you intend to publish or otherwise reproduce the financial statements and make reference to our firm, we must be provided with printers' proof for our review and approval before printing. You must also provide us with a copy of the final reproduced material for our approval before it is distributed.

Auditor Independence

- In accordance with AICPA professional standards, M&J is independent with regard to the City and the financial reporting process.

General Information about the City - 2024

Year-end Numbers 2024

\$2,429 SPENDING PER
RESIDENT



\$33.9M
GENERAL FUND -
FUND BALANCE

4.73%

INCREASE

FROM PRIOR YEAR

\$1,549



DEBT PER RESIDENT

APPROXIMATE
NUMBER OF
EMPLOYEES

103



AVERAGE EMPLOYEE SALARY

\$63K



46%

PERCENTAGE OF
GENERAL FUND BUDGET
SPENT ON SALARIES AND
BENEFITS

General Information about the City - 2023

Year-end Numbers 2023

\$2,640 SPENDING PER
RESIDENT



\$32.4M
GENERAL FUND -
FUND BALANCE

15.26%

INCREASE

FROM PRIOR YEAR

\$1,749



DEBT PER RESIDENT

APPROXIMATE
NUMBER OF
EMPLOYEES

93



AVERAGE EMPLOYEE SALARY

\$57K

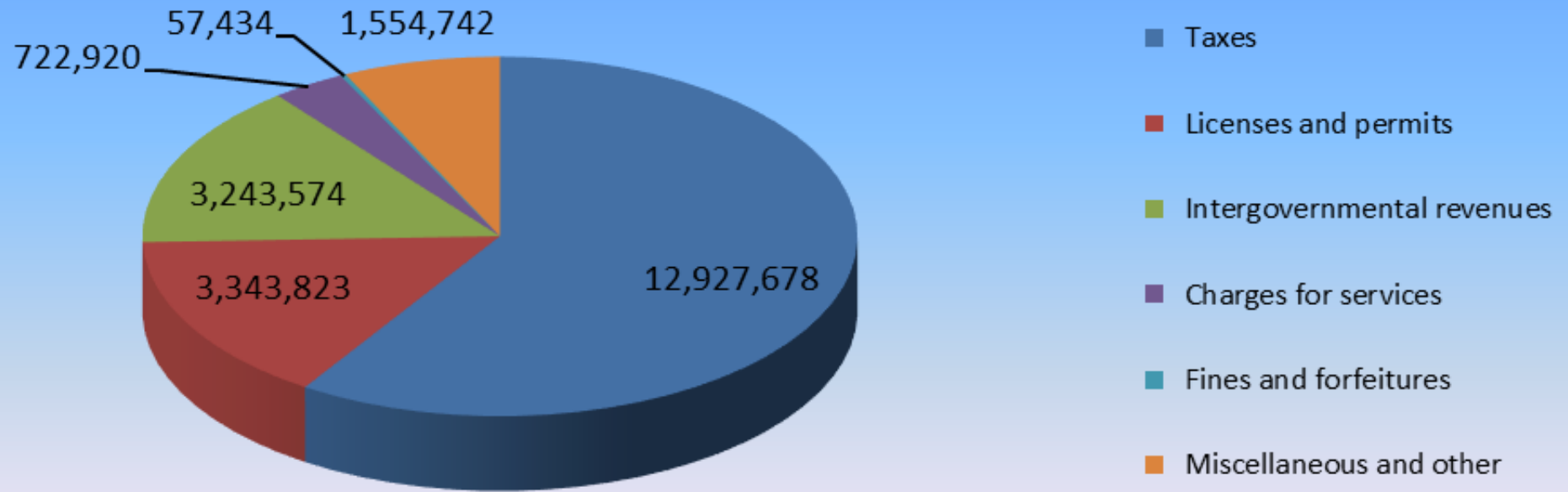


40%

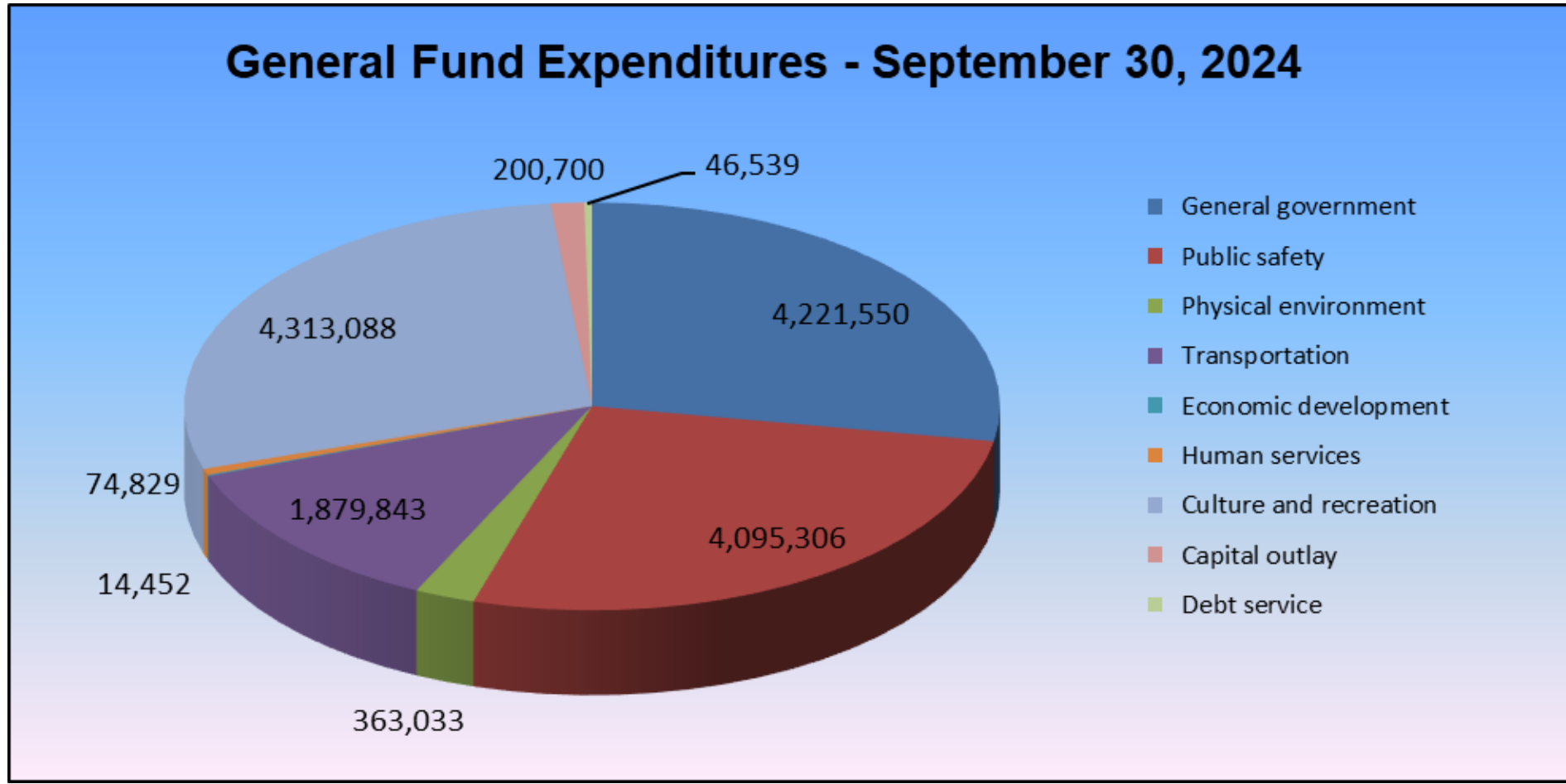
PERCENTAGE OF
GENERAL FUND BUDGET
SPENT ON SALARIES AND
BENEFITS

General Information about the City

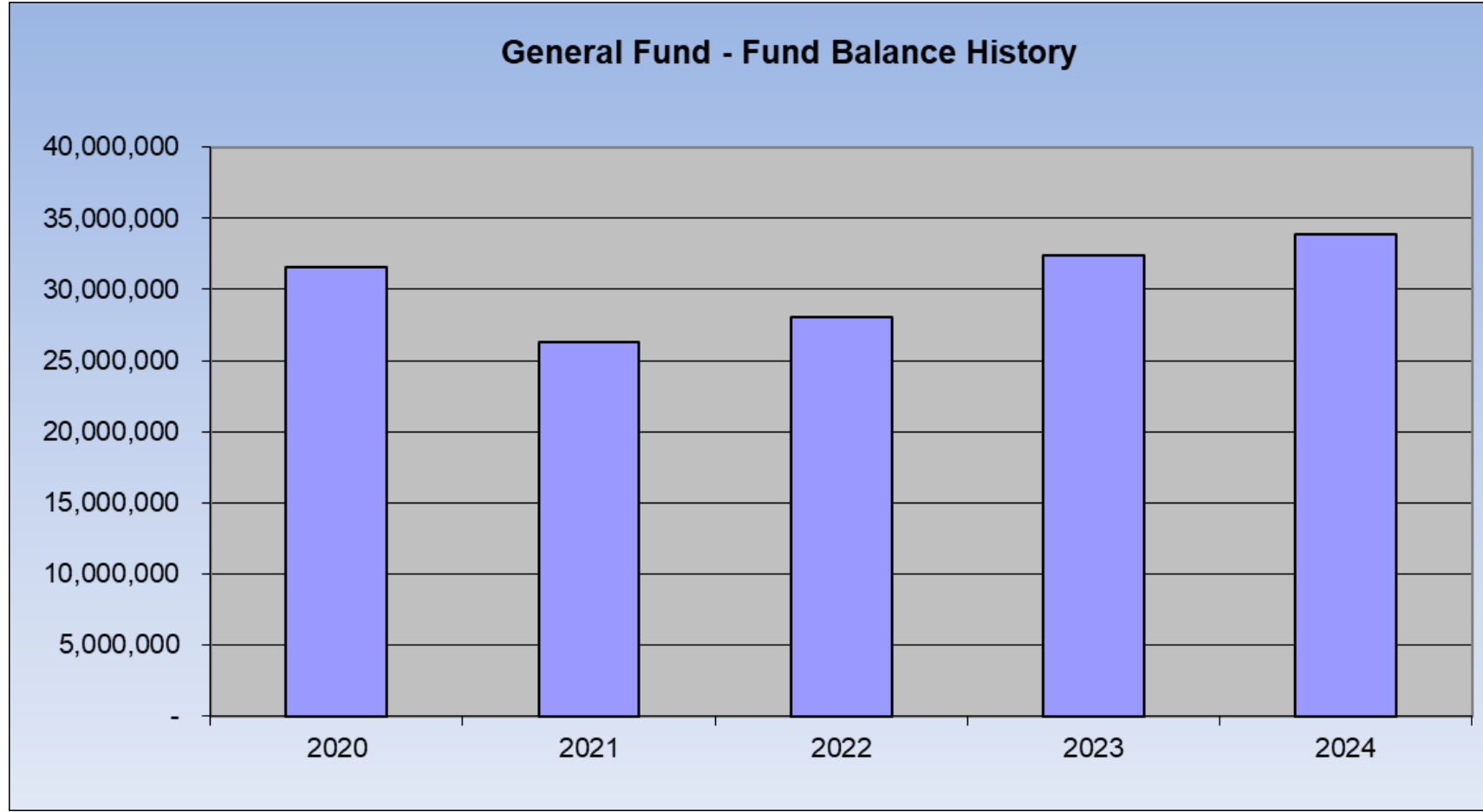
General Fund Revenues - September 30, 2024



General Information about the City



General Information about the City



Other Information in Auditor's Discussion & Analysis

Additional report Issued by our Firm Annually Which Documents the Following:

- All Auditor Required Communications
- Summary of Current Year Findings and Recommendations for Improvements:
 - None
- Listing of All Upcoming GASB Standards and Pronouncements

Questions & Comments

Thank you for your time!

Contact Information

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**COMMUNITY REDEVELOPMENT AGENCY OF THE
CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)**

FINANCIAL STATEMENTS

**FOR THE FISCAL YEAR ENDED
SEPTEMBER 30, 2024**

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COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)
FINANCIAL STATEMENTS

FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2024

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FINANCIAL SECTION

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INDEPENDENT AUDITOR'S REPORT

Board of Directors
Community Redevelopment Agency of the City of Destin, Florida
Destin, Florida

Report on the Audit of the Financial Statements

Opinions

We have audited the accompanying financial statements of the governmental activities and each major fund of the Community Redevelopment Agency of the City of Destin (the "CRA"), a component unit of the City of Destin, Florida, as of and for the year ended September 30, 2024, and the related notes to the financial statements, which collectively comprise the CRA's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and each major fund of the CRA, as of September 30, 2024, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the CRA and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the CRA's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the CRA's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 3 through 6 and the required supplementary information on pages 20 and 21 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated February 20, 2025, on our consideration of the CRA's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the CRA's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the CRA's internal control over financial reporting and compliance.



Bradenton, Florida
February 20, 2025

**COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)**

MANAGEMENT'S DISCUSSION AND ANALYSIS

MANAGEMENT'S DISCUSSION AND ANALYSIS

As management of the Community Redevelopment Agency of the City of Destin, Florida (the "CRA") we offer readers of the CRA's financial statements this narrative overview and analysis of financial activities of the CRA for the fiscal year ended September 30, 2024. The CRA is a component unit of the City of Destin, Florida (the "City").

FINANCIAL HIGHLIGHTS

The CRA's liabilities exceed the assets and deferred outflows by \$17,414,392 (net deficit) and represent a decrease in net position of \$6,468,285 from the prior year.

The CRA's governmental funds reported a combined ending deficit fund balance of \$7,619,589, a decrease of \$7,386,491. The fund balance decrease was the result of a large capital outlay in advance of funding to be provided from a loan in 2025.

OVERVIEW OF THE FINANCIAL STATEMENTS

The focus of the Governmental Accounting Standards Board ("GASB") Statement Number 34, *Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments*, financial statements is on both the CRA as a whole (government-wide) and on the major individual funds. Both perspectives (government-wide and major funds) allow the user to address relevant questions, broaden a basis for comparison (such as year-to-year and government-to-government), and enhance the CRA's accountability.

This discussion and analysis intends to serve as an introduction to the CRA's basic financial statements. The basic financial statements are comprised of three components: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to the financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

GOVERNMENT-WIDE FINANCIAL STATEMENTS

Designed to be corporate-like, the *government-wide financial statements* typically consolidate governmental and business-type activities into two columns, which add to a total for the primary government entity. However, the CRA has only governmental activities and, therefore, one column is presented that provides readers with a broad overview of the CRA's finances, in a manner similar to a private-sector business.

The *statement of net position* presents information on all of the CRA's assets, deferred outflows, and liabilities with the difference reported as net position. This statement combines and consolidates the governmental funds' current financial resources (short-term spendable resources) with capital assets and long-term obligations. Over time, increases or decreases in net position may serve as a useful indicator of the financial position of the CRA.

The *statement of activities* presents information showing how the CRA's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods.

**COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)**

MANAGEMENT'S DISCUSSION AND ANALYSIS

FUND FINANCIAL STATEMENTS

A fund is a grouping of related accounts used to maintain control over resources that have been segregated for specific activities or objectives. The CRA, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

GOVERNMENTAL FUNDS

Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of expendable resources, as well as on balances of expendable resources available at fiscal year-end.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented in governmental funds with similar information presented in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions.

Both the governmental fund balance sheet and the governmental fund statement of revenue, expenditures and changes in fund balance provide a reconciliation to facilitate this comparison between the governmental fund and governmental activities.

NOTES TO FINANCIAL STATEMENTS

The notes to the financial statements provide additional information, which is essential to the full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements begin on page 13 of this report.

GOVERNMENT-WIDE FINANCIAL ANALYSIS

As noted earlier, over time net position may serve as a useful indicator of a government's financial position. The CRA's liabilities exceed the assets and deferred outflows by \$17,414,392 (net deficit) for the fiscal year ended September 30, 2024.

The overall decrease in the CRA's net position was \$6,468,285 during fiscal year 2024. This decrease is due to the current year purchase of property.

**COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)**

MANAGEMENT'S DISCUSSION AND ANALYSIS

FINANCIAL IMPACTS

NORMAL IMPACTS

There are three basic factors that impact revenues and expenses as reflected below:

Revenue

Economic Condition – This can reflect a declining, stable, or growing economic environment and has a substantial impact on property.

Market Impacts on Investment Income – The current market conditions have a significant influence on the CRA's investment income.

Expenses

Interest – The marked rate at issuance of long-term debt will have a significant effect on future interest expense.

Current Year Impact – Governmental Activities

Ad valorem property taxes increased \$560,818 (22%), which was caused by the increase of property values within the CRA. The majority of properties within the CRA districts are commercial and subject to annual valuation changes by the County property appraiser.

The millage rate for the City of Destin was maintained at 1.615 for each of the last eight fiscal years.

FINANCIAL ANALYSIS OF THE GOVERNMENT'S FUND

As noted earlier, the CRA uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental Fund. The focus of the CRA's governmental fund is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the CRA's financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of September 30, 2024, the CRA's governmental funds reported an ending deficit fund balance of \$7,619,589, which has been financed by the City. This was a decrease of \$7,386,491 from the prior year.

BUDGETARY HIGHLIGHTS

There were no significant variances between the Original and Final budgets adopted for each CRA district. The difference between Original and Final budgets was related to prior year encumbrances that were rolled forward. Actual expenditures were lower than the Final budgets.

**COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)**

MANAGEMENT’S DISCUSSION AND ANALYSIS

DEBT ADMINISTRATION

At September 30, 2024, the CRA had total revenue notes payable of \$9,709,705. The majority of the CRA’s debt represents notes secured solely by specified revenue sources (i.e. revenue notes). The CRA has no general obligation or special assessment debt. For general obligation debt greater than one year, the CRA is required to conduct a voter referendum process for approval.

	Table 1 Outstanding Debt Notes Payable		
	Governmental Activities		
	2024	2023	\$ Change
Revenue notes	<u>\$ 9,709,705</u>	<u>\$ 10,622,786</u>	<u>\$ (913,081)</u>

The CRA is repaying its outstanding obligations. The CRA has no legal debt margin requirements set forth by the CRA’s Charter or the Florida Statutes.

ECONOMIC FACTORS AND NEXT YEAR’S BUDGETS AND RATES

The CRA is funded by ad valorem taxes through interlocal agreements with the City and Okaloosa County. The two districts within the CRA have different interlocal agreements which outline the different formulas to share ad valorem property revenues based upon the incremental increase in taxable property values. Revenue projections are based on data provided each summer from the County Property Appraiser. Expenditure projections are based upon the CRA master plans as directed by the CRA Board with support from staff and the CRA Committees. Until recent years, nearly all of the revenues were used to pay down debt to both outside lenders and to refund the City for funds borrowed, with a small amount dedicated to contracts to maintain infrastructure built within the districts and coverage of a small portion of salaries and benefits of support staff. The fiscal year 2025 budget considers additional debt to underground overhead utilities within the district. In addition, some of the cash balance accrued to date is planned to be used as matching funds against a grant from the State of Florida to design a linear park to improve multi-modal mobility.

Regional economic indicators were also considered in preparing the 2025 budget.

REQUESTS FOR INFORMATION

This financial report is designed to provide a general overview of the CRA’s finances for all those with an interest. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Office of the Finance Director, 4200 Indian Bayou Trail, Destin, Florida, 32541. The CRA’s website address is www.cityofdestin.com.

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)
STATEMENT OF NET POSITION
SEPTEMBER 30, 2024

	Governmental Activities
	<u> </u>
ASSETS	
Cash and cash equivalents	\$ 3,050,137
Total assets	<u>3,050,137</u>
DEFERRED OUTFLOW OF RESOURCES	
Deferred change on refunding	<u>2,300</u>
LIABILITIES	
Current liabilities	
Accounts payable	6,346
Accrued liabilities	1,756
Advances from the City of Destin	10,661,624
Accrued interest	87,398
Noncurrent liabilities	
Due within one year	928,896
Due in more than one year	<u>8,780,809</u>
Total liabilities	<u>20,466,829</u>
NET POSITION	
Unrestricted (deficit)	<u>(17,414,392)</u>
Total net position	<u>\$ (17,414,392)</u>

The accompanying notes are an integral part of the financial statements.

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)
STATEMENT OF ACTIVITIES
FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2024

Functions/programs	Expenses	Program Revenues		Net (Expense)
		Charges for	Operating	Revenue and
		Services	Grants and	Changes in
			Contributions	Net Position
				Governmental
				Activities
Governmental activities				
Economic development	\$ 9,386,314	\$ -	\$ -	\$ (9,386,314)
Interest and other fiscal charges	296,557	-	-	(296,557)
Total governmental activities	<u>\$ 9,682,871</u>	<u>\$ -</u>	<u>\$ -</u>	<u>(9,682,871)</u>
General revenues				
Property taxes				3,065,297
Interest				120,196
Miscellaneous				29,093
Total general revenues				<u>3,214,586</u>
Change in net position				(6,468,285)
Net position (deficit), beginning				<u>(10,946,107)</u>
Net position (deficit), ending				<u>\$ (17,414,392)</u>

The accompanying notes are an integral part of the financial statements.

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)
BALANCE SHEET
GOVERNMENTAL FUNDS
SEPTEMBER 30, 2024

	Town Center Fund	Harbor Fund	Total Governmental Funds
ASSETS			
Restricted Cash and cash equivalents	\$ 2,377,589	\$ 672,548	\$ 3,050,137
Total assets	<u>\$ 2,377,589</u>	<u>\$ 672,548</u>	<u>\$ 3,050,137</u>
LIABILITIES AND FUND BALANCE			
LIABILITIES			
Accounts payable	\$ 4,117	\$ 2,229	\$ 6,346
Accrued liabilities	878	878	1,756
Advances from the City of Destin	2,161,624	8,500,000	10,661,624
Total liabilities	<u>2,166,619</u>	<u>8,503,107</u>	<u>10,669,726</u>
FUND BALANCE (DEFICIT)			
Restricted for:			
Community redevelopment	210,970	-	210,970
Unassigned	-	(7,830,559)	(7,830,559)
Total fund balance (deficit)	<u>210,970</u>	<u>(7,830,559)</u>	<u>(7,619,589)</u>
Total liabilities and fund balance	<u>\$ 2,377,589</u>	<u>\$ 672,548</u>	<u>\$ 3,050,137</u>

The accompanying notes are an integral part of the financial statements.

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)
RECONCILIATION OF GOVERNMENTAL FUNDS BALANCE SHEET
TO THE STATEMENT OF NET POSITION
SEPTEMBER 30, 2024

Total fund balance (deficit), General Fund	\$	(7,619,589)
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Amounts reported for the governmental activities in the statement of net position are different because:

Deferred amounts on refunding are not financial resources and, therefore are not reported as assets or liabilities in governmental funds. The statement of net position includes these charges, net of amortization.		2,300
--	--	-------

Long-term liabilities are not due and payable in the current period and therefore are not reported in the funds.

Notes payable	\$	(9,709,705)	
Accrued interest		(87,398)	
			(9,797,103)

Total net position (deficit), governmental activities	\$	(17,414,392)
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The accompanying notes are an integral part of the financial statements.

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2024

	Town Center Fund	Harbor Fund	Total Governmental Funds
REVENUES			
Property taxes	\$ 2,078,235	\$ 987,062	\$ 3,065,297
Interest income	92,127	28,069	120,196
Miscellaneous	-	29,093	29,093
Total revenues	<u>2,170,362</u>	<u>1,044,224</u>	<u>3,214,586</u>
EXPENDITURES			
Current			
Economic environment	263,717	9,122,597	9,386,314
Debt service			
Principal	457,081	456,000	913,081
Interest	274,847	26,835	301,682
Total expenditures	<u>995,645</u>	<u>9,605,432</u>	<u>10,601,077</u>
Net change in fund balance	1,174,717	(8,561,208)	(7,386,491)
Fund balance (deficit), beginning	<u>(963,747)</u>	<u>730,649</u>	<u>(233,098)</u>
Fund balance (deficit), ending	<u><u>\$ 210,970</u></u>	<u><u>\$ (7,830,559)</u></u>	<u><u>\$ (7,619,589)</u></u>

The accompanying notes are an integral part of the financial statements.

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)
RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCE—GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES
FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2024

Amounts reported for governmental activities in the statement of activities are different because:

Net change in fund balance, governmental funds:	\$ (7,386,491)
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The repayment of the principal of long-term debt consumes the current financial resources of governmental funds, but has no effect on net position. Also governmental funds report the effect of premiums, discounts and similar items when debt is first issued, whereas these amounts are deferred and amortized in the statement of activities.

Principal payments	\$ 913,081	
Change in accrued interest	5,412	
Amortization of bond premium	<u>(287)</u>	<u>918,206</u>

Change in net position of governmental activities	<u><u>\$ (6,468,285)</u></u>
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The accompanying notes are an integral part of the financial statements.

**COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)**

NOTES TO FINANCIAL STATEMENTS

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Financial Reporting Entity

The Community Redevelopment Agency of the City of Destin, Florida (the “CRA”) is governed by a board consisting of seven directors who are the same individuals as those serving as the City of Destin (the “City”) City Council. The terms of office of the directors are concurrent with the terms of the members of the City Council. The CRA was established on March 3, 1998, through City Resolution No. 98-09. Details regarding the data utilized are located in the City of Destin – Community Redevelopment Plan. The CRA delineates two areas as the Harbor CRA and the Town Center CRA.

The Town Center CRA area, encompassing approximately 517 acres, was established by Resolution on March 3, 1998, with a 30-year term that expires on March 2, 2028. The area is located north of U.S. 98 and bounded substantially by Airport Road to the east and north, and Beach Drive on the west.

The Harbor CRA area, encompassing approximately 397 acres, was established by Resolution on June 3, 2003, with a 40-year term that expires on June 2, 2043. It was modified by the terms of an Interlocal Agreement between the City of Destin and Okaloosa County on November 7, 2005 and approved by the Okaloosa County Board of County Commissioners on November 15, 2005. The term of the Redevelopment Area is not renewable without the approval of the County.

Florida State Statute Chapter 163 allows a community redevelopment agency to be created for one or more of the following purposes: the elimination and prevention of blight; the reduction or prevention of crime; the provision of affordable housing; or the rehabilitation and revitalization of coastal resort and tourist areas that are deteriorating and economically distressed. The primary goal of the CRA is to provide a tool that will guide private and public initiatives for creating economic development, improved physical characteristics, encourage investment in Destin, improve the quality of life for residents, and establish a framework for the proper evolution of the CRA District.

The CRA was established in accordance with the Community Redevelopment Act of 1969. This state act allows municipalities to use increases in property tax revenue to finance the necessary public investments in the project area. In accordance with provisions of this act, the CRA developed and implemented a Community Redevelopment Plan to diversify its efforts in the area of economic development of the downtown by improving blighted properties and addressing properties with infrastructure problems.

Funding for redevelopment and restoration projects that are essential for the reduction of slum and blight and the stimulation of private sector revitalization efforts is provided primarily from the tax increment generated by the increased valuation of properties within the community redevelopment area. Increases in property tax revenue above the baseline assessment that was established upon adoption of the Community Redevelopment Plan is set aside in the Community Redevelopment Fund and can be utilized only for projects identified in the plan.

The CRA is a separate entity from the City. However, the City Council of the City of Destin serves as the CRA Board and performs the legislative functions, governing duties and corporate responsibilities of the agency. The City Manager serves as the director of the agency, performs the administrative duties and oversees the day to day operations of the agency. Several City departments, including Development Services, Finance, and Public Works, provide assistance in planning and implementing project activities that are designed to revitalize and restore the identified blighted areas.

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)

NOTES TO FINANCIAL STATEMENTS

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

B. Government-Wide and Fund Financial Statements

The basic financial statements consist of the government-wide financial statements and fund financial statements.

The government-wide financial statements include a statement of net position and a statement of activities. These statements report on the CRA as a whole and provide a complete financial picture of the CRA.

The government-wide statement of net position reports all financial and capital resources of the CRA's governmental activities. Governmental activities are those supported by taxes and intergovernmental revenue. The statement of activities demonstrates the degree to which the direct expenses of a given function or segment is offset by program revenues. Although there were none, program revenues include charges for services that are recovered directly from customers for services rendered. Taxes and other items not properly included among program revenues are reported instead as general revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Since the CRA fund financial statements are presented on a different measurement focus and basis of accounting than the government-wide financial statements, reconciliations are provided that briefly explain the adjustments necessary to reconcile the governmental fund financial statements to the government-wide governmental activities financial statements.

C. Measurement Focus, Basis of Accounting and Financial Statement Presentation

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses reported when a liability is incurred, regardless of the timing of related cash flows. Tax increment financing from property taxes are recognized as revenue in the year when levied.

The governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are generally recognized in the accounting period in which they become both measurable and available to finance expenditures of the current period. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. For this purpose, the CRA considers revenues to be available if they are collected within 60 days of the end of the fiscal year. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences are recorded only when payment is due.

D. Deposits

The CRA considers cash on hand, cash with fiscal agents, and overnight investments with original maturities of less than three months to be cash and cash equivalents. The CRA also maintains its own bank account which is used for the majority of CRA transactions.

E. Receivables

Receivables consist of trade receivables and amounts due from other governments and are recorded net of any allowance for uncollectible amounts, if applicable.

Activity between the CRA and the City that is representative of lending/borrowing arrangements outstanding at the end of the fiscal year (if any) are reported as "advances to/from the primary government." All other outstanding balances between the CRA and City (if any) are reported as "due to/from the primary government."

F. Deferred Outflows/Inflows of Resources

Deferred outflows of resources, represents a consumption of net position that applies to a future period(s) and so will not be recognized as an outflow of resources (expense/expenditure) until then. At September 30, 2024, the CRA had \$2,300 recorded as deferred charge on refunding.

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)

NOTES TO FINANCIAL STATEMENTS

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

G. Long-Term Obligations

In the government-wide financial statements, long-term obligations are reported as liabilities in the statement of net position.

H. Fund Balance/Net Position

In fund financial statements, the governmental funds report fund classifications that comprise a hierarchy based primarily on the extent to which the CRA is bound to honor constraints imposed on the use of resources reported. Amounts that are restricted to specific purposes either by: (a) constraints placed on the use of resources by creditors, grantors, contributors, or laws or regulations of other governments, or (b) imposed by law through constitutional provisions or enabling legislation are classified as restricted fund balances. Amounts that can only be used for specific purposes pursuant to constraints imposed by the Board of Directors through a resolution are classified as committed fund balances. These constraints remain binding unless removed or changed in the same manner employed to commit those resources by resolution. Amounts that are constrained by the CRA's intent to be used for specific purposes, however, are neither restricted, nor committed are classified as assigned fund balances. Assignments are approved by the Executive Director.

Non-spendable fund balances include amounts that cannot be spent because they are either: (a) not in spendable form, or (b) legally or contractually required to be maintained intact. Unassigned fund balance represents an amount that has not been restricted, committed, or assigned to specific purposes within the governmental funds. When both restricted and unrestricted fund balances are available for use, it is the CRA's policy to use restricted fund balance first, then unrestricted fund balance. Furthermore, committed fund balances are reduced first, followed by assigned amounts, and then unassigned amounts when expenditures are incurred for purposes for which amounts in any of those unrestricted fund balance classifications can be used.

Net position of the government-wide financial statements are categorized as net investment in capital assets, restricted or unrestricted. The first category represents capital assets net of accumulated depreciation, less outstanding debt related to the acquisition or construction of the capital assets.

The restricted category, if any, represents the balance of assets restricted by requirements of revenue bonds and other externally imposed constraints or by legislation. Unrestricted net position represents resources that are available for spending.

I. Budgetary Data

Budgets are adopted on a basis consistent with GAAP for the current fiscal year. For the year ended September 30, 2024, annual appropriated budgets were adopted by ordinance for the governmental funds. All appropriations lapse at year-end except for appropriations related to multi-year capital projects.

The CRA follows these procedures to establish the budgetary data reflected in the financial statements:

1. Prior to September 1st, the City Manager submits to the City Council a proposed operating budget for the fiscal year commencing the following October 1st. The operating budget includes proposed expenditures and revenue sources. The City Council requires changes as deemed necessary, sets proposed millages, and establishes dates for tentative and final public budget hearings as prescribed by Florida Statutes.
2. Proposed budgets are advertised in a newspaper of general circulation in the City. Public hearings are conducted for the purpose of receiving input, responding to complaints, and providing reasons and explanations for intended actions to all citizens participating.
3. Prior to October 1st, the budgets for all governmental funds are legally enacted through passage of an ordinance. Budget amendments are periodically passed through resolutions during the fiscal year. Budgeted beginning fund balance in the accompanying financial statements reflects planned utilization of prior years unassigned fund balance to the level required to accomplish current year objectives.

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)

NOTES TO FINANCIAL STATEMENTS

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

I. Budgetary Data (Continued)

4. Budgetary control (the level which expenditures cannot legally exceed the appropriated amount) is maintained by the City Manager at the fund level and may be amended as necessary during the fiscal year.
5. Budgeted amounts reflected in the financial statements are originally adopted amounts as amended by the City Council or by City Manager in accordance with applicable City ordinances.
6. Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditures of resources are recorded in order to reserve that portion of the applicable appropriation, is employed in the governmental funds. Encumbrances outstanding at year-end are included in the reported components of fund balances and do not constitute expenditures or liabilities because the commitments will be appropriated and honored during the subsequent year.

J. Use of Estimates

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and deferred outflows of resources, and liabilities and deferred inflows of resources, and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenditures during the reporting period. Actual results could differ from those estimates.

NOTE 2 – TAX INCREMENT REVENUE

The primary source of revenue is tax increment funds received through the City of Destin and Okaloosa County. The revenue from the City is treated as property taxes, while the remainder is recorded as intergovernmental revenue – tax increment financing.

NOTE 3 – DEPOSITS AND INVESTMENTS

At September 30, 2024, the bank balances of the CRA's deposits were \$3,057,643. All of the CRA's public deposits are held in qualified public depositories pursuant to Florida Statutes, Chapter 280, *Florida Security for Public Deposits Act*. Under the Act, all qualified public depositories are required to pledge eligible collateral having a market value equal to or greater than the average daily or monthly balance of all public deposits, times the depository's collateral pledging level. The pledging level may vary depending upon the depository's financial condition and establishment period. All collateral must be deposited with an approved financial institution. Any losses to public depositors are covered by applicable deposit insurance, sale of securities pledged as collateral and, if necessary, assessments against other qualified public depositories of the same type as the depository in default. When public deposits are made in accordance with Chapter 280, no public depositor shall be liable for any loss thereof.

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)

NOTES TO FINANCIAL STATEMENTS

NOTE 4 – INTERFUND ACTIVITY

Balances between the CRA and the City of Destin as of year-end were as follows:

	<u>Advance From</u>	<u>Advance To</u>
City of Destin	\$ 10,661,624	\$ -
Community Redevelopment Agency	-	10,661,624
	<u>\$ 10,661,624</u>	<u>\$ 10,661,624</u>

During the year, the CRA transfers funds to the City for debt service requirements. Transfers in the amount of \$1,214,763 have been reflected as debt service payments of principal (\$913,081) and interest (\$301,682) within these financial statements.

NOTE 5 – LONG-TERM LIABILITIES

The following is a summary of changes in long-term liabilities for the year ended September 30, 2024:

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Reductions</u>	<u>Ending Balance</u>	<u>Due Within One Year</u>
<u>Governmental activities:</u>					
Notes payable:					
Town Center Area Redevelopment Refunding Revenue Note, Series 2014	\$ 8,057,786	\$ -	\$ (457,081)	\$ 7,600,705	\$ 472,896
Non-Ad Valorem Refunding Revenue Note, Series 2021	2,565,000	-	(456,000)	2,109,000	456,000
Total governmental activities long-term liabilities	<u>\$ 10,622,786</u>	<u>\$ -</u>	<u>\$ (913,081)</u>	<u>\$ 9,709,705</u>	<u>\$ 928,896</u>

Town Center Area Redevelopment Refunding Revenue Note, Series 2014

Effective March 11, 2014, the City closed on a \$11,871,000 note payable issued for the purpose of refunding certain outstanding debt of the City. Interest payments are due semiannually on June 1 and December 1 with the principal payments due on June 1. The note carries an interest rate of 3.41%. On June 8, 2015, the City reissued the bonds to extend the repayment period by ten years. The final payment is now due on June 1, 2037. The net proceeds of the Series 2014 revenue note were used to refund the Capital Improvement Revenue Bonds, Series 2005.

The Town Center Area Redevelopment Refunding Revenue Note, Series 2014 ordinance provides for establishment and maintenance of various funds maintained by the City:

- Town Center Area Redevelopment Revenue Special Revenue Fund records pledged revenues consisting of the ad valorem tax increment revenue;
- Town Center Area Redevelopment Revenue Note Series 2014 Debt Service Fund records all the debt service requirements of the issue which includes the principal, interest and reserve requirements.

**COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)**

NOTES TO FINANCIAL STATEMENTS

NOTE 5 – LONG-TERM LIABILITIES (CONTINUED)

Restrictions on the use of cash accumulated in the Town Center Area Redevelopment Revenue Note, Series 2014, Special Revenue Fund, in order of priority, are as follows:

- Deposits to the Sinking Fund accounts are to be used to pay debt service on the 2014 Note and will be spent within a 12-month period beginning on the date of deposits. Moneys in the Sinking Fund will be depleted at least once a year except for a reasonable carryover amount not in excess of and one-twelfth (1/12) of the annual debt service on the 2014 Note for the preceding year.

Non-Ad Valorem Refunding Revenue Note, Series 2021

Effective May 21, 2021, the City closed on a \$9,905,000 note payable with Key Government Finance, Inc. Interest and principal payments are made monthly. The note carries an interest rate of 1.139% and the final payment is due March 15, 2029.

The Non-Ad Valorem Refunding Revenue Note, Series 2021 ordinance provides for:

- A. Financing the acquisition of certain real property within the City to be used to expand public beach access. The 2021 series included \$2,819,000 of new debt issued to assist in the acquisition of two parcels of land in the Crystal Beach area that will be used to expand public beach access. Council has committed Okaloosa Half-Penny local discretionary infrastructure surtax funds to increasing public beach access, and these funds will be used to repay this portion of the debt.
- B. Refunding certain debt obligations. The 2021 series refunded the Non-Ad Valorem Refunding Revenue Note, Series 2015A which was paying 2.71% and was scheduled to mature November 1, 2029 (\$3,489,000), and the Harbor CRA Second Replacement, Series 2009 Note, As Restructured September 19, 2015 which was paying 2.84% and was scheduled to mature July 31, 2029 (\$3,597,000).
- C. Pledging certain funds to secure payment. This note is secured by the City's covenant to budget and appropriate Non-Ad Valorem Revenues and is subject to an anti-dilution test. The anti-dilution test states that net available non-ad valorem revenues should be maintained at 1.25 or higher of maximum annual debt service. This ratio was 5.25 as of September 30, 2024.

A summary of annual debt service requirements as of September 30, 2024 is as follows:

Fiscal Year				
Ending	Principal	Interest	Total	
2025	\$ 928,896	\$ 280,825	\$ 1,209,721	
2026	957,258	259,443	1,216,701	
2027	974,186	237,429	1,211,615	
2028	1,000,700	214,803	1,215,503	
2029	781,819	192,052	973,871	
2030 - 2034	3,003,610	666,015	3,669,625	
2035 - 2037	2,063,236	142,307	2,205,543	
	<u>\$ 9,709,705</u>	<u>\$ 1,992,874</u>	<u>\$ 11,702,579</u>	

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)

NOTES TO FINANCIAL STATEMENTS

NOTE 6 – COMMITMENTS AND CONTINGENCIES

Grants

Amounts received or receivable from grant agencies are subject to audit and adjustment by grantor agencies, principally the State of Florida. Any disallowed claims, including amounts already collected, may constitute a liability of the applicable funds. The amount, if any, of expenditures which may be disallowed by the grantor cannot be determined at this time, although the CRA expects such amount, if any, to be immaterial.

Litigation and Other Matters

The CRA is also the defendant in various claims, generally concerning development issues. In the opinion of management, any future costs associated with these claims will not have a significant adverse effect on the accompanying financial statements, and accordingly, no provision for losses has been recorded.

Risk Management

The Agency purchases insurance coverage through commercial insurance carriers to cover liability, workers' compensation, automobile, personal property, marine equipment and crime/fidelity risks. The CRA's liability and workers' compensation policies are retrospective policies that require adjusted premium calculations following the end of the policy period; however, the CRA does not retain any risk of loss through these coverages. All policies have been maintained for several years without reductions in coverage. Settlement amounts have not exceeded insurance coverage for the current year or the three prior years.

Remedies for Default

As part of notes payable there are terms in such agreements that state if the CRA were to default on such agreements that all payments are to become current.

NOTE 7 – SUBSEQUENT EVENTS

The CRA has evaluated all subsequent events through February 20, 2025 the date the financial statements were available to be issued.

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REQUIRED SUPPLEMENTARY INFORMATION

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COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
BUDGET (GAAP BASIS) AND ACTUAL-HARBOR FUND
FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2024

	Original Budget	Final Budget	Actual Amount	Variance With Final Budget
Revenues				
Property taxes	\$ 983,120	\$ 983,120	\$ 987,062	\$ 3,942
Interest	1,450	1,450	28,069	26,619
Miscellaneous	-	-	29,093	29,093
Total revenues	<u>984,570</u>	<u>984,570</u>	<u>1,044,224</u>	<u>59,654</u>
Expenditures				
Current				
Economic development	8,749,698	8,781,112	9,122,597	(341,485)
Debt service				
Principal	456,000	456,000	456,000	-
Interest	26,835	26,835	26,835	-
Total expenditures	<u>9,232,533</u>	<u>9,263,947</u>	<u>9,605,432</u>	<u>(341,485)</u>
Deficiency of revenues (under) expenditures	<u>(8,247,963)</u>	<u>(8,279,377)</u>	<u>(8,561,208)</u>	<u>(281,831)</u>
OTHER FINANCING SOURCE				
Transfers in from the City	<u>8,164,972</u>	<u>8,164,972</u>	<u>-</u>	<u>(8,164,972)</u>
Change in fund balances	(82,991)	(114,405)	(8,561,208)	(8,446,803)
Fund balances, beginning	<u>730,649</u>	<u>730,649</u>	<u>730,649</u>	<u>-</u>
Fund balances, ending	<u>\$ 647,658</u>	<u>\$ 616,244</u>	<u>\$ (7,830,559)</u>	<u>\$ (8,446,803)</u>

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
BUDGET (GAAP BASIS) AND ACTUAL-TOWN CENTER FUND
FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2024

	Original Budget	Final Budget	Actual Amount	Variance With Final Budget
Revenues				
Property taxes	\$ 2,080,379	\$ 2,080,379	\$ 2,078,235	\$ (2,144)
Interest	1,350	1,350	92,127	90,777
Total revenues	<u>2,081,729</u>	<u>2,081,729</u>	<u>2,170,362</u>	<u>88,633</u>
Expenditures				
Current				
Economic development	411,351	820,672	263,717	556,955
Debt service				
Principal	457,081	457,081	457,081	-
Interest	<u>274,771</u>	<u>274,771</u>	<u>274,847</u>	<u>(76)</u>
Total expenditures	<u>1,143,203</u>	<u>1,552,524</u>	<u>995,645</u>	<u>556,879</u>
Change in fund balances	938,526	529,205	1,174,717	645,512
Fund balances (deficit), beginning	<u>(963,747)</u>	<u>(963,747)</u>	<u>(963,747)</u>	<u>-</u>
Fund balances (deficit), ending	<u>\$ (25,221)</u>	<u>\$ (434,542)</u>	<u>\$ 210,970</u>	<u>\$ 645,512</u>

OTHER REPORTS

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**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL
REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN
AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH
GOVERNMENT AUDITING STANDARDS**

Board of Directors and Executive Director
Community Redevelopment Agency of the City of Destin, Florida
Destin, Florida

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities and each major fund of the Community Redevelopment Agency of the City of Destin, Florida (the "CRA"), (a component unit of the City of Destin, Florida), as of and for the year ended September 30, 2024, and the related notes to the financial statements, which collectively comprise the CRA's basic financial statements, and have issued our report thereon dated February 20, 2025.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the CRA's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the CRA's internal control. Accordingly, we do not express an opinion on the effectiveness of the CRA's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the CRA's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Bradenton, Florida
February 20, 2025

Mauldin & Jenkins, LLC

**COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)**

**SCHEDULE OF FINDINGS AND RESPONSES
FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2024**

**SECTION I
SUMMARY OF AUDIT RESULTS**

Financial Statements

Type of report the auditor issued on whether the financial
statements audited were prepared in accordance with GAAP:

Unmodified

Internal control over financial reporting:

Material weaknesses identified?

____ Yes X No

Significant deficiencies identified not considered
to be material weaknesses?

____ Yes X None reported

Noncompliance material to financial statements noted?

____ Yes X No

Federal Awards and State Financial Assistance Projects

The CRA did not expend \$750,000 in federal or state funds during its fiscal year ended September 30, 2024.

**SECTION II
FINANCIAL STATEMENT FINDINGS AND RESPONSES**

None reported.

**COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF DESTIN, FLORIDA
(A Component Unit of the City of Destin, Florida)**

**SUMMARY SCHEDULE OF PRIOR YEAR FINDINGS
FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2024**

None.



INDEPENDENT AUDITOR'S MANAGEMENT LETTER

Board of Directors and Executive Director
Community Redevelopment Agency of the City of Destin, Florida
Destin, Florida

Report on the Financial Statements

We have audited the financial statements of the Community Redevelopment Agency of the City of Destin, Florida (the "CRA"), (a component unit of the City of Destin, Florida) as of and for the fiscal year ended September 30, 2024, and have issued our report thereon dated February 20, 2025.

Auditor's Responsibility

We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and Chapter 10.550, Rules of the Auditor General.

Other Reporting Requirements

We have issued our Independent Auditor's Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standard* and Independent Accountant's Report on an examination conducted in accordance with *AICPA Professional Standards*, AT-C Section 315, regarding compliance requirements in accordance with Chapter 10.550, Rules of the Auditor General. Disclosures in those reports, which are dated February 20, 2025, should be considered in conjunction with this management letter.

Prior Audit Findings

Section 10.554(1)(i)1., Rules of the Auditor General, requires that we determine whether or not corrective actions have been taken to address findings and recommendations made in the preceding financial audit report. There were no findings or recommendations in the preceding annual financial report requiring correction.

Official Title and Legal Authority

Section 10.554(1)(i)4., Rules of the Auditor General, requires that the name or official title and legal authority for the primary government and each component unit of the reporting entity be disclosed in this management letter, unless disclosed in the notes to the financial statements. The CRA has made these disclosures in the notes to the financial statements.

Financial Condition and Management

Sections 10.554(1)(i)5.a. and 10.556(7), Rules of the Auditor General, require us to apply appropriate procedures and communicate the results of our determination as to whether or not the CRA has met one or more of the conditions described in Section 218.503(1), Florida Statutes, and to identify the specific condition(s) met. In connection with our audit, we determined that the CRA did not meet any of the conditions described in Section 218.503(1), Florida Statutes.

Pursuant to Sections 10.554(1)(i)5.b. and 10.556(8), Rules of the Auditor General, we applied financial condition assessment procedures. It is management's responsibility to monitor the CRA's financial condition, and our financial condition assessment was based in part on representations made by management and the review of financial information provided by the same.

Section 10.554(1)(i)2., Rules of the Auditor General, requires that we communicate any recommendations to improve financial management. In connection with our audit, we did not have any such recommendations.

Specific Information

As required by Section 218.39(3)(c), Florida Statutes, and Section 10.554(1)(i)6, Rules of the Auditor General, the CRA reported:

- a. There were three employees compensated in the last pay period of the CRA's fiscal year. The CRA paid 10% of the salaries of three City employees who are involved in financial reporting and leading CRA committee meetings.
- b. There were no independent contractors to whom nonemployee compensation was paid in the last month of the CRA's fiscal.
- c. There was compensation earned by three City employees.
- d. There was no compensation earned by or awarded to nonemployee independent contractors, whether paid or accrued, regardless of contingency.
- e. There were two construction projects with a total cost of at least \$65,000 approved by the CRA that began on or after October 1 of the fiscal year being reported at a total cost of \$9,222,581.
- f. A budget variance based on the budget adopted under Section 189.016(4), Florida Statutes, before the beginning of the fiscal year being reported if the CRA amends a final adopted budget under Section 189.016(6), Florida Statutes, has been presented on pages 20 and 21 of this report.

Additional Matters

Section 10.554(1)(i)3., Rules of the Auditor General, requires us to communicate noncompliance with provisions of contracts or grant agreements, or abuse, that have occurred, or are likely to have occurred, that have an effect on the financial statements that is less than material but which warrants the attention of those charged with governance. In connection with our audit, we did not have any such findings.

Purpose of this Letter

Our management letter is intended solely for the information and use of the Legislative Auditing Committee, members of the Florida Senate and the Florida House of Representatives, the Florida Auditor General, federal and other granting agencies, the Board of Trustees and applicable management, and is not intended to be and should not be used by anyone other than these specified parties.

Mauldin & Jenkins, LLC

Bradenton, Florida
February 20, 2025



INDEPENDENT ACCOUNTANT'S REPORT

Board of Directors and Executive Director
Community Redevelopment Agency of the City of Destin, Florida
Destin, Florida

We have examined the Community Redevelopment Agency of the City of Destin, Florida (the "CRA"), (a component unit of the City of Destin, Florida) compliance with Sections 218.415, 163.387(6), and 163.387(7), Florida Statutes, during the year ended September 30, 2024. Management of the CRA is responsible for the CRA's compliance with those requirements. Our responsibility is to express an opinion on the CRA's compliance based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether the CRA complied, in all material respects, with the specified requirements referenced above. An examination involves performing procedures to obtain evidence about whether the CRA complied with the specified requirements. The nature, timing and extent of the procedures selected depend on our judgement, including an assessment of the risks of material noncompliance, whether due to fraud or error. We believe that the evidence we obtained is sufficient and appropriate to provide a reasonable basis for our opinion.

We are required to be independent and to meet our ethical responsibilities in accordance with relevant ethical requirements relating to the examination engagement.

Our examination does not provide a legal determination on the CRA's compliance with specified requirements.

In our opinion, the CRA complied, in all material respects, with the aforementioned requirements during the year ended September 30, 2024.

This report is intended solely for the information and use of the CRA and the Auditor General, State of Florida, and is not intended to be and should not be used by anyone other than these specified parties.

Mauldin & Jenkins, LLC

Bradenton, Florida
February 20, 2025

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**AGENDA
CRA BOARD MEETING
MONDAY, MARCH 17, 2025
5:30 PM
DESTIN CITY HALL ANNEX COUNCIL CHAMBERS**

TO: CRA Board

THRU: Larry Jones , City Manager
Kimberly Kopp, City Attorney

FROM: Krystal Strickland, Finance Director

DATE: March 12, 2025

SUBJECT: Proposed Legislation/HB991/SB1242 CRAs

I. BACKGROUND: HB991, filed by Rep. Mike Giallombardo, and its companion bill, **SB 1242**, filed by Sen. Stan McClain, propose major changes to CRA operations and their future.

HB991/SB1242 - Provides for mandatory termination of community redevelopment agencies on specified date; prohibits community redevelopment agencies from performing certain actions on or after specified date; revises provisions relating to any outstanding bonds of community redevelopment agency; prohibits creation of community redevelopment agencies on or after specified date; authorizes existing agencies to continue to operate.

- First reading 3-4-25
- Senate – on community affairs committee agenda for 3-11-25

The bill amends Section 163.3755 of the Florida Statutes to establish a **termination date for community redevelopment agencies (CRAs) and to prohibit the creation of new**

CRAs after a specified date. Specifically, **it states that any CRA in existence on July 1, 2025, will terminate on the expiration date provided in its charter or on September 30, 2045, whichever comes first.** The bill removes the previous provision that allowed for the continued existence of a CRA if approved by the governing body of the county or municipality. **Additionally, it prohibits CRA**s from initiating new projects or issuing new debt **after October 1, 2025**.

Furthermore, the bill **allows existing CRA**s with outstanding bonds as of July 1, 2025, to **remain operational until those bonds mature, but they cannot extend the maturity date of any outstanding bonds.** It also requires the county or municipality that created the CRA to issue a new finding of necessity to meet remaining bond obligations. The effective date of this act is set for July 1, 2025.

Statutes affected:

H 991 Filed: 163.375

II. DISCUSSION: HB991/SB1242 regarding CRAs:

- If it passes, it means we can only do “pay-as-you-go” capital projects with CRA funds after 7/1/25
- LT projections for the two CRAs are attached for reference from recent CRA committee meetings

Town Center CRA

The Town Center CRA was established in 1998 for a 30-year period, set to expire in 2028. The termination date was extended to 2037 when the CRA's Tax Increment Financing (TIF) debt was refinanced in 2013 after a number of years when this CRA district was not able to make debt service payments. At the end of fiscal year 2024, the Town Center CRA ended with a positive fund balance for the first time since 2012. The projected fund balance for September 2025 is \$792 thousand. The City and the County each put their millage rate earned on property values above the baseline year for investment into this CRA fund. In FY 2025 this equates to \$1.46 million from the County and \$678 thousand from the City. This CRA district is currently paying debt service and for utilities and median maintenance. The long-term projections through end of 2037 show net revenues (a cash surplus) over \$16 million that may be applied towards capital projects in the Town Center CRA master plan.

Harbor CRA

Our Harbor district CRA was established in 2003 for a 40-year period to expire in 2043. At the end of fiscal year 2024, the Harbor District CRA ended with a negative fund balance of \$7.8 million. The City invests an amount equal to its millage rate on property values above the baseline year into the Harbor CRA. The County matches the amount invested by the City each year. In FY 2025, this equates to \$557 thousand from the City and \$557 thousand from the County. This CRA district is currently paying debt service and for utilities and median maintenance. The long-term projections through end of 2043 show net revenues (a cash surplus) over \$11 million that may be applied towards capital projects in the Harbor CRA master plan.

The projected fund balances through September 2028 show this CRA district in need of support by the General Fund to make timely debt service payments.

A. Link to Strategic Goals / Objectives:

B. Effect on Budget (EOB): N/A

C. Level of Service (LOS):

D. Legislative Sponsor:

E. Business Impact Statement:

III. CONCLUSION: This item is provided for informational and discussion purposes.

IV. RECOMMENDED MOTION:

Attachments:

1. 2025 0219 Town Center CRA long term projections
2. 2025 0312 Harbor CRA long term projections

Any person requiring a special accommodation at this hearing because of a disability or physical impairment should contact the City Clerk at (850) 837-4242 at least 48 hours prior to the hearing. If a person decides to appeal any decision made with respect to any matter considered at such meeting, such person will need a record of the proceeding and for such purpose may need to ensure that a verbatim record of the proceeding is made, which record includes the testimony and evidence upon which the appeal is to be based. (Sec. 286.0105, Florida Statutes)

CITY OF DESTIN – COMMUNITY DEVELOPMENT



AGENDA ITEM

MEETING DATE: February 19, 2025

BOARD/COMMITTEE: Town Center Community Redevelopment Agency Advisory Committee

TYPE OF AGENDA ITEM: Presentation

OUTLINE NUMBER: 5.B.

TO: Town Center Community Redevelopment Agency Advisory Committee

THRU: Kimberly Kopp, City Attorney
Steve O'Connor, Deputy Community Development Director

FROM: Krystal Strickland, Finance Director

DATE: February 18, 2025

SUBJECT: Long Term Financials

I. BACKGROUND: During the summer of 2023, the Town Center CRA advisory committee and the CRA Board committed \$4.5 million of Tax Incremental Financing (TIF) ad valorem revenues towards undergrounding overhead utilities along US 98 from the Marler Bridge to Main Street.

In November 2024, the City chose to borrow a loan from Trustmark. The loan has a 15-year amortization schedule and a balloon payment due in five years on October 31, 2029.

II. DISCUSSION: Updates

Closing on the Trustmark loan in November 2024 resulted in the following effects on the Town Center CRA's long-term financial projections:

1. The Town Center CRA's TIF funds are pledged to cover up to \$4 million of the \$11.5 million loan borrowed for undergrounding of overhead utilities, estimated at just over \$266 thousand per year.
2. Because the City chose a 5-year balloon payment, this loan must be paid in full by November 2029. Given current cashflow projections for the City of Destin and the Town Center CRA in particular, the most likely scenario is a new loan will be executed in time to meet the November 2029 balloon payment deadline. We are currently assuming the refinancing will be at a similar rate (3.48%) for an additional 10 years (to 2039). The cashflows will be structured so the Town

Center CRA complete's it's portion of debt service by 2037. The other sources of debt service funds are from the Harbor CRA (\$4 million), and the Electric Franchise fee (\$6.8 million).

Other noteworthy news is that the Town Center CRA achieved a positive fund balance by the end of September 2024, for the first time since 2012. The advance from the General Fund should be repaid in full by 2029. This positive fund balance can be expended towards capital projects described in the Town Center's current adopted master plan.

A. Link to Strategic Goals / Objectives: N/A

B. Effect on Budget (EOB): N/A

C. Level of Service (LOS): N/A

D. Legislative Sponsor:

E. Business Impact Statement:

III. CONCLUSION: Attached, please find Long-Term Financial Projections with Actuals to December 31, 2024 for the Town Center CRA district.

The Town Center CRA fund will pay off it's advance from the General Fund by 2029.
The Town Center CRA fund will pay off it's 2014 loan by 2037, which is the expiration year for the district.

Based on current projections, there will be \$18.2 million cash available for the Town Center CRA fund to invest before the CRA expires at the end of FY 2037. These funds can be invested in projects in the Town Center CRA's approved master plan.

IV. RECOMMENDED MOTION: Informational only.

Attachments:

1. 2025 Jan TC CRA
LT Projections

TOWN CENTER CRA FUND DETAILS (30 yrs+9 1998-DEBT paid 2037)								
ORG	OBJ	PROJECT	ACCOUNT DESCRIPTION	FY2023 ACTUALS	FY 2024 ACTUALS	2025 PROJECTION	FY 2026 PROJECTION	FY2027 PROJECTION
102300	311101		TIF REVENUES - COUNTY	1,184,650	1,461,280	1,461,280	1,657,662	1,707,390
102300	311102		TIF REVENUES - CITY	499,581	616,955	678,487	698,842	719,810
102300	361100		INTEREST EARNINGS	9,023	27,148	3,439	1,000	1,000
102300	361021		RJ 102 INTEREST	-	64,979	86,956	25,000	25,000
Total 102300 TOWNCENTER CRA REV				1,693,254	2,170,362	2,230,162	2,382,504	2,453,200
10254183	546001		REPAIR AND MAINTENANCE	-	-	80,720	82,740	84,810
10255231	512000		REGULAR SALARIES	12,714	15,923	17,089	22,480	23,150
10255231	514000		OVERTIME PAY	7	1	7		
10255231	521000		FICA TAXES	185	225	264	260	270
10255231	522000		RETIREMENT CONTRIBUTIONS	1,479	1,918	2,675	2,740	2,820
10255231	523000		LIFE/HEALTH INSURANCE	1,380	2,739	4,833	4,560	4,700
10255231	524000		WORKERS COMP	285	241	484	480	490
10255231	532000		AUDIT	7,234	3,050	10,400	9,320	9,600
10255231	534000		OTHER CONTRACTS	44,281	7,765	10,000	5,000	5,150
10255231	543000		UTILITIES	16,532	15,636	13,700	18,040	18,490
10255231	546000		REPAIRS AND MAINTENANCE	60,232	36,299	1,000	1,030	1,060
10255231	546001		MEDIAN MAINTENANCE	-	4,615	9,250	-	-
10255231	549000		OTHER CHARGES/ADVERTISING	-	1	0	-	-
10255231	552000		OPERATING SUPPLIES	1,330	-	-	-	-
10255231	554000		MEMBERSHIPS (ANNUAL CRA FEE TO	1,023	88	1,085	1,100	1,100
10255231	563000		INFRASTRUCTURE	-	-	-	-	-
10258500	565000	CRT17	LINEAR TRAIL MAIN-MATTIE KELLY B	114,905	146,575	198,520	-	-
10258500	565000	CRT64	WAYFINDING	-	-	-	-	-
10258500	565000	XMAS	HOLIDAY DECORATIONS	-	28,643	-	-	-
Total 10255231 TOWNCENTER CRA C				261,588	263,718	350,028	147,750	151,640
NET OPERATING (REV - EXP)				1,431,666	1,906,644	1,880,134	2,234,754	2,301,560
10258188	581214		DEBT SERVICE INTRFND TRANSFER	(731,704)	(731,928)	(732,159)	(732,398)	(732,645)
10258188	581224	UNDER	2024 DEBT SVC	-	-	(266,667)	(266,667)	(266,667)
10258188	581102		REIMBURSE GF FOR ADVANCE	-	-	(300,000)	(500,000)	(500,000)
Total TC CRA TXFRS OUT				(731,704)	(731,928)	(1,298,825)	(1,499,065)	(1,499,312)
102 Increase (decrease) in Fund Bala				699,962	1,174,717	581,309	735,689	802,248
102 Fund Balance, beginning of year				(1,663,708)	(963,746)	210,970	792,278	1,527,968
102 Fund Balance, ending of year				(963,746)	210,970	792,278	1,527,968	2,330,216

TOWN CENTER CRA FUND DETAILS (30 yrs+9 1998-DEBT paid 2037)									
ACCOUNT DESCRIPTION	FY2028 PROJECTION	FY2029 PROJECTION	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035	FY2036
TIF REVENUES - COUNTY	1,758,610	1,811,370	1,865,710	1,921,680	1,979,330	2,038,710	2,099,870	2,162,870	2,227,760
TIF REVENUES - CITY	741,400	763,640	786,550	810,150	834,450	859,480	885,260	911,820	939,170
INTEREST EARNINGS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
RJ 102 INTEREST	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total 102300 TOWNCENTER CRA RE	2,526,010	2,601,010	2,678,260	2,757,830	2,839,780	2,924,190	3,011,130	3,100,690	3,192,930
REPAIR AND MAINTENANCE	86,930	89,100	91,330	93,610	95,950	98,350	100,810	103,330	105,910
REGULAR SALARIES	23,840	24,560	25,300	26,060	26,840	27,650	28,480	29,330	30,210
OVERTIME PAY									
FICA TAXES	280	290	300	310	320	330	340	350	360
RETIREMENT CONTRIBUTIONS	2,900	2,990	3,080	3,170	3,270	3,370	3,470	3,570	3,680
LIFE/HEALTH INSURANCE	4,840	4,990	5,140	5,290	5,450	5,610	5,780	5,950	6,130
WORKERS COMP	500	520	540	560	580	600	620	640	660
AUDIT	9,890	10,190	10,500	10,820	11,140	11,470	11,810	12,160	12,520
OTHER CONTRACTS	5,300	5,460	5,620	5,790	5,960	6,140	6,320	6,510	6,710
UTILITIES	18,950	19,420	19,910	20,410	20,920	21,440	21,980	22,530	23,090
REPAIRS AND MAINTENANCE	1,090	1,120	1,150	1,180	1,210	1,240	1,270	1,300	1,330
MEDIAN MAINTENANCE	-	-	-	-	-	-	-	-	-
OTHER CHARGES/ADVERTISING	-	-	-	-	-	-	-	-	-
OPERATING SUPPLIES	-	-	-	-	-	-	-	-	-
MEMBERSHIPS (ANNUAL CRA FEE TC	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
INFRASTRUCTURE	-	-	-	-	-	-	-	-	-
LINEAR TRAIL MAIN-MATTIE KELLY B	-	-	-	-	-	-	-	-	-
WAYFINDING	-	-	-	-	-	-	-	-	-
HOLIDAY DECORATIONS	-	-	-	-	-	-	-	-	-
Total 10255231 TOWNCENTER CRA C	155,620	159,740	163,970	168,300	172,740	177,300	181,980	186,770	191,700
NET OPERATING (REV - EXP)	2,370,390	2,441,270	2,514,290	2,589,530	2,667,040	2,746,890	2,829,150	2,913,920	3,001,230
DEBT SERVICE INTRFND TRANSFER	(732,901)	(733,165)	(733,439)	(733,722)	(734,015)	(734,318)	(734,632)	(734,956)	(735,292)
2024 DEBT SVC	(266,667)	(266,667)	(266,667)	(266,667)	(266,667)	(266,667)	(266,667)	(266,667)	(533,334)
REIMBURSE GF FOR ADVANCE	(661,624)	(204,664)							
Total TC CRA TXFRS OUT	(1,661,192)	(1,204,496)	(1,000,106)	(1,000,389)	(1,000,682)	(1,000,985)	(1,001,299)	(1,001,623)	(1,268,626)
102 Increase (decrease) in Fund Bal	709,198	1,236,774	1,514,184	1,589,141	1,666,358	1,745,905	1,827,851	1,912,297	1,732,604
102 Fund Balance, beginning of year	2,330,216	3,039,414	4,276,188	5,790,373	7,379,514	9,045,872	10,791,777	12,619,628	14,531,925
102 Fund Balance, ending of year	3,039,414	4,276,188	5,790,373	7,379,514	9,045,872	10,791,777	12,619,628	14,531,925	16,264,529

TOWN CENTER CRA FUND DETAILS (30 yrs+9 1998-DEBT paid 2037)	
ACCOUNT DESCRIPTION	FY2037
TIF REVENUES - COUNTY	2,294,590
TIF REVENUES - CITY	967,350
INTEREST EARNINGS	1,000
RJ 102 INTEREST	25,000
Total 102300 TOWNCENTER CRA RE	3,287,940
REPAIR AND MAINTENANCE	108,560
REGULAR SALARIES	31,120
OVERTIME PAY	
FICA TAXES	370
RETIREMENT CONTRIBUTIONS	3,790
LIFE/HEALTH INSURANCE	6,310
WORKERS COMP	680
AUDIT	12,900
OTHER CONTRACTS	6,910
UTILITIES	23,670
REPAIRS AND MAINTENANCE	1,360
MEDIAN MAINTENANCE	-
OTHER CHARGES/ADVERTISING	-
OPERATING SUPPLIES	-
MEMBERSHIPS (ANNUAL CRA FEE TC	1,100
INFRASTRUCTURE	-
LINEAR TRAIL MAIN-MATTIE KELLY BI	
WAYFINDING	
HOLIDAY DECORATIONS	-
Total 10255231 TOWNCENTER CRA (	196,770
NET OPERATING (REV - EXP)	3,091,170
DEBT SERVICE INTRFND TRANSFER	(530,423)
2024 DEBT SVC	(533,334)
REIMBURSE GF FOR ADVANCE	
Total TC CRA TXFRS OUT	(1,063,757)
102 Increase (decrease) in Fund Bala	2,027,413
102 Fund Balance, beginning of year	16,264,529
102 Fund Balance, ending of year	18,291,942

CITY OF DESTIN – COMMUNITY DEVELOPMENT



AGENDA ITEM

MEETING DATE: March 12, 2025

BOARD/COMMITTEE: Harbor Community Redevelopment Agency Advisory Committee

TYPE OF AGENDA ITEM: Presentation

OUTLINE NUMBER: 5.B.

TO: Harbor Community Redevelopment Agency Advisory Committee

THRU: Kimberly Kopp, City Attorney
Steve O'Connor, Deputy Community Development Director

FROM: Krystal Strickland, Finance Director

DATE: February 7, 2025

SUBJECT: Long Term Financials

I. BACKGROUND: During the summer of 2023, the Harbor CRA advisory committee and the CRA Board committed \$6 million of tax incremental financing (TIF) ad valorem revenues (check figure) towards undergrounding overhead utilities along US 98 from the Marler Bridge to Main Street.

In October 2023, City Council and the CRA Board voted to purchase five parcels at the foot of the Marler Bridge with the address 1 Harbor Boulevard. The land plus title closing costs and land improvements (shed demolition and fencing) cost just over \$9 million. The Harbor CRA borrowed \$8.5 million from the General Fund to close on this property and invested some of its own cash on hand.

In November 2024, Council chose to borrow a loan from Trustmark. The loan has a 15-year amortization schedule and a balloon payment due in five years on October 31, 2029.

II. DISCUSSION: Updates

Closing on the Trustmark loan in November 2024 resulted in the following effects on the Harbor CRA's long-term financial projections:

1. The Harbor CRA's TIF funds are pledged to cover 100% of the \$9 million loan to reimburse the CRA and the City for the purchase of 1 Harbor Boulevard (estimated at \$780 thousand per year).

2. The Harbor CRA's TIF funds are also pledged to cover up to \$4 million of the \$11.5 million loan borrowed for undergrounding of overhead utilities, estimated at just over \$266 thousand per year.

3. Because Council chose a 15 year amortization instead of a 20 year, the annual debt service payments are higher than the net revenues projected for FY 2025, FY 2026, FY 2027 and FY 2028. Staff propose the General Fund cover any shortages directly to help the Harbor CRA fund maintain the target minimum fund balance.

4. Because Council chose a 5-year balloon payment, this loan must be paid in full by November 2029. Given current cashflow projections for the City of Destin and the Harbor CRA in particular, the most likely scenario is a new loan will be entered into in time to meet the November 2029 balloon payment deadline.

A. Link to Strategic Goals / Objectives: N/A

B. Effect on Budget (EOB): N/A

C. Level of Service (LOS): N/A

D. Legislative Sponsor:

E. Business Impact Statement:

III. CONCLUSION: Attached, please find Long-Term Financial Projections with Actuals to December 31, 2024 for the Harbor CRA district.

Given current projections it is advisable to pause commitments to capital projects until FY 2030.

The Harbor CRA fund will pay off it's 2021 loan in the middle of FY 2029.

Based on current projections, there will be \$11.6 million cash available for the Harbor CRA fund to invest before the CRA expires at the end of FY 2043.

IV. RECOMMENDED MOTION: Informational only.

Attachments:

1. 2025 Jan Harbor
CRA LT Projections

HARBOR CRA FUND DETAILS (40 years 2003 - 2043)											
ORG	OBJ	PROJECT	ACCOUNT DESCRIPTION	FY2023 ACTUALS	FY 2024 ACTUALS	FY 2025 YTD Actuals	FY 2025 REVISED BUDGET	2025 PROJECTION	FY 2026 PROJECTION	FY2027 PROJECTION	FY2028 PROJECTION
110300	311101		TIF REVENUES - COUNTY	407,469	493,032	-	557,572	557,572	574,229	602,940	633,090
110300	311102		TIF REVENUES - CITY	412,779	494,030	557,572	557,572	557,572	574,229	602,940	633,090
110300	361100		INTEREST EARNINGS	4,425	10,822	1,056	1,000	1,856	1,000	1,000	1,000
110300	361101		RJ INTEREST EARNED	-	17,247	6,303	15,000	31,303	7,500	7,500	7,500
110300	362000		RENT OF CITY PROPERTY	-	29,093	4,673	12,700	7,009	-	-	-
Total 110300 HARBOR CRA REVENUE				824,673	1,044,223	569,604	1,143,844	1,155,312	1,156,958	1,214,380	1,274,680
11054183	546001		REPAIR AND MAINTENANCE	-	-	-	32,290	-	33,100	33,930	34,780
11055235	512000		REGULAR SALARIES	12,714	15,923	3,589	21,827	16,339	22,480	23,150	23,840
11055235	514000		OVERTIME PAY	7	1	7	-	57	-	-	-
11055235	521000		FICA TAXES	185	225	64	250	314	260	270	280
11055235	522000		RETIREMENT CONTRIBUTIONS	1,479	1,918	375	2,664	1,875	2,740	2,820	2,900
11055235	523000		LIFE/HEALTH INSURANCE	1,380	2,731	633	4,432	2,883	4,560	4,700	4,840
11055235	524000		WORKERS COMP	285	241	284	469	426	480	490	500
11055235	532000		AUDIT	7,234	3,050	-	9,050	8,400	9,320	9,600	9,890
11055235	534000		OTHER CONTRACTS	34,200	24,705	-	333	333	-	-	-
11055235	543000		UTILITIES	4,269	3,822	944	4,400	4,274	4,510	4,620	4,740
11055235	544000		RENTS AND LEASES	1,870	1,915	-	-	-	-	-	-
11055235	546000		REPAIRS AND MAINTENANCE	18,500	20,615	-	1,000	1,000	5,000	5,000	5,000
11055235	546001		MEDIAN MAINTENANCE	-	-	3,083	-	3,083	-	-	-
11055235	547000		PRINTING AND BINDING	-	-	-	-	-	-	-	-
11055235	549000		OTHER CHARGES/ADVERTISING	-	1	1	-	1	-	-	-
11055235	552000		OPERATING SUPPLIES	-	-	-	-	-	-	-	-
11055235	554000		MEMBERSHIPS (ANNUAL CRA FEE TO	1,023	88	585	1,100	1,185	1,100	1,100	1,100
11058500	561000	HRB1	1 HARBOR BLVD	-	9,028,088	-	-	-	-	-	-
11058500	565000	HRB1	CONSTRUCTION IN PROGRESS	-	19,275	-	-	-	-	-	-
11058500	565000	CRH60	PEDESTRIAN UNDER MARLER BRIDGE	-	-	-	-	-	-	-	-
11058500	565000	CRH64	HARBOR DISTRICT WAYFINDING SIGNAGE	-	-	-	-	-	-	-	-
Total 11055235 HARBOR CRA OPERATING				83,146	9,122,597	9,566	77,815	40,171	83,550	85,680	87,870
NET OPERATING (REV - EXP)				741,526	(8,078,373)	560,038	1,066,029	1,115,142	1,073,408	1,128,700	1,186,810
11058188	581209		2009 DEBT SERVICE INTERFUND TRANSFER	-	-	-	-	-	-	-	-
11058188	581221		2021 DEBT SERVICE INTERFUND TRANSFER	(479,995)	(482,835)	(119,897)	(477,641)	(477,641)	(484,385)	(479,054)	(482,689)
11058188	581224	UNDER	TRANSFER TO 224 DS FUND	-	-	(48,485)	(266,667)	(266,668)	(266,668)	(266,668)	(266,668)
11058188	581224	HRB1	2024 DEBT SERVICE INTERFUND TRANSFER	-	-	(134,496)	(749,249)	(700,129)	(779,222)	(779,116)	(779,142)
11058188	581110	HRB1	TXFR OUT TO GF	-	-	-	-	-	-	-	-
110300	381110	HRB1	TXFR IN FROM GF/224 loan	-	-	9,000,000	9,000,000	9,000,000	-	-	-
110300	381110		TXFR IN FROM GF	-	-	-	-	-	174,059	362,208	226,790
11058188	581110		TXFR OUT TO GF	-	-	-	-	-	-	-	-
Total HARBOR CRA TXFRS OUT				(479,995)	(482,835)	8,697,122	7,506,443	7,555,562	(1,356,215)	(1,162,630)	(1,301,709)
110 Increase (decrease) in Fund Balance				261,532	(8,561,208)	9,257,160	8,572,472	8,670,703	(282,807)	(33,930)	(114,899)
110 Fund Balance, beginning of year				469,117	730,649	(7,830,558)	(7,830,558)	(7,830,558)	840,146	557,339	523,409
110 Fund Balance, ending of year				730,649	(7,830,559)	1,426,602	741,914	840,146	557,339	523,409	408,510

HARBOR CRA FUND DETAILS (40 years 2003 - 2043)											
ACCOUNT DESCRIPTION	FY2029 PROJECTION	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035	FY2036	FY2037	FY2038	FY2039
TIF REVENUES - COUNTY	658,410	678,160	698,500	719,460	741,040	763,270	786,170	809,760	834,050	859,070	884,840
TIF REVENUES - CITY	658,410	678,160	698,500	719,460	741,040	763,270	786,170	809,760	834,050	859,070	884,840
INTEREST EARNINGS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
RJ INTEREST EARNED	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
RENT OF CITY PROPERTY	-	-	-	-	-	-	-	-	-	-	-
Total 110300 HARBOR CRA REVENUE	1,325,320	1,364,820	1,405,500	1,447,420	1,490,580	1,535,040	1,580,840	1,628,020	1,676,600	1,726,640	1,778,180
REPAIR AND MAINTENANCE	35,650	36,540	37,450	38,390	39,350	40,330	41,340	42,370	43,430	44,520	45,630
REGULAR SALARIES	24,560	25,300	26,060	26,840	27,650	28,480	29,330	30,210	31,120	32,050	33,010
OVERTIME PAY	-	-	-	-	-	-	-	-	-	-	-
FICA TAXES	290	300	310	320	330	340	350	360	370	380	390
RETIREMENT CONTRIBUTIONS	2,990	3,080	3,170	3,270	3,370	3,470	3,570	3,680	3,790	3,900	4,020
LIFE/HEALTH INSURANCE	4,990	5,140	5,290	5,450	5,610	5,780	5,950	6,130	6,310	6,500	6,700
WORKERS COMP	520	540	560	580	600	620	640	660	680	700	720
AUDIT	10,190	10,500	10,820	11,140	11,470	11,810	12,160	12,520	12,900	13,290	13,690
OTHER CONTRACTS	-	-	-	-	-	-	-	-	-	-	-
UTILITIES	4,860	4,980	5,100	5,230	5,360	5,490	5,630	5,770	5,910	6,060	6,210
RENTS AND LEASES	-	-	-	-	-	-	-	-	-	-	-
REPAIRS AND MAINTENANCE	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
MEDIAN MAINTENANCE	-	-	-	-	-	-	-	-	-	-	-
PRINTING AND BINDING	-	-	-	-	-	-	-	-	-	-	-
OTHER CHARGES/ADVERTISING	-	-	-	-	-	-	-	-	-	-	-
OPERATING SUPPLIES	-	-	-	-	-	-	-	-	-	-	-
MEMBERSHIPS (ANNUAL CRA FEE TO	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
1 HARBOR BLVD	-	-	-	-	-	-	-	-	-	-	-
CONSTRUCTION IN PROGRESS	-	-	-	-	-	-	-	-	-	-	-
PEDESTRIAN UNDER MARLER BRIDGE	-	-	-	-	-	-	-	-	-	-	-
HARBOR DISTRICT WAYFINDING SIGNAGE	-	-	-	-	-	-	-	-	-	-	-
Total 11055235 HARBOR CRA OPERATING EXPENSES	90,150	92,480	94,860	97,320	99,840	102,420	105,070	107,800	110,610	113,500	116,470
NET OPERATING (REV - EXP)	1,235,170	1,272,340	1,310,640	1,350,100	1,390,740	1,432,620	1,475,770	1,520,220	1,565,990	1,613,140	1,661,710
2009 DEBT SERVICE INTERFUND TRANSFER TO 224 DS FUND	(240,797)	-	-	-	-	-	-	-	-	-	-
2021 DEBT SERVICE INTERFUND TRANSFER TO 224 DS FUND	(266,668)	(266,668)	(266,668)	(266,668)	(266,668)	(266,668)	(266,668)	(266,668)	(266,668)	(266,668)	(266,668)
2024 DEBT SERVICE INTERFUND TRANSFER TO 224 DS FUND	(779,267)	(779,101)	(779,357)	(779,285)	(779,230)	(779,157)	(779,399)	(779,212)	(779,291)	(779,251)	(779,059)
TXFR OUT TO GF	-	-	-	-	-	-	-	-	-	-	-
TXFR IN FROM GF/224 loan	-	-	-	-	-	-	-	-	-	-	-
TXFR IN FROM GF	-	-	-	-	-	-	-	-	-	-	-
TXFR OUT TO GF	-	-	-	-	-	-	-	-	-	-	-
Total HARBOR CRA TXFRS OUT	(1,286,732)	(1,045,769)	(1,046,025)	(1,045,953)	(1,045,898)	(1,045,825)	(1,046,067)	(1,045,880)	(1,045,959)	(1,045,919)	(1,045,727)
110 Increase (decrease) in Fund Balance	(51,562)	226,571	264,615	304,147	344,842	386,795	429,703	474,340	520,031	567,221	615,983
110 Fund Balance, beginning of year	408,510	356,947	583,518	848,133	1,152,280	1,497,122	1,883,917	2,313,619	2,787,959	3,307,990	3,875,211
110 Fund Balance, ending of year	356,947	583,518	848,133	1,152,280	1,497,122	1,883,917	2,313,619	2,787,959	3,307,990	3,875,211	4,491,194

HARBOR CRA FUND DETAILS
(40 years 2003 - 2043)

ACCOUNT DESCRIPTION	FY2040	FY2041	FY2042	FY2043	FY2044
TIF REVENUES - COUNTY	911,390	938,730	966,890	995,900	
TIF REVENUES - CITY	911,390	938,730	966,890	995,900	
INTEREST EARNINGS	1,000	1,000	1,000	1,000	
RJ INTEREST EARNED	7,500	7,500	7,500	7,500	
RENT OF CITY PROPERTY	-	-	-	-	
Total 110300 HARBOR CRA REVENUE	1,831,280	1,885,960	1,942,280	2,000,300	-
REPAIR AND MAINTENANCE	46,770	47,940	49,140	50,370	
REGULAR SALARIES	34,000	35,020	36,070	37,150	
OVERTIME PAY	-	-	-	-	
FICA TAXES	400	410	420	430	
RETIREMENT CONTRIBUTIONS	4,140	4,260	4,390	4,520	
LIFE/HEALTH INSURANCE	6,900	7,110	7,320	7,540	
WORKERS COMP	740	760	780	800	
AUDIT	14,100	14,520	14,960	15,410	
OTHER CONTRACTS					
UTILITIES	6,370	6,530	6,690	6,860	
RENTS AND LEASES	-	-	-	-	
REPAIRS AND MAINTENANCE	5,000	5,000	5,000	5,000	
MEDIAN MAINTENANCE	-	-	-	-	
PRINTING AND BINDING	-	-	-	-	
OTHER CHARGES/ADVERTISING	-	-	-	-	
OPERATING SUPPLIES	-	-	-	-	
MEMBERSHIPS (ANNUAL CRA FEE TC	1,100	1,100	1,100	1,100	
1 HARBOR BLVD					
CONSTRUCTION IN PROGRESS					
PEDESTRIAN UNDER MARLER BRIDGE		-	-	-	
HARBOR DISTRICT WAYFINDING SIGNAGE					
Total 11055235 HARBOR CRA OPERATING	119,520	122,650	125,870	129,180	-
NET OPERATING (REV - EXP)	1,711,760	1,763,310	1,816,410	1,871,120	-
2009 DEBT SERVICE INTERFUND TRANSFER					
2021 DEBT SERVICE INTERFUND TRANSFER	-	-	-	-	
TRANSFER TO 224 DS FUND					
2024 DEBT SERVICE INTERFUND TRANSFER					
TXFR OUT TO GF	-	-	-	-	
TXFR IN FROM GF/224 loan	-	-	-	-	
TXFR IN FROM GF	-	-	-	-	
TXFR OUT TO GF	-	-	-	-	
Total HARBOR CRA TXFRS OUT	-	-	-	-	-
110 Increase (decrease) in Fund Balance	1,711,760	1,763,310	1,816,410	1,871,120	-
110 Fund Balance, beginning of year	4,491,194	6,202,954	7,966,264	9,782,674	11,653,794
110 Fund Balance, ending of year	6,202,954	7,966,264	9,782,674	11,653,794	11,653,794