



Phase 1: Data Assessment and City Positioning





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Acknowledgments

Ayres would like to thank the City’s residents, business owners, stakeholders, City Commissioners, and staff, who provided valuable feedback for the preparation of the Crescent City Vision Master Plan.

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Executive Summary

The City of Crescent City appointed Ayres to create a Vision Master Plan and Redevelopment Plan Update focusing on Crescent City's downtown and the US Highway 17 corridor. The Master Plan and design recommendations are to meet the City's residents' and business community's aspirations.

Since the late 1990s, the City of Crescent City has undertaken revitalization efforts to better plan for and focus on quality development and services. Efforts have included planning for the downtown area through the Community Development Plan, the Hotel Feasibility Study, and rebranding process. The 2018 Community Redevelopment Plan was the most recent update to the plan created to guide the economic redevelopment of the downtown and US Highway 17 corridor. Most recent efforts include an update to the City's Comprehensive Plan, and zoning policy changes are being undertaken to initiate growth and change in the community.

The Phase 1 Data Assessment and City Positioning presents the planning assessments undertaken and community feedback received from stakeholder meetings and community engagement processes. The extensive mapping assessment and policy reviews are used to analyze the redevelopment condition and identify patterns and suitability for redevelopment. Considering the City context, cultural environment, current policies and the regional development context, the planning team has compiled a list of prioritized areas and actions incorporating the community feedback received to date. An initial City positioning statement is established to set the tone for the master plan and redevelopment strategies. These will be further refined and developed in the next Draft Master Plan stage.

1

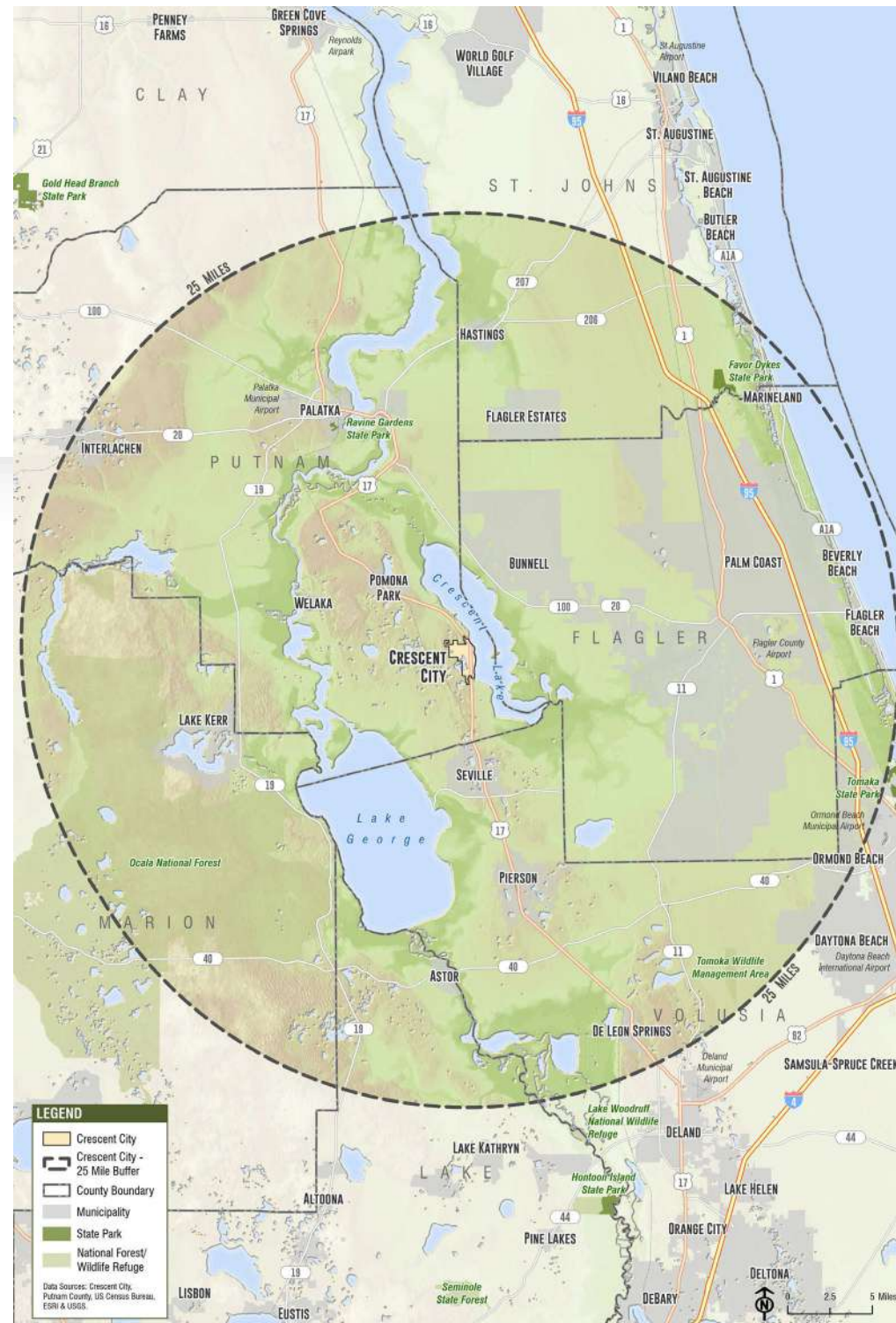
Introduction

Context

The City of Crescent City is in southern Putnam County and connected by US Highway 17, uniquely situated close to the Ocala National Forest, St. Augustine, Jacksonville, and Daytona Beach, all major central Florida destinations. The City's strong historical roots, citrus farming traditions, and waterfront events make it attractive to its residents and visitors who want to experience a different, quaint, and traditional Florida. With its favorable location, migration to Florida, and people's changing preferences, the City is bound to see increased interest from new residents and business leading to overall growth. Significant developments that could impact Crescent City include the planned Bass Pro development over 4,000 acres proposed in neighboring Welaka.

The surrounding areas are mostly residential communities established over several decades. Residential and commercial developments in this area have been relatively lower when compared to other regions of Florida. Communities along the St. Johns River notably predate European settlements, and these areas of northeast Florida have been some of the first settlements in the country since the 1700s, primarily based on agriculture and livestock.

Crescent City offers a waterfront lifestyle with the City being situated between Lake Stella and Crescent Lake. Its recent rebranding as "life between the lakes" offer a unique location for quality living. The network of county and state roads provide good connectivity to the City. Public and social infrastructure improvements when done will further support a vibrant City.



The City Context
Old Florida Charm



Green



Waterfront



Local



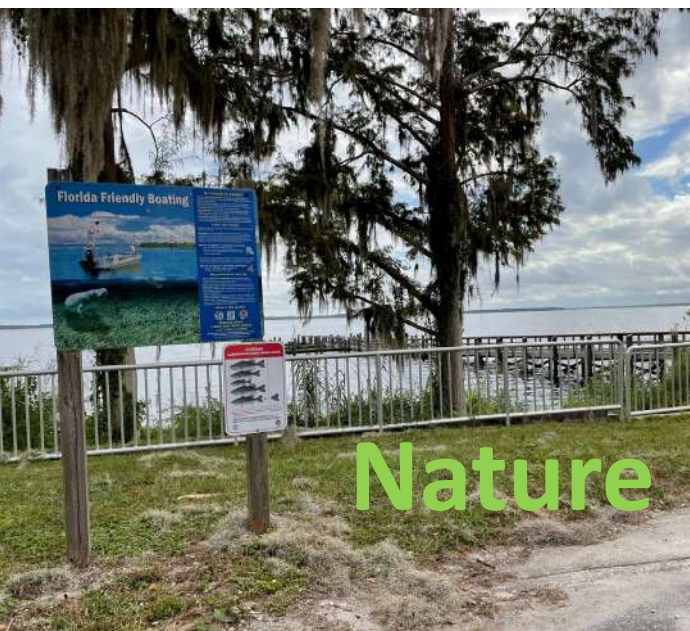
Culture



Recreation



Main Street



Nature



Historic



Hometown



Project Overview

The City of Crescent City hired Ayres to prepare a Vision Master Plan and Redevelopment Plan Update. The City's vision is to create a vibrant downtown area, an attractive revitalized US Highway 17 corridor, and resilient residential areas with increased owner occupancy. This aspiration was initiated in 2018 with the City's Community Redevelopment Plan update created to guide the economic redevelopment of the downtown and US Highway 17 corridor. The 2023 Vision Master Plan and Redevelopment Plan Update will focus on downtown and include the former Miller Grocery Headquarters site, the former Miller Middle School site, and the US Highway 17 corridor through the City.

When completed, the plans and recommendations will feature:

- Development strategies, plans, and diagrams illustrating the interplay of land use, transportation, and open space at buildout based on an assessment of the existing conditions and data. The recommendations consider the context of Crescent City, reflecting its history, culture, and unique waterfront attributes.
- Streetscape enhancement recommendations, guidelines, and illustrations.
- Cultural amenities, public art, and other enhancement recommendations that support a vibrant small-town urban environment.

Vision Master Plan Purpose

The Vision Master Plan is meant to provide a roadmap for how the City will grow and develop over the next 20 years.

The Master Plan will be the destination and guiding steps of how the Vision will be realized, and the Redevelopment Plan is the enabling document that encompasses all the elements which may be undertaken to redevelop the target redevelopment areas supported by infrastructure improvements.

The Plan, underpinned by a robust public engagement process, will provide guidance on the growth aspirations for the City and decisions on infrastructure and public investments as the City seeks to restore its former vibrance and continued economic resilience.

Process and Timeline

The project is to be undertaken in 26 weeks over three project phases.

The Phase 1 work presents the Data Assessment including GIS mapping and City Positioning.

The public engagement process includes a series of online surveys and public workshops in addition to stakeholder meetings at various touch points to ensure community input on the plan is received and incorporated.



PUBLIC ENGAGEMENT AND CITY MEETING

26 weeks (entire project duration)

Our team involves public engagement throughout every phase of the project. The following are elements of our public engagement plan:

- » Website
- » Online survey
- » Stakeholder meeting
- » City Commission / CRA Board workshop
- » Steering Committee meetings
- » City Commission presentations



DATA ASSESSMENT AND CITY POSITIONING

8 weeks

During this first phase, we will learn and assess the project area and its surroundings with an emphasis on:

- » Data analysis
- » Site studies
- » Assessments and mapping
- » Collaborative partners
- » Positioning and branding



DRAFT VISION & MASTER PLAN

10 weeks

Our team will evaluate all information gathered in Phase 1 to complete a draft vision and master plan. These alternatives will include:

- » Vision
- » Principles
- » Optioneering
- » Draft CRA Plan update



FINAL VISION & MASTER PLAN AND CRA PLAN UPDATE

8 weeks

Our team will collaborate with City staff, the community, and stakeholders to finalize a plan. This phase will include the following pieces:

- » Final Vision and Master Plan
- » Rough order of magnitude redevelopment costs
- » Final CRA Plan update
- » Implementation strategy

2

Public Engagement Plan

The City of Crescent City master plan process began in July 2023. Public engagement is a crucial aspect to the master planning process. The main objectives of the public engagement process are to gather input and directions on the community's hopes and aspirations for the long-term growth and transformation of the City. The interactive sessions are tailored to elicit feedback on key issues and opportunities within the community. These could range from physical projects to program and policy improvements. Several methods, including public workshops and open houses, surveys, and targeted meetings with stakeholders, business owners, local organizations, and active citizen members are part of the process.

Public engagement events planned for the project include:

- Stakeholder Meetings and Interviews
- Online Survey for Phase 1
- Public Meeting 1 – Assessment Highlights and Initial Feedback
- Online Survey for Phase 2
- Public Meeting 2 - Draft Vision, Master Plan
- Planning and Zoning Commission Meeting
- City Commission/CRA Board Workshop
- City Commission Meeting and Presentation



Stakeholder Meetings Community Groups and Organizations

See appendix for the stakeholder meeting notes.

The master planning project team and City staff met with key organizations and individuals in three separate sessions to further understand the opportunities and challenges related to the redevelopment of the City. The notes below capture the main discussion points at these meetings. The three most important stakeholders' part of this process included Downtown Partnership and Women's Club, Business Owners, and the Historical Society.

Key Takeaways:

- Inclusion of all the different and diverse residents into all aspects of City planning.
- Creating usable green/open spaces that provide the residents with recreation opportunities throughout the City.
- Parking spaces in the downtown area.
- Different options for housing.
- Infrastructure development such as sidewalks, walking trails, adequate lighting and signage.
- Commercial and retail growth/development. This would provide convenience to the residents who currently have to travel long distances.
- Building on the City's local festivals.
- Preservation of the local and historical charm of the City.
- And finally, to develop and activate the lakefront.



Downtown Partnership

Historical Society

Downtown Business Owners

Online Survey 1

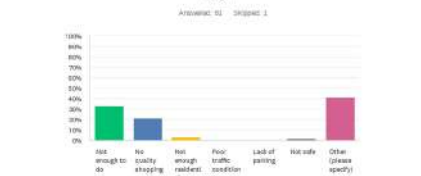
See appendix for the full survey data.

An online survey was created to gather community support and collect comments/feedback about the Crescent City master plan redevelopment update. The survey was open over several weeks to the community to complete. Flyers with QR codes were sent out with the residents' utility bills to encourage participation; 62 responses were received.

The main feedback from the survey is summarized below:

- Most of the residents recognize Crescent City as a pedestrian-friendly and walkable city with a quaint small-town charm.
- The downtown area needs to be improved and developed as it lacks a true harmonious downtown gathering space feel.
- Lack of resources/commercial/retail opportunities in the downtown area, forcing residents to travel out of the City to meet those needs.
- Keeping the small-town charm of Crescent City intact.
- Historic character of the City along with affordable housing were highlighted as two primary attraction points.
- The need to have a community center in town in order to bring the residents together. This was identified as a major use for the middle school vacant lot.
- Most of the residents wish to stay in Crescent City and would like to see it flourish and develop into its full potential.

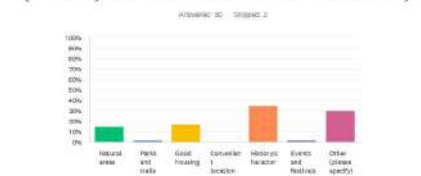
Crescent City Master Plan Community Survey
Q4 What do you think is the biggest challenge for downtown Crescent City?



ANSWER CHOICES	RESPONSES
Not enough to do	27.70%
Not quality shopping	21.95%
Not enough residential	3.20%
Poor traffic conditions	0.00%
Lack of parking	0.00%
Not safe	1.64%
Other (please specify)	40.98%
TOTAL	

#	OTHER (PLEASE SPECIFY)	DATE
1	Improve the downtown appearance	9/14/2023 8:17 AM
2	How to grow and become viable without destroying small town atmosphere	9/12/23 9:55 AM
3	Nothing too far	9/25/2023 11:52 PM
4	I always feel good when I can see a shop. Big box shopping is necessary. I wish we had enough activities throughout the week that would need a community center. Updated race only as needed.	9/25/2023 9:52 PM
5	Too many of these selectors to pick one over the other. All are best except staff.	9/25/2023 7:52 AM
6	Small mixed-use development	9/25/2023 1:18 PM
7	Too many retail dealers in business. There are shops and restaurants that may be open, may not be open depending on the whims of the owner. They close about the time 20% of the people who would come downtown to drink and dine. Many are so accustomed to going downtown for their needs that they don't consider downtown area when they do everything is closed.	9/27/2023 1:11 PM

Crescent City Master Plan Community Survey
Q5 What do you think would make someone move to Crescent City?



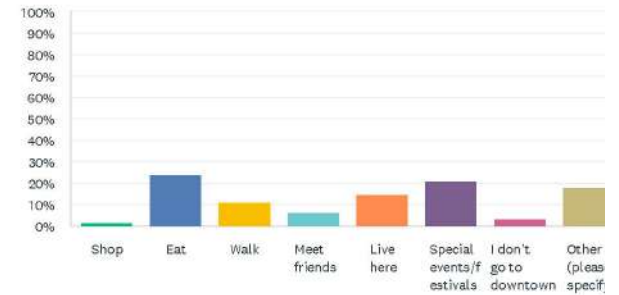
ANSWER CHOICES	RESPONSES
Natural area	15.50%
Parks and trails	1.67%
Good housing	36.67%
Convinient location	36.66%
Historic character	1.67%
Events and festivals	30.00%
Other (please specify)	0.00%
TOTAL	

#	OTHER (PLEASE SPECIFY)	DATE
1	Affordable housing	9/14/2023 8:17 AM
2	A re-focus of the main center to include a variety of small businesses (i.e. art store, coffee shops, antiques, independent) require savings, town center look. There are just some ideas that I had (going on the natural and park like settings, small main Crescent City a popular town to make in and raise family	9/25/2023 9:58 AM
3	Why don't I choose all of the options?	9/25/2023 11:30 PM
4	All the above	9/25/2023 7:27 AM
5	Patrol advertising	9/25/2023 12:38 PM
6	All of the above	9/25/2023 9:52 PM
7	Travel tips	9/25/2023 4:15 PM
8	More shops and cafes like downtown Denver or Blue Hill, some night life	9/25/2023 11:30 AM
9	The same	9/14/2023 4:27 PM
10	Job opportunities	9/29/2023 11:36 AM

Crescent City Master Plan Community Survey

Q3 What is your favorite thing to do downtown

Answered: 62 Skipped: 0



CHOICES	RESPONSES
	1.61%
	24.19%
	11.29%
	6.45%
	14.52%
	20.97%
	3.23%
	17.74%

OTHER (PLEASE SPECIFY)	
I work	
Talking to the 1 legged wheelchair guy	
Usually fond of community gathering for any reason.	
Other than to pay bills, commission meetings (joy) what is there to do downtown????	
Downtown is good during an event but the day to day is not a space to "stay and explore"	
There is no downtown to go to.	
Not much to go to downtown	
There is little or nothing to do 'downtown'	
I don't go downtown because there's nothing to do. I have gone for special events only to find them changed or cancelled with no prior notice. Farmers Market is good example, I've gone every month and have yet to see it. We need a much more vibrant, predictable, consistent downtown scene.	

consultants Ayres and CHW. The planning and design recommendations are to meet the City's residents and business community's aspirations for the future of the city.

To do this we want your input! Please join us at:

Public Meeting 1: Ideas Gathering

City Hall Commission Chambers
3 N Summit St, Crescent City, FL 32112

Tuesday, August 29, 2023 - 5:00 to 8:00 PM
(Open House)

PLEASE TAKE THE SURVEY

<https://www.surveymonkey.com/r/CrescentCityMP>



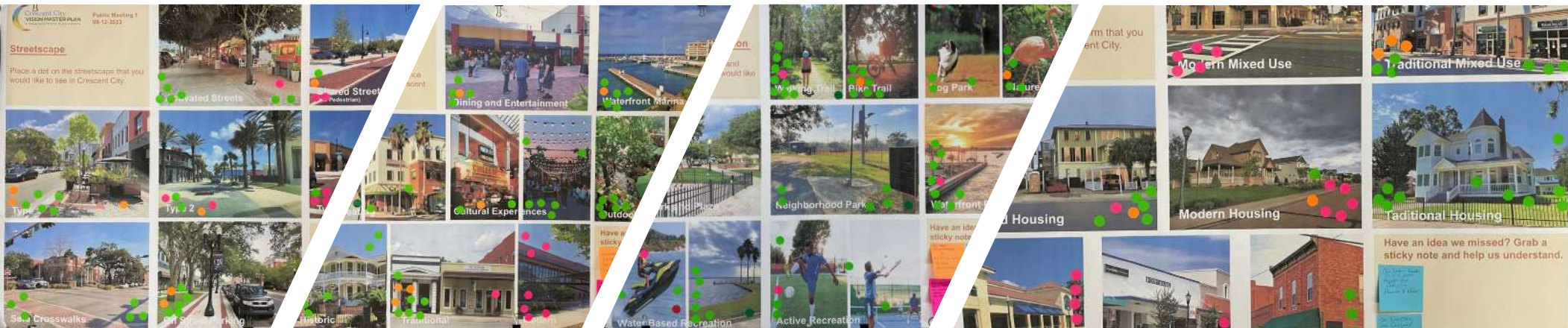
Public Meeting 1: Assessment Highlights and Initial Feedback

The first public meeting was held on September 12, 2023, at the City Hall in Crescent City. This meeting was designed as an open house over 3 hours for the community to attend at their convenience and have one-on-one conversations with the project team and City staff. Notifications of the public meeting through flyers in English and Spanish, banners on the City's website and distribution of these flyers through various organization leaders were done to encourage maximum participation. Some 20 people attended this session and provided valuable and detailed feedback.

The images show the interactive discussions and preferences expressed by the community on the Visual Preference Survey.

The worksheets with all the recorded comments and visual preferences feedback can be seen in the appendix.





Key Themes and Preferences from Public Meeting 1

The public was invited to take part in the interactive session. Visual boards prepared by Ayres were used to gauge interest of the public amongst important areas of interest such as Streetscape, Signage, Urban Experience, Urban Form, and Open Space and Recreation.

Post-it notes, stickers, and drawings were a few of the mediums used by the public to convey their ideas and visions for the town. The main preferences expressed by the community include:

1. Downtown Revitalization
2. Lakefront Activation
3. Affordable Housing Options
4. Preservation of the City's historic quaint charm

Assessment maps and GIS information presented in this report were also available at the meeting for community members to view and discuss with the project team.

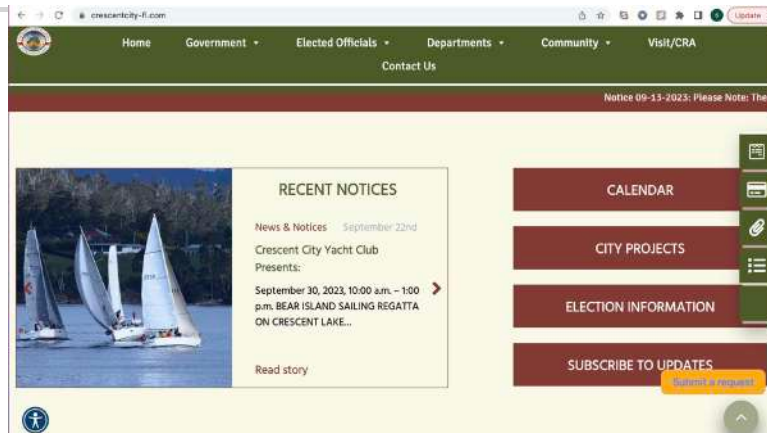


Vision Master Plan Website

A dedicated Vision Master Plan website has been developed in partnership with the Crescent City staff. This website contains information on the project and updates and provides a platform for public and community inputs.



<https://crescentcity-fl.com/vision-master-planning/>





3

City Policy and Analysis

2035 Comprehensive Plan

The Crescent City Comprehensive Plan provides a comprehensive set of policies and objectives which would help promote and sustain development in the area. The Comprehensive Plan covers all development aspects and keeps to the original integrity and feel of the City; however, there may be room to add policies on improved mobility, parks and recreation, public art, and historic preservation.

The plan can be accessed through the link: <https://crescentcity-fl.com/wp-content/uploads/2022/07/Comprehensive-Plan.pdf>

The City's Comprehensive Plan is a straightforward set of goals, objectives, and policies and is generally conservative in its approach to growth and development. It addresses key pertinent issues for floodplain development and emphasizes infrastructure and stormwater conditions for land development. Most of the elements are structured on the current conditions and establish working goals for transportation and infrastructure.

The future land use map mostly reflects known and anticipated development reflecting the existing land features. Certain aspects of previous studies in relation to commercial development are reflected in this map.

Historical preservation is another major theme, and it may be expanded to include allowances for educational research, such as historian retreats to study and help preserve the character of the City. Lakefront development policies may also need to address the increase in activity and how that will interact with historic and nature preservation policies.

The housing element is basic and does not address the needs of the current market and preferences in promoting a diversified housing product. The Intergovernmental Coordination Element addresses schools. However, it may be beneficial to the City to address this aspect more comprehensively in conjunction with the Putnam County School Board to improve the quality of life of its current and future residents. The parks and open space element will also need to be updated to address trails as part of the proposed Putnam County regional trail network connections to the City.

Generally, updates to the Comprehensive Plan and zoning code may be needed to incorporate lakefront development and allowances so they work in parallel with the City vision and aspirations coming out of this planning process. Certain land use policy changes in the downtown and other nodes may be needed to attract investment and the right kind of development preferred by the community. City officials will need to work with the community to set objectives aligned with the outcomes of the master plan in conjunction with potential investors'/developers' proposals.



City of Crescent City 2035 Comprehensive Plan

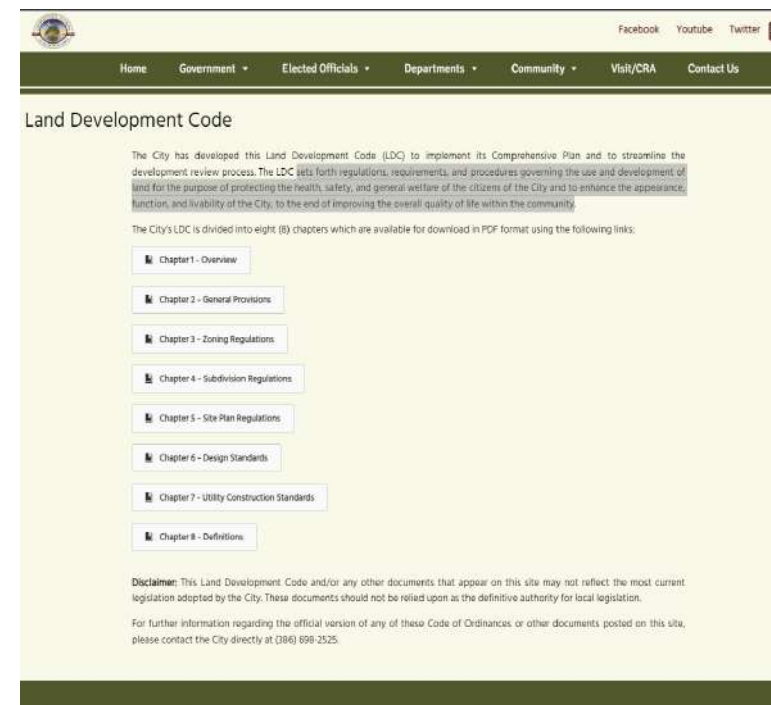
Development Codes

Crescent City's current land development codes are organized in eight sections and available on the City's website. The intention of the codes is to set forth regulations, requirements, and procedures governing the use and development of land for the purpose of protecting the health, safety, and general welfare of the citizens of the City and to enhance the appearance, function, and livability of the City, to the end of improving the overall quality of life within the community.

The City's codes and plan approval process are straightforward and typical as in many communities in Florida. The zoning regulations are based on Euclidean zoning and do not address Mixed Use or Form Based codes. The PUD process would typically cover larger projects. The Design Standards and Utility Construction Standards sections cover most project planning and design requirements. These standards are basic and focused mainly on the site and engineering design. Landscape, signs, and building design are covered in the codes in a rudimentary manner. These City's current land development codes are in the process of being updated and the draft articles are being discussed with the City's leadership. This draft will be assessed further in the next phase as part of the implementation strategies.

Historic architectural standards and design requirements for all areas in the City including downtown, the historic district, the commercial corridor (Highway 17), and the waterfront are covered under the City's Ordinance 18-03. These standards apply to all new construction where the redevelopment activity exceeds 50% of the true market value of existing structures. The architectural design requirements for the Central CRA promote the late 19th and early 20th century historic character for Central Avenue and generally architectural styles including Colonial, Craftsman, Victorian, Italianate, and Frame or Masonry Vernacular. The 2018 ordinance covers all aspects of site development in a comprehensive manner. Enforcement of these standards may be a challenge with staffing and the ordinance's relevance to all areas in the city.

Incentive and performance-based standards encouraging a higher standard of design could also be explored when the codes are being updated to reflect the aspirations of the master plan. Additionally, design requirements for new features such as trails, plazas, waterfront marinas, decks, piers, and lookouts could be included in the codes as the City prepares for further redevelopment and investments.



The screenshot shows the website for Crescent City, Florida, specifically the 'Land Development Code' page. The page has a green header with a navigation menu including 'Home', 'Government', 'Elected Officials', 'Departments', 'Community', 'Visit/CRA', and 'Contact Us'. The main content area is titled 'Land Development Code' and contains a paragraph explaining the purpose of the code: 'The City has developed this Land Development Code (LDC) to implement its Comprehensive Plan and to streamline the development review process. The LDC sets forth regulations, requirements, and procedures governing the use and development of land for the purpose of protecting the health, safety, and general welfare of the citizens of the City and to enhance the appearance, function, and livability of the City, to the end of improving the overall quality of life within the community.' Below this paragraph, it states 'The City's LDC is divided into eight (8) chapters which are available for download in PDF format using the following links:' and lists eight chapters: 'Chapter 1 - Overview', 'Chapter 2 - General Provisions', 'Chapter 3 - Zoning Regulations', 'Chapter 4 - Subdivision Regulations', 'Chapter 5 - Site Plan Regulations', 'Chapter 6 - Design Standards', 'Chapter 7 - Utility Construction Standards', and 'Chapter 8 - Definitions'. At the bottom, there is a disclaimer: 'Disclaimer: This Land Development Code and/or any other documents that appear on this site may not reflect the most current legislation adopted by the City. These documents should not be relied upon as the definitive authority for local legislation. For further information regarding the official version of any of these Code of Ordinances or other documents posted on this site, please contact the City directly at (386) 699-2525.'

<https://crescentcity-fl.com/land-development-code/>

Crescent City's Community Redevelopment Area (CRA) & Current Statistics

Crescent City's Community Redevelopment Area ("CRA"), established in 1995 and updated in 2018 pursuant to the State of Florida's Community Redevelopment Act, enables the City Commission, acting as the Community Redevelopment Agency, to make public improvements that will encourage private investment and facilitate neighborhood revitalization. These actions will assist in the rejuvenation of the older residential and commercial districts found within the CRA. Crescent City's CRA comprises of the Central CRA, the Northern CRA and the Southern CRA districts.

Central CRA District

Crescent City's Central CRA comprises 184 parcels spanning over 88 acres. The taxable values from 1995-2022 have improved from \$7,436,011 to \$13,521,153. The annual projected revenue for 2023 is \$166,141. A slight increase in total revenues is anticipated in 2024.

Redevelopment proposals for the Central CRA include a marina development, improve historic based tourism, redeveloping the Miller Property, vehicular traffic improvements, land-use reviews, a new entrance to downtown, promenade, Lake Stella Park, and many management programs to improve the overall look of downtown Crescent City.



North and South CRA Districts

The North and South CRA districts reflect similar blight conditions to the Central CRA district. Between the two districts, there are a total of 204.33 acres spanning across 113 parcels. There are four zoning districts that make up the North and South areas. The acreage breakdown by zone: 1. Commercial (GC-1): 82.28 acres; 2. Multi-Family (MR-1): 78.41 acres; 3. Single-Family (SR-1): 30.37 acres; 4. Public Facilities (PF-1): 7.09 acres.

Overall, there are 125.74 vacant acres (61.5% of total acreage) in the North and South CRA with a total of 39 vacant parcels. About 85% of the vacant parcels, and about 96% of the vacant land in the North and South CRA, does not have adequate water or sewer.

There are 67 parcels (57% of parcels) spanning across 145 acres (72% of acreage) that meet one or more of the conditions for blight. Of the 67 parcels, there are 31 (46%) blighted parcels with structures spanning across 27 acres. There are 14 residential structures with blight or slum conditions.

Major goals associated for the North and South CRAs include involving both public and private sectors to revitalize the areas. Replacing and updating buildings along with creating jobs at acceptable wages are critical in the development of the areas. Developers will be given incentives to construct new owner-occupied housing in the existing neighborhoods, which should lead to an expanded number and percentage of low- and middle-income families living in the residential areas. Upgrading accessibility to the areas of the CRA from major highways leading into and through Crescent City, along with the above improvements, will attract businesses and new families, and help broaden the City's tax base.



Total Acreage	35.95
Vacant Acreage	26.6
Number of Vacant Parcels	8
Vacant Parcels w/o adequate water or sewer	7
Total Acreage of Vacant Land w/o adequate water or sewer	25.87
\$ Value Change in Assessed Value of Vacant Land 2013-2018	\$ 28.00
% Change in Assessed Value of Vacant Land 2013-2018	0%

Total Acreage	168.381
Vacant Acreage	99.14
Number of Vacant Parcels	31
Vacant Parcels w/o adequate water or sewer	26
Total Acreage of Vacant Land w/o adequate water or sewer	94.61
\$ Value Change in Assessed Value of Vacant Land 2013-2018	\$(39,865.00)
% Change in Assessed Value of Vacant Land 2013-2018	-2%

Total Acreage	204.331
Vacant Acreage	125.74
Number of Vacant Parcels	39
Vacant Parcels w/o adequate water or sewer	33
Total Acreage of Vacant Land w/o adequate water or sewer	120.48
\$ Value Change in Assessed Value of Vacant Land 2013-2018	\$(39,837.00)
% Change in Assessed Value of Vacant Land 2013-2018	-2%

Predominance of defective or inadequate street layout, parking facilities, and roadways - washed out dirt roads; narrow roadways; unsafe off-street parking that requires backing into roadways. 163.340 (8)(a)
Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase (in case of vacant properties declining value) over the 5 years prior to the finding of such conditions. 163.340 (8)(b)
Faulty lot layout in relation to size, adequacy, accessibility, or usefulness with undersized residential lots, illegal property divisions; undeveloped access. 163.340 (8)(b)
Unsanitary conditions resulting from an inadequate or absent water and sewer infrastructure, as well as unsanitary and unsafe housing stock in the SFR zones. 163.340 (8)(b)
Deterioration of site or other improvements with 31 structures and over 120 acres of overgrown vacant properties meeting this condition. 163.340 (8)(b)

Number of Parcels with blight criteria	67
Number of Parcels with no blight	58
% of Parcels with Blight	54%
Total Acreage with Blight	145
Total Acres w/o Blight	55
% Acres with Blight	72%
Total Parcels w/ Blight Structures	31
% Blighted Parcels w/Structures	46%
Total Blighted Acres w/Structures	27
% Blighted Acres w/Structure	18%
Residential Structures with Blight or Slum Conditions	14

CITY OF CRESCENT CITY
FIVE YEAR CAPITAL IMPROVEMENT PLAN 2024-2028

				Current Year	Fiscal Year 2023/24	Fiscal Year 2024/25	Fiscal Year 2025/26	Fiscal Year 2026/27	Fiscal Year 2027/28	
Department	Project Description	Level of Service Impact	F.S.	Expenditure Funds	Expenditure Funds	Expenditure Funds	Expenditure Funds	Expenditure Funds	Expenditure Funds	Project Totals
Streets	Paving dirt roads	Transportation	J		\$650,000.00		\$650,000.00			\$1,300,000.00
Parks	Fletcher Park Improvements	Parks	J	\$30,000.00						\$30,000.00
Fire	Fire Truck (Funds set aside in Reserves)	Fire Service	G	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00			\$400,000.00
TOTALS FOR GENERAL FUND CAPITAL IMPROVEMENTS				\$130,000.00	\$750,000.00	\$100,000.00	\$750,000.00	\$0.00	\$0.00	\$1,730,000.00
Natural Gas	Gas Main Relocation	Natural Gas	E	\$1,691,200.00						\$1,691,200.00
Natural Gas	Gas Line Upgrades	Natural Gas	J			\$7,300,000.00				\$7,300,000.00
Natural Gas	Debt Service for Bond Issue - 5 inch Main	Natural Gas	D	\$29,100.00	\$30,500.00	\$32,000.00	\$33,600.00	\$35,300.00	\$37,086.00	\$197,586.00
TOTALS FOR GAS FUND CAPITAL IMPROVEMENTS				\$1,720,300.00	\$30,500.00	\$7,332,000.00	\$33,600.00	\$35,300.00	\$37,086.00	\$9,188,786.00
Water	Water Service Main Street	Water	J	\$111,800.00	\$650,000.00					\$761,800.00
Water	Water Service Main Street (South) (2022-2023 Design)	Water	J	\$51,600.00	\$450,000.00					\$501,600.00
Water	Water Service Prospect Street (2022-2023 Design)	Water	J	\$157,700.00	\$2,750,000.00					\$2,907,700.00
Water	Fire Hydrant Service and Replacement	Water	J		\$229,000.00					\$229,000.00
TOTALS FOR WATER FUND CAPITAL IMPROVEMENTS				\$321,100.00	\$4,079,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,171,100.00
Sewer	Septic to Sewer Conversion Project Design	Sanitary Sewer	J			\$150,000.00				\$150,000.00
Sewer	CDBG Wastewater Project	Sanitary Sewer	J							\$0.00
Sewer	Wastewater Plant Modernization Project	Sanitary Sewer	J				\$5,000,000.00	\$4,500,000.00		\$9,500,000.00
Sewer	Debt Service for bond issued for sewer plant expansion/upgrade	Sanitary Sewer	I	\$60,094.00	\$61,819.00	\$63,593.00	\$65,418.00	\$67,296.00	\$69,228.00	\$387,448.00
TOTALS FOR SEWER FUND CAPITAL IMPROVEMENTS				\$60,094.00	\$61,819.00	\$213,593.00	\$5,065,418.00	\$4,567,296.00	\$69,228.00	\$10,037,448.00
GRAND TOTAL FOR ALL FUNDS CAPITAL IMPROVEMENTS				\$2,231,494.00	\$4,921,319.00	\$7,645,593.00	\$5,849,018.00	\$4,602,596.00	\$106,314.00	\$25,127,334.00

LEGEND OF FUNDING SOURCES:	
A	= GENERAL FUND REVENUES
B	= LOAN REPAYED BY GENERAL FUND
C	= LOCAL OPTION GAS TAX REVENUES
D	= GAS FUND REVENUES
E	= LOAN REPAYED BY GAS FUND
F	= WATER FUND REVENUES
G	= LOAN REPAYED BY WATER FUND
H	= SEWER FUND REVENUES
I	= LOAN REPAYED BY SEWER FUND
J	= GRANT REVENUES

Crescent City Capital Improvement Plan

The five-year capital improvement plan (2024-2028) is geared toward achieving the goals set for the central, northern, and southern CRAs. A total of \$25 million will be allocated for all capital improvements. Over 70% of expenditure funds will come from grant revenues. Other funding sources include about \$2.6 million in loans repaid by gas, water, and sewer funds. Sewer improvements are the most funded category for capital improvements with over \$10 million dollars allocated to the cause.

- \$9.5 million wastewater plant modernization project. The projected funds will be released in the fiscal years between 2025-2027.
- \$1.3 million that will be allocated to paving dirt roads with the first funds arriving in 2023-2024 fiscal year and the second expenditure funds by 2025-2026.
- The \$25 million capital improvement plan's allocated funds help improve subpar roads, blighted areas, and the extension and update of utilities to the CRA areas.

Putnam County Capital Improvement Plan (CIP)

Putnam County's Capital Improvement Plan includes eight categories: Facilities, Utilities, Transportation, Equipment, Better Place Fund, Solid Waste, Fire, and Road & Bridge Equipment.

Roof replacement on the Crescent City library, Septic to Sewer, and Dirt to Pave are some of the projects to be funded by the Putnam County CIP. These areas of improvement will help achieve the goals of the Crescent City CRA.

County projects that could have an impact on Crescent City include:

- Roof Replacement of the Crescent City Library
- Georgetown Riverfront Park
- Communication System Upgrade
- Mental Health Renovation Project
- Fair Grounds – Maltby Building Project
- Dirt to Pave FY 23
- Resurfacing FY 23

Transportation / Rd & Bridges Fund Capital Improvement Plan

Project Title	Amount	Funding Source
St. Johns Ave Resurfacing	988,154	CF - FDOT Funding
St. Johns Ave Drainage	4,265,000	CF - CDBG-DE
St. Johns Ave Bike Trail	1,100,185	CF - FDOT
CR315 Resurfacing	4,000,000	CF - FDOT Funding
Stolenway S Palm Ave	330,563	CF - FDOT
E Putnam Drainage	1,571,189	CF - Legislative Appropriation
S. Putnam Drainage*	560,000	Legislative Appropriation
H. Putnam Drainage*	2,000,000	Legislative Appropriation
CR310 Bridge Rehab*	3,100,000	RDOT / Spl. Funding Leg. Appropriation
Dirt to Pave FY22	3,957,938	CF - Better Place Plan
Dirt to Pave FY 23	3,033,000	Better Place Plan
Resurfacing FY22	2,000,000	CF - Better Place Plan & Road & Bridges Fund
Resurfacing FY23	2,131,818	Better Place Plan & Road & Bridges Fund
Resurface Bardin Ranchette	150,000	ARPA

Transportation / Rd & Bridges Fund Capital Improvement Plan - Equipment

Project Title	Amount	Funding Source
Metal Pole Barn	140,000	N/A for discussion purposes
Fence @ Flea!	40,000	N/A for discussion purposes
Public Works Trucks (3)	190,000	N/A for discussion purposes
12 Ton Dump Truck	180,000	N/A for discussion purposes
5 Ton Dump Trucks (2)	240,000	N/A for discussion purposes
Zero Turn Lawn Mowers	27,000	N/A for discussion purposes

Better Place Plan Fund Capital Improvement Plan

Project Title	Amount	Funding Source
Dirt to Pave FY22	3,957,938	CF
Resurfacing FY22	2,000,000	CF
Communications Tower	1,980,000	CF
Animal Control Facility	750,000	CF
Georgetown Park	118,247	CF
Dirt to Pave FY 23	3,033,000	Better Place Plan
Resurfacing FY23	1,000,000	Better Place Plan

General Fund Capital Improvement Plan - Equipment

Project Title	Amount	Funding Source
Animal Control Vehicles (3)	158,000	CF
IT Core Router Upgrade	188,605	CF
Communications System Upgrade	7,107,295	ARPA
Ambulances (4)	1,300,000	ARPA
Ag Extension Office Transit Van	38,000	N/A for discussion purposes
Building & Grounds Vehicles (2)	60,000	N/A for discussion purposes
Codes Enforcement Vehicles (2)	79,500	N/A for discussion purposes
Parks & Recreation Vehicle	50,000	N/A for discussion purposes
IT Vehicle Replacement (2)	30,000	N/A for discussion purposes
Parks & Recreation Scag Mower	12,000	N/A for discussion purposes
Board Room Audio System Replacement	40,000	N/A for discussion purposes
Gov Complex Key Access System Replacement	35,000	N/A for discussion purposes
Festival Replacement	75,000	N/A for discussion purposes
Backup Servers	103,000	N/A for discussion purposes

Solid Waste Fund Capital Improvement Plan

Project Title	Amount	Funding Source
Admin Office Bldg	650,000	CF 401-4210-534.63-01
Oracle Leachate Tank & Treatment	500,000	CF 401-4210-534.63-01
Leachate Collection System	200,000	CF 401-4210-534.63-01
Trash Compactor	400,000	Solid Waste Fund 401-4210-534.64-01
Roll-Off Truck	210,000	Solid Waste Fund 401-4210-534.64-01
Pick Up Truck	40,000	Solid Waste Fund 401-4210-534.64-01
Tractor Loader	5,000	Solid Waste Fund 401-4210-534.64-01
Zero Turn Lawn Mower	8,000	Solid Waste Fund 401-4210-534.64-01
Roll Off Containers	30,000	Solid Waste Fund 401-4210-534.64-01
Outbound Scale @ Central	90,000	Solid Waste Fund 401-4210-534.64-01
Interactions Improvements	200,000	Solid Waste Fund 401-4210-534.63-01
Huntington Expansion	75,000	Solid Waste Fund 401-4210-534.63-01
Pole Barn Improvements	50,000	Solid Waste Fund 401-4210-534.63-01
Huntington Closure Improvements	30,000	Solid Waste Fund 401-4210-534.63-01
Central Phase 1 Closure Improvements	30,000	Solid Waste Fund 401-4210-534.63-01
Central Phase 1 Mining	300,000	Solid Waste Fund 401-4223-534.63-03

Utilities Fund Capital Improvement Plan

Project Title	Amount	Funding Source
Septic to Sewer II	450,000	CF - SJR Water Mgt
Septic to Sewer IV*	4,683,950**	FDEP
Fort Buena Vista WWTF To Sewer Infrastructure Project*	2,039,178**	HMGP Grant
Paradise Point Generator Installation Project*	282,775**	HMGP Grant
ACOE Water Modernization Project*	5,800,000**	Federal ACOE
Phase 1 Expansion	3,500,000	ARPA
Water Hook Up	300,000	ARPA
VTD Water System Upgrade	256,000	ARPA
Water/Sewer Dept Truck (2)	65,000	N/A for discussion purposes
RF Meter Heads	50,000	N/A for discussion purposes
Well Motor & Pump back-up Inventory	50,000	N/A for discussion purposes

Fire Fund Capital Improvement Plan

Project Title	Amount	Funding Source
W. Putnam Fire Station*	2,000,000	Legislative Appropriation
Station Refurbishments	250,000	CF
Extinguisher Equipment Eng 6	46,000	N/A for discussion purposes
Extinguisher Equipment Eng 24	46,000	N/A for discussion purposes
Fire Engine	380,000	N/A for discussion purposes
Fire Tanker	380,000	N/A for discussion purposes
HVAC Machine (fleet)	4,000	N/A for discussion purposes

General Fund Capital Improvement Plan - Facilities

Project Title	Amount	Funding Source
Fair Grounds - Maltby Bldg Project	1,225,000	CF - Legislative Appropriation
EMS Station Refurbishments	684,800	CF
Mental Health Renovation Project*	1,000,000	Legislative Appropriation
Replace Library Carpet	130,000	CF 60K N/A for discussion
Parks & Rec E Putnam Park	123,000	CF - SJA FIDAP N/A for discussion
S. Putnam Sports Complex Upgrades	460,000	ARPA
Theobald Park Complex Upgrades	1,040,000	ARPA
Roof Replacement Crescent City Library	83,000	N/A for discussion purposes
Roof Replacement EDC	1,110,000	N/A for discussion purposes
HVAC #1-23 Replacement Units	200,000	N/A for discussion purposes
Upgrade Bldg DDC Controls	180,000	N/A for discussion purposes
Parks & Rec Fencing & Soccer Fields	40,000	N/A for discussion purposes
Park & Rec Melrose Restroom Upgrades	15,000	N/A for discussion purposes

Route #2: Crescent City Stella Lake Loop 5.4 - 7.9 miles



Route #3: Crescent City to Pomona Lake Loop 21.9 miles

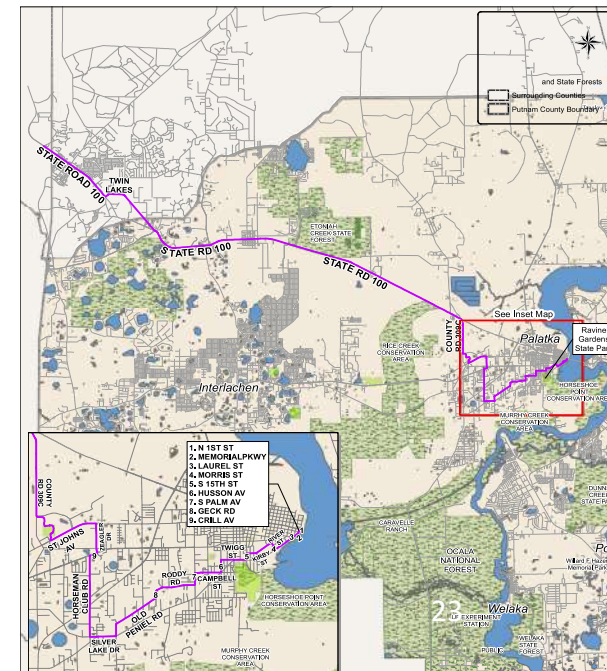


County Bike Trails and City Connections

The City of Crescent City is blessed with scenic beauty all around. With Crescent Lake on one side and Lake Stella on the other, the residents and visitors alike get to experience natural Florida. As part of Putnam County's trails, Crescent City has two designated bike trails – Routes 2 & 3. The County proposes to develop a more extensive network of bike trails that connect to the wider Putnam County bike trails program and Ocala National Park; namely, the Palatka Area Bike Trail, which is also part of the larger 100 Florida Trails that starts from Lake Butler and continues to St. Augustine.

The Putnam Blueways and Trails CSO is an organization that promotes and protects the Blueways and Trails in Putnam County. They organize and support events that use the trails. This Citizen Support Organization (CSO) is aligned with the Florida Society of Ethical Tourism and partnered with the Bartram Trail Society. Collaborations with these organizations would help the City's branding and promotion in tandem with the master plan implementation.

Maps Sourced from: https://main.putnam-fl.com/?page_id=9696



Stormwater and Utilities Infrastructure

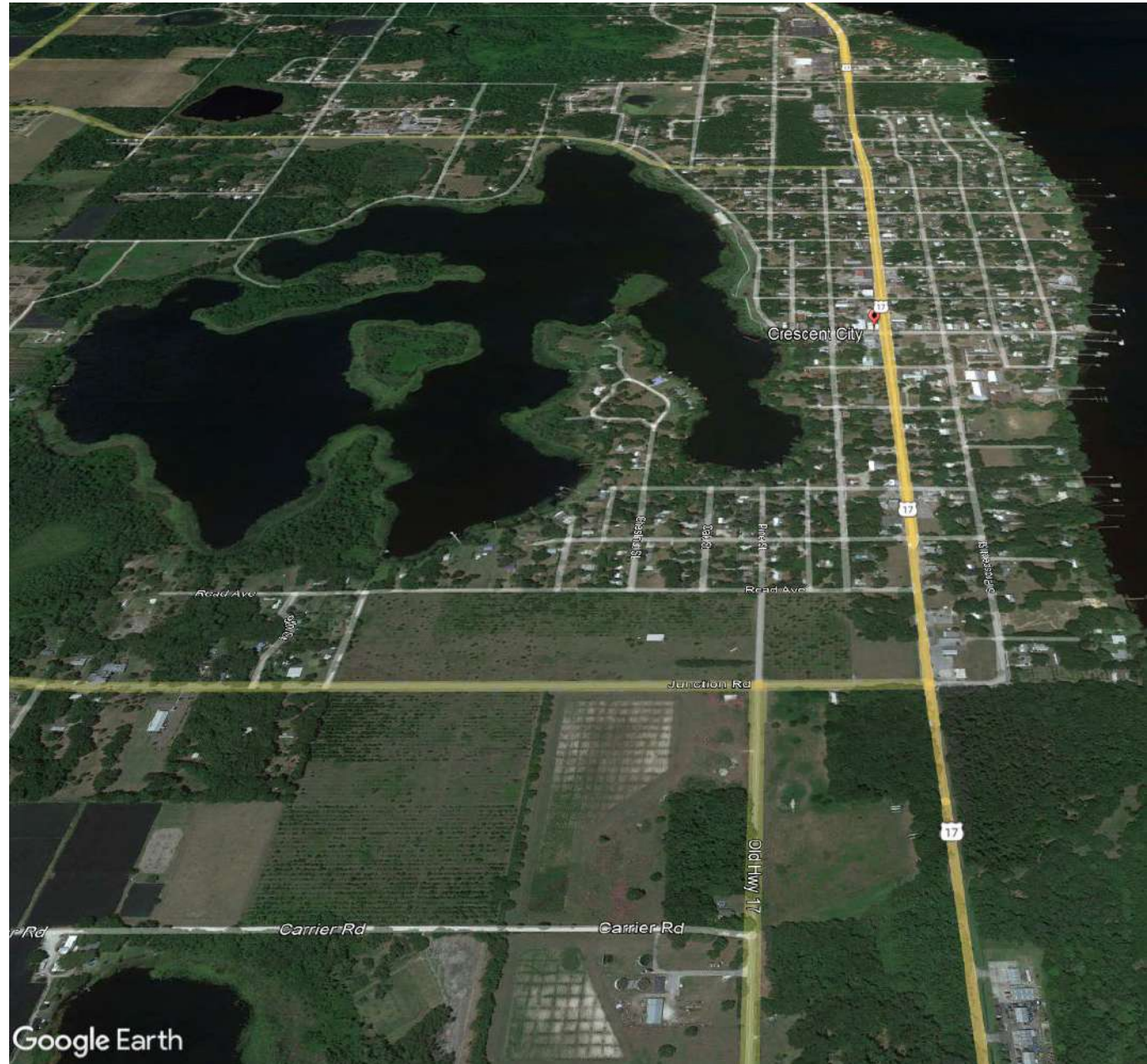
The City of Crescent City provides its residents with gas, water and wastewater services. The City is responsible for these systems and their maintenance. The City's main treatment facility is located on the south side just outside the City limits on Carrier Road. The City also serves some customers outside the City limits.

Florida Power is responsible for power in the City.

Stormwater facilities are maintained by the City and County.

The existing stormwater and utilities infrastructure may need to be updated and improved as new developments such as the RV park on South Prospect Street are approved and built.

It is envisioned that the utilities infrastructure improvements would be according to sustainable and smart growth practices in collaboration with partners. This would ensure the City's resilient growth and development, keeping climate change and other environmental considerations at the forefront.



Current Development Activity

The City of Crescent City has a unique set of bones. It possesses a local small-town charm which the residents and visitors appreciate. It is in a unique geographical location between two lakes – Crescent Lake and Lake Stella. The City of Welaka, which is the site for the largest Bass Pro Fishing Resort, is located within close proximity of Crescent City. Seasonal events and festivals along with a multicultural resident community provide an opportunity unlike any other.

The most important discussions being held in the City currently are the use of the former Middle School site. This was discussed extensively in the Public Meeting and other discussions. Initial feedback on this site is captured in this phase and vision ideas will be proposed in the next phase.

Easy walkability and a vibrant and diverse resident community provide a unique opportunity for investment within the City. The downtown area is a quaint section of the City connecting Crescent Lake to Lake Stella. This would make a very interesting location for developing a network of connected walking nature trails.



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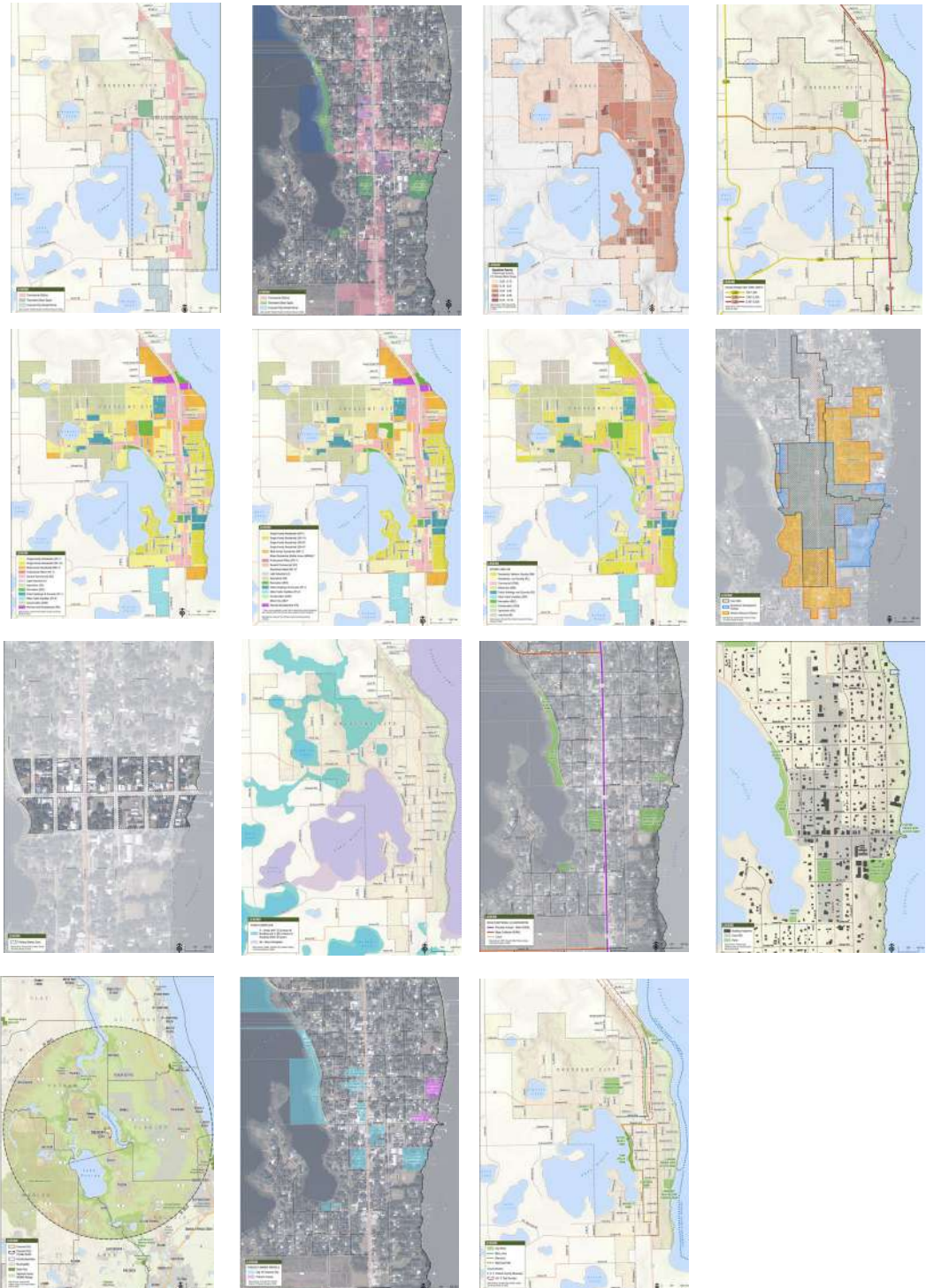
GIS Mapping Assessment

A detailed planning assessment of the City's land features, and development attributes was completed and prepared to set a baseline for the vision master plan. These GIS assessments are presented in the following map series:

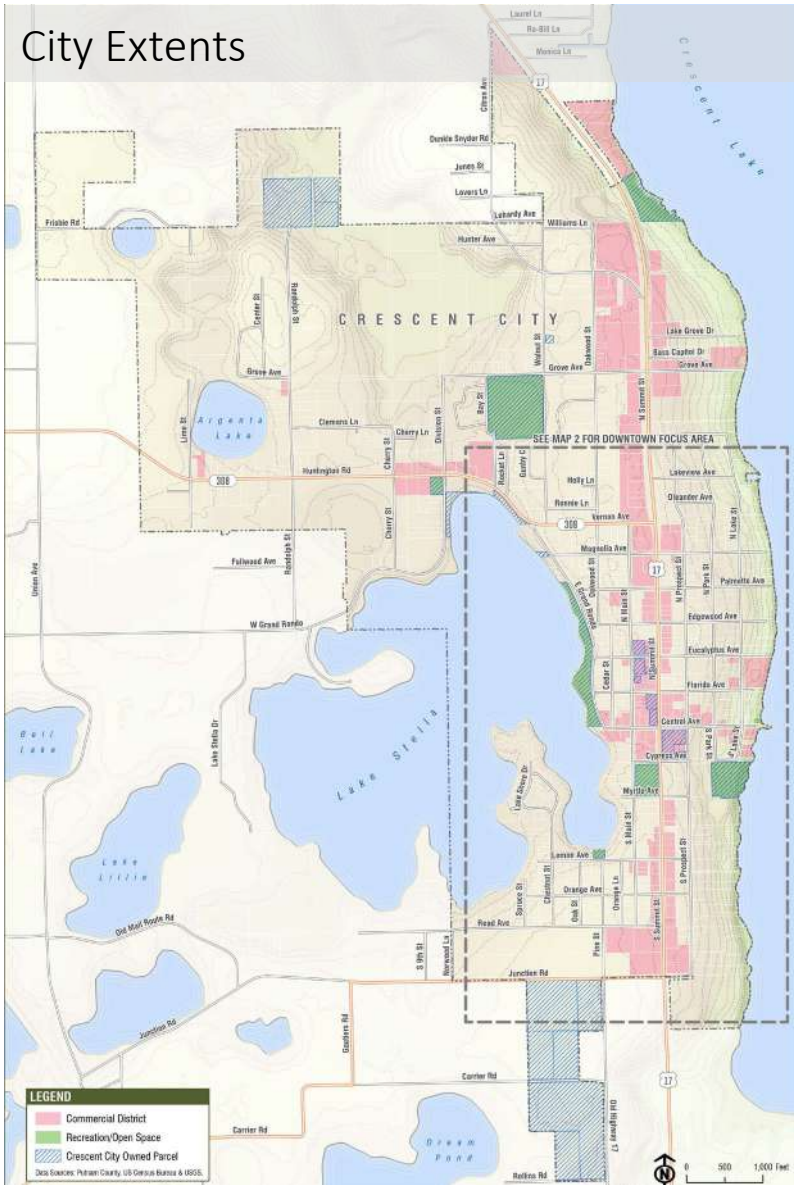
- City Extents
- Downtown Focus Area
- Population Density
- Traffic Counts
- Existing Zoning
- Future Zoning
- Future Land Use
- Proposed Overlay Zones
 - Core CRA
 - Downtown Development Overlay
 - Historic Resource District
- Proposed Waiver Zones
- Downtown Building Footprint
- City Context
- Public Facilities
- Parks Open Space and Recreation

This following section presents a snapshot of the above maps and key inferences.

Please refer to the full set of GIS maps and related assessments in the appendix.

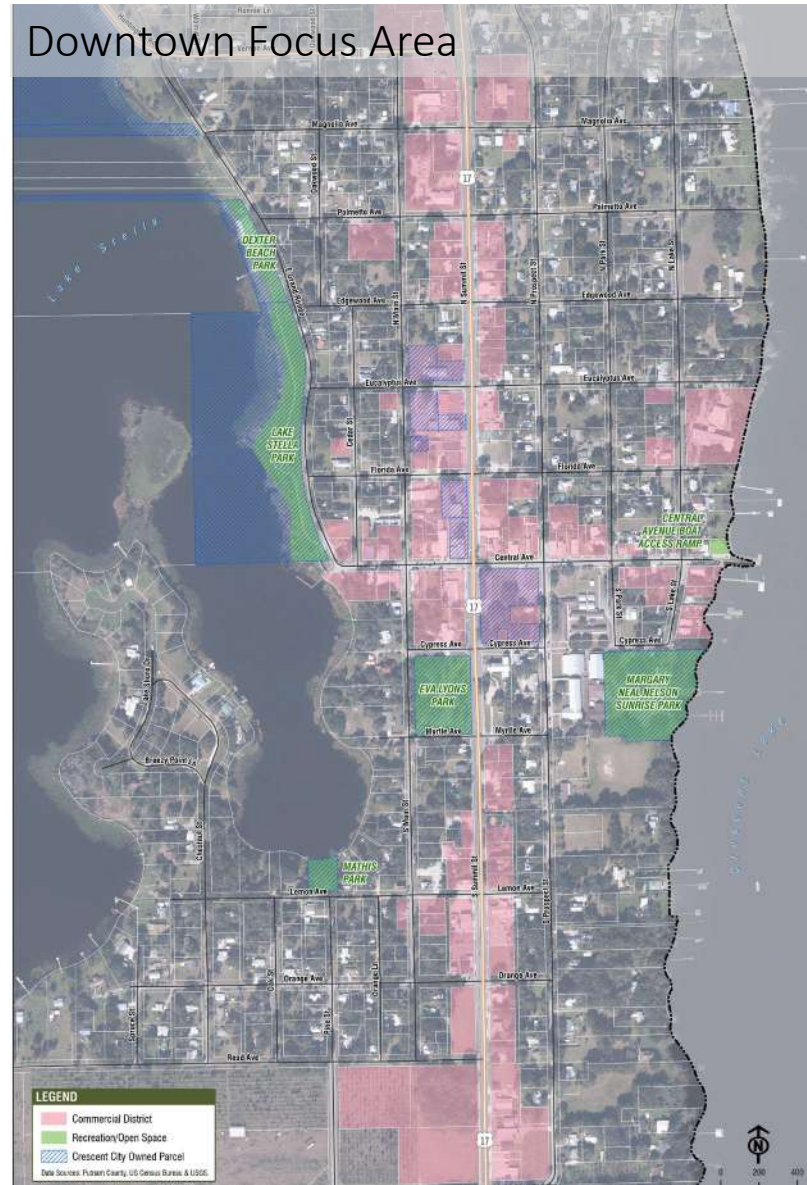


City Extents



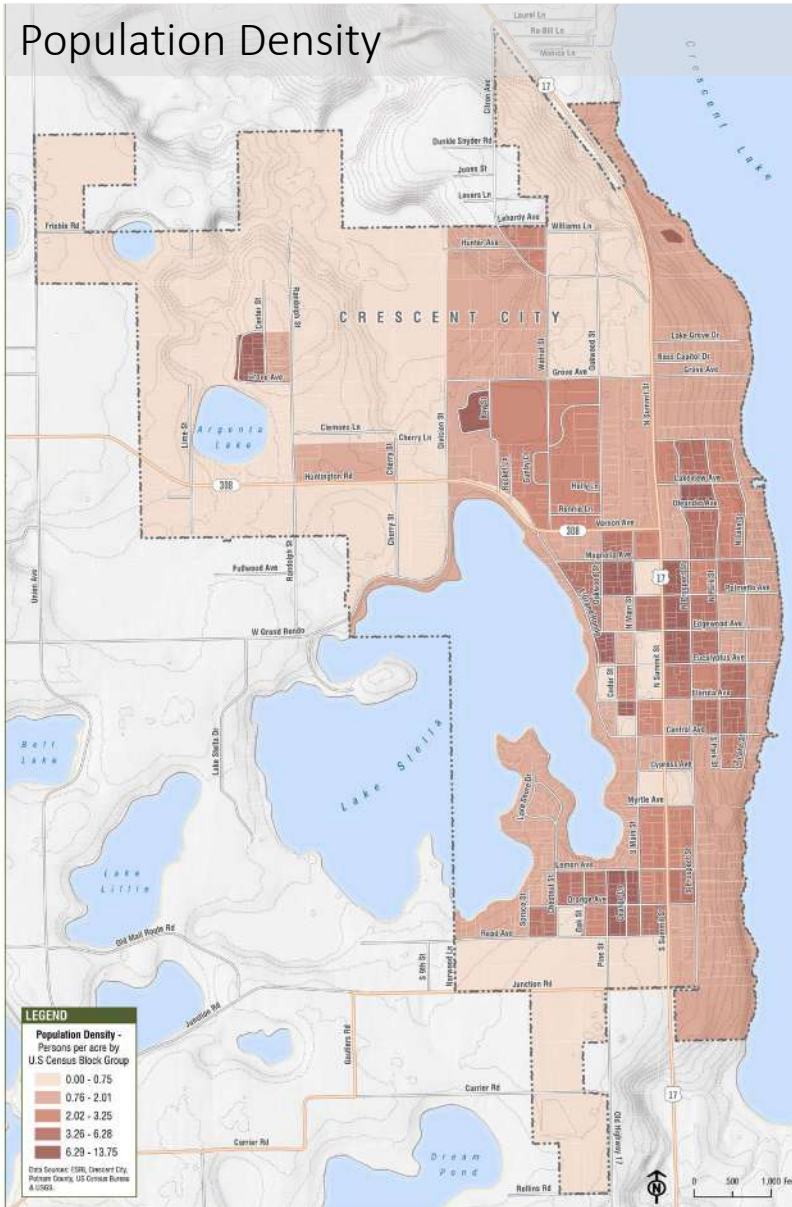
Geographically, the City is situated between Crescent Lake and Lake Stella primarily oriented in a north-south direction along US Highway 17 and extending some two miles long. Occupying around 2.4 square miles, the narrowest portion of the City along Central Avenue is 0.4 miles. Most of the City's land mass is in a low-lying area situated in the northwest area of the City.

Downtown Focus Area



The downtown focus area map indicates the focus area for this master plan. The focus area is mostly commercial use along US Highway 17 with residential communities along the lakefronts. For land use and circulation considerations, the downtown focus area could be considered as the area between the two predominant east-west connectors, namely, CR 308 (Vernon Avenue) and Junction Road, encompassing a 14-block area.

Population Density



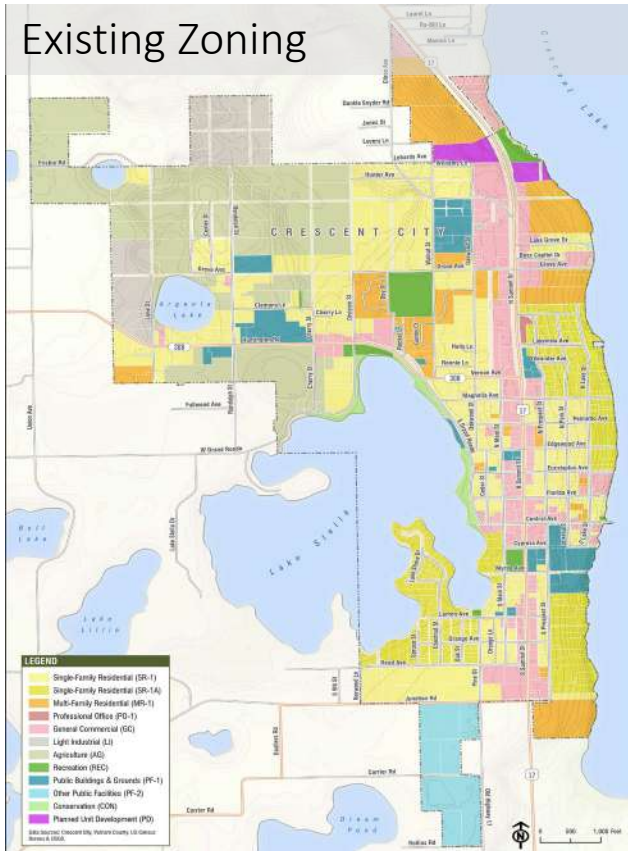
The population density of the City of Crescent City is more concentrated along the central downtown core. Another observation is the concentration of population along both lakefronts, which signifies that the City has historically developed here, and the residents/communities prefer living by the water, which was the original draw to the area. Arguably, this is where new and residential redevelopment will be preferred and succeed to accommodate new residents.

Traffic Counts



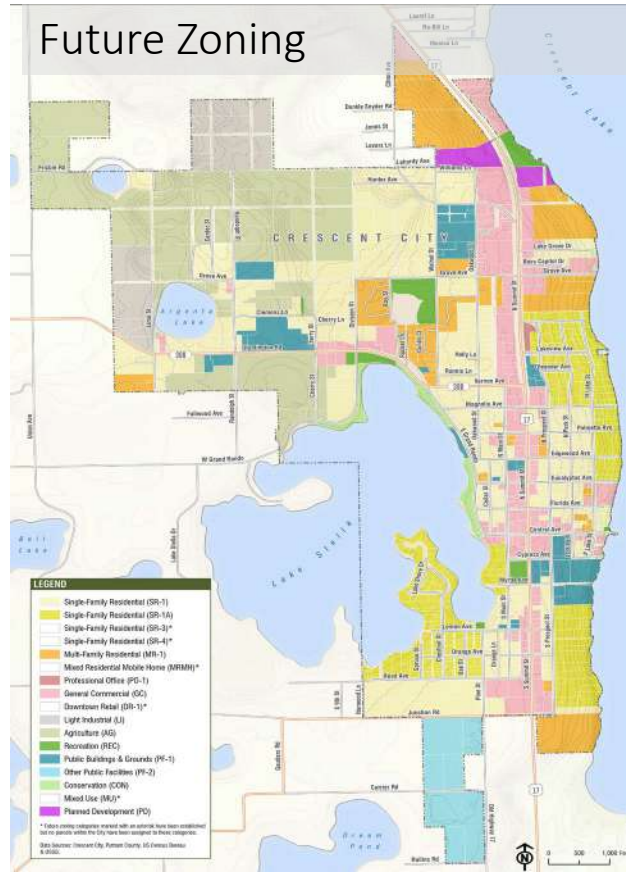
Highway 17 is the busiest corridor with an average annual daily count of 7,500. This indicates the amount of vehicular traffic passing through which can benefit Crescent City businesses. Huntington Road (CR 308) and Junction Road are other corridors that provide connectivity and access to the City. Also notable is Union Avenue, a north-south corridor outside the City limits which is an alternate north-south connector to US 17.

Existing Zoning



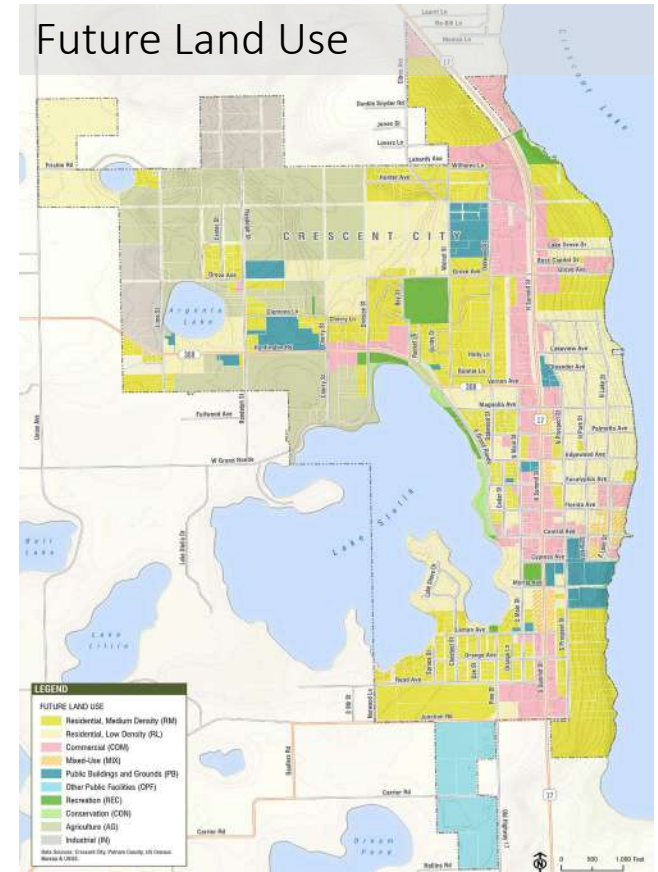
The existing zoning in Crescent City has most of the single-family housing located all around the areas outside the central Summit Avenue corridor. Multi-family housing is mostly concentrated in the north end and the northern areas around Lake Stella. The professional office zone is located along Lakeview Avenue in the vicinity of the former school. Most of the agricultural zoning is toward the northwest side of the City with some conservation zoning around Lake Stella. The Public Grounds/Buildings are concentrated in two sections on the north side and one section on the south side close to Central Avenue. Commercial zoning is located all along Highway 17 with small pockets of recreation on Myrtle Avenue in the south end and next to Bay Street in the north.

Future Zoning

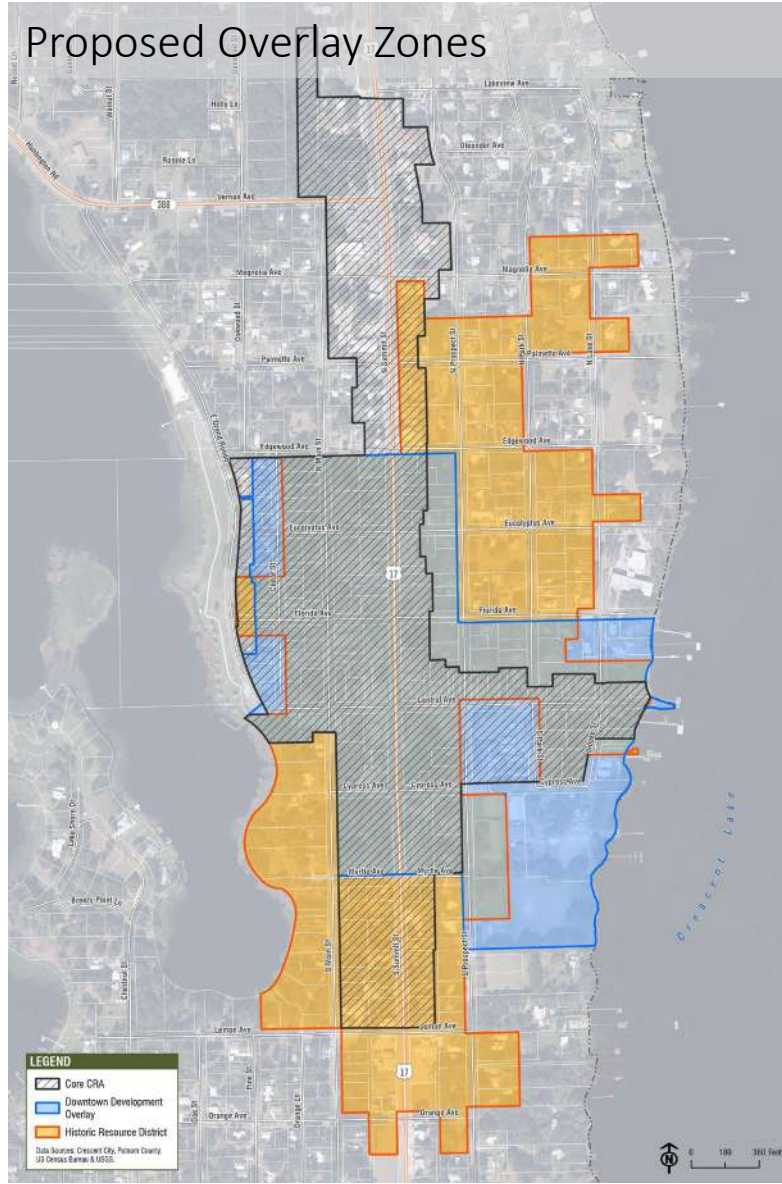


The future zoning mostly mimics the existing zoning with the important exception of having incorporated mixed residential mobile home, downtown retail, and mixed-use zoning classifications. Having mixed use as part of the future zoning should help with the development and growth of the City. This will provide an opportunity for economically sustainable and smart growth, locating more residents close to the key attractions in downtown and around the lakes. The downtown retail zoning will create employment opportunities for the residents of the City and an area to showcase their local products. Residential mobile homes will increase the available affordable housing creating a wider portfolio and inventory of housing products and real estate.

Future Land Use



The future land use, aligned with the master plan is a vital tool for redevelopment and is made effective with the implementation of ongoing zoning changes and the adoption of the LDC. Mixed use will not only be located along US 17 in the downtown area but also along the Crescent Lakefront. A marina and lakefront area can be developed to bring an active lifestyle to the lakeside. This can help draw visitors to the area to enjoy the serenity of the lake and activities. The diverse residents could operate coffee shops, boutique food stores, and other local stores to promote their specialties. Also included is the much-needed housing stock for residents looking for other housing options.

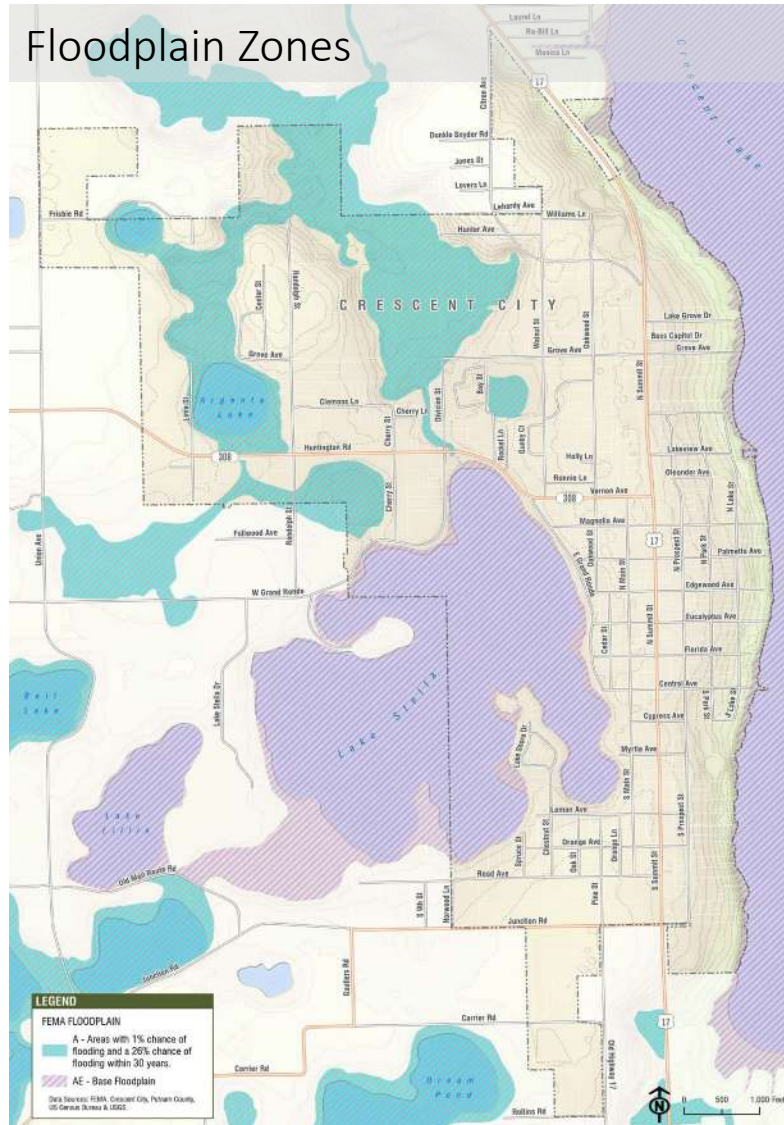


The City's current overlay zoning and mapping exercise studies being undertaken by Zev Cohen defines the downtown overlay as generally 3 blocks north and 2 blocks south of Central Avenue and encompassing the old Middle School site. The CRA district extends further to the north capturing most of the commercial development. The historic resource district includes more residential communities to the south of the old school. The proposed overlay zones are meant to provide additional policy regulations for the specific zones.



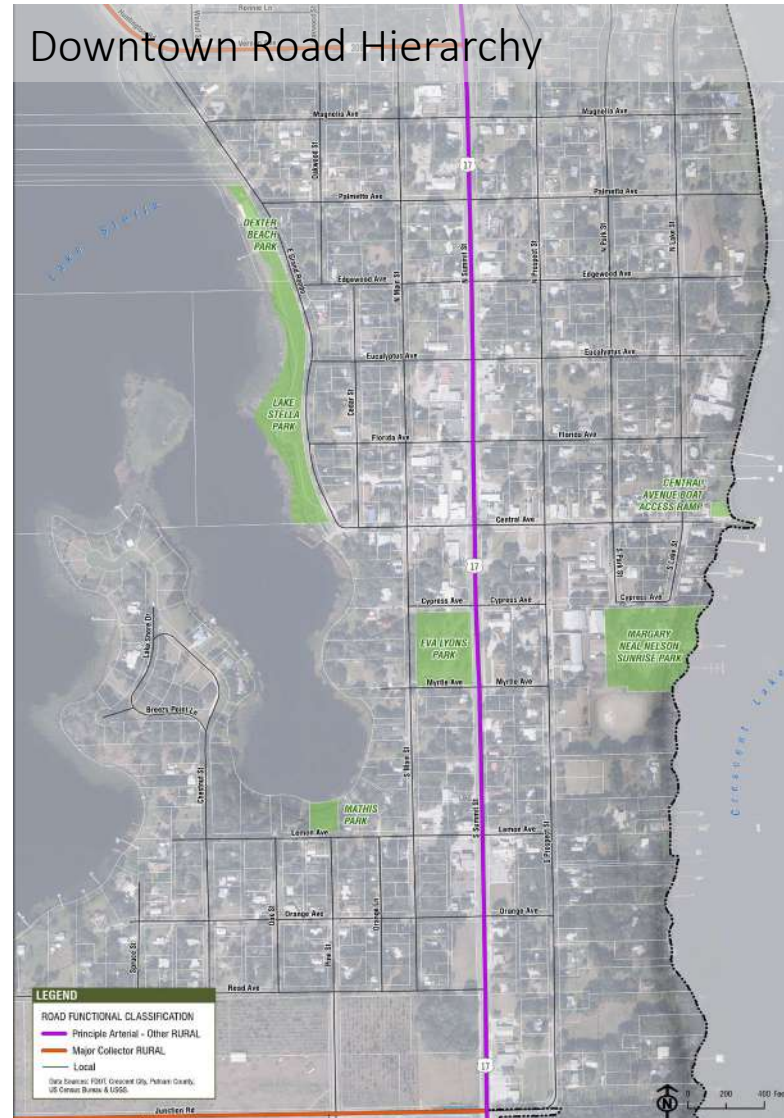
As part of the ongoing overlay zoning exercises being undertaken by Zev Cohen, a parking waiver zone is being considered in a 14-block area one block north and south of Central Avenue. The boundary for this proposed overlay zone may need to be evaluated further following this vision master planning study.

Floodplain Zones



Unlike most of Florida, Crescent City is located in a safer inland location, less susceptible to coastal hazards. That being said, inland flooding is major concern especially due to its location between two major lakes, however as evidenced through the flood map, Crescent City is out of the FEMA floodplain highlighted in green and purple. There are some zones that overlap some parts of Crescent City toward the north side around Argenta Lake with a 1 percent chance of flooding and 26 percent chance of flooding within 30 years. This indicates that development and infrastructure would primarily be safe from inland flooding.

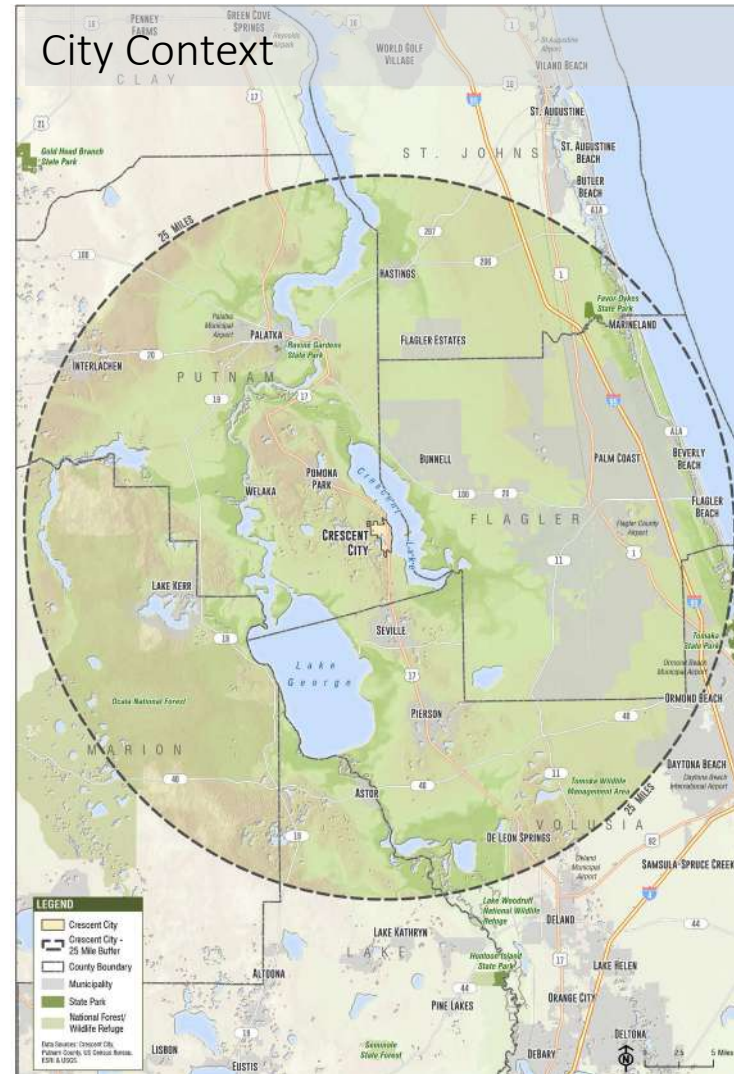
Downtown Road Hierarchy



Highway 17 (Summit Avenue) through downtown is a truck route with a four-lane plus turn lane configuration within the downtown area. Due to its strategic location between Orlando and Jacksonville, this corridor has potential to be a major thoroughfare accommodating more intense land uses. CR 308 and Junction Road are major east-west connectors. Most of the other streets are 1x1 urban streets with curbs and sidewalks. The City is platted as a uniform grid in a typical block of 300 feet by 420 feet. Shared bike lanes exist on the west side of Summit Avenue north of Vernon Avenue.

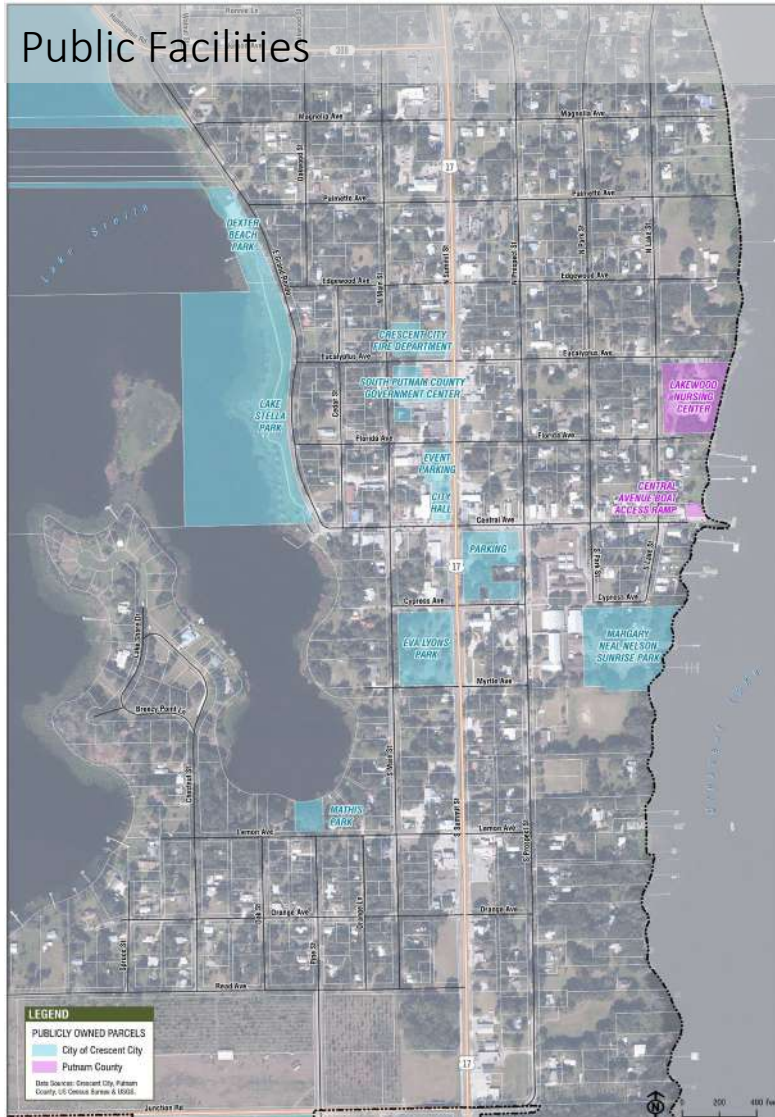


The downtown building footprint indicates a higher concentration of buildings with a larger footprint within the central downtown area. This helps better position future commercial and retail opportunities and direct them within this area. The footprint pattern also indicates empty spaces that can accommodate more urban type development across the City especially along the waterfront areas. Land utilization could be considered “low” based on this footprint pattern and further substantiated by the low population of 1,600 residents over 2.4 square miles. Green parks and open spaces are located close to this area as well, which would help create a balanced work life for the residents in the area.



The City is uniquely situated close to the Ocala National Forest and Daytona Beach, two major central Florida destinations. The map indicates the important and convenient location of Crescent City located between important large urban centers of Jacksonville to the north and Orlando to the South. The City of Welaka is located close to Crescent City which could possibly promote the exchange of visitors especially with the proposed 4,000-acre Bass Pro Fishing Resort planned there. Having several lakes all around the City make it an attractive spot for nature enthusiasts. This may also encourage the possibility of wildlife research centers to study Florida native flora and fauna.

Public Facilities



The public facilities in Crescent City are all conveniently located between Lake Stella and Crescent Lake. This includes the Crescent City Fire Department, South Putnam County Government Center, City Hall, Lakewood Nursing Center (Putnam County), parking spaces, Dexter Beach Park, Eva Lyons Park, Margary Neal Nelson Sunrise Park, Mathis Park, Lake Stella Park, and the Central Avenue Boat Access Ramp (Putnam County).

Parks Open Space and Recreation



The City's main parks are the Eva Lyons Park and Lake Stella Park. Other county parks and boat ramps exist within the City providing residents and visitors options to recreate. There is an opportunity to develop a chain of pocket parks that are interconnected through walking trails. The proposed trails could connect the southern region to the northern part creating a loop and establishing a health and well-being paradigm for the City. Other opportunities could include shared parks and active recreational facilities with the County School Board as part of the new school development.



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Area Prioritizations

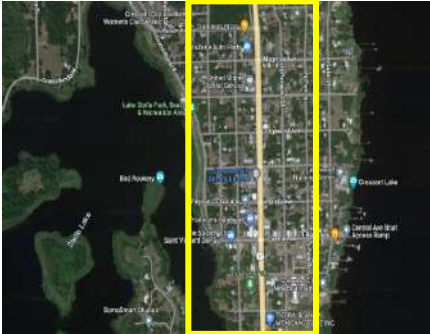
Following the detailed assessment, and the community engagement process, key priority areas, actions, and gaps were identified. There are specific targeted redevelopment actions and other general citywide and policy change actions.

The community and stakeholders have helped establish these priorities and form the starting point of the overall City of Crescent City Vision Master Plan and Redevelopment Plan Update. The following areas are identified as initial target action areas.

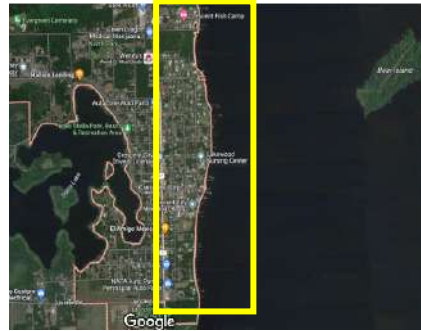
- Central Avenue (designated FL Main Street)
- Highway 17 Corridor
- Downtown Redevelopment Areas
- Middle School Site
- Central Avenue Vacant Site (Interim Use)
- Crescent Lake Waterfront
- Lake Stella Waterfront

The initial ideas for these areas based on community feedback are discussed in this section. Other redevelopment areas and citywide actions will be outlined in the next phase.

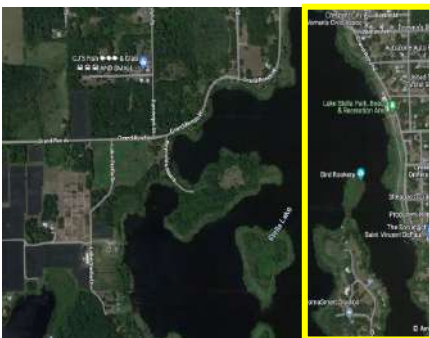
Opportunity Areas



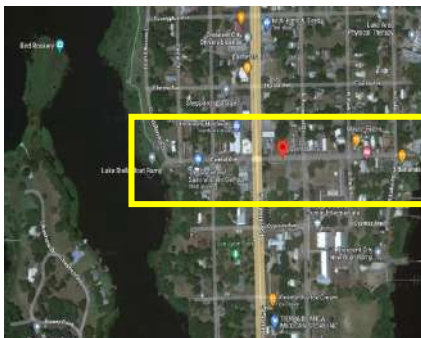
Downtown and Highway 17 Corridor Redevelopment



Lake Crescent Waterfront Redevelopment



Lake Stella Waterfront Redevelopment



Central Avenue (Main Street) Redevelopment



Middle School Site Redevelopment



Central Avenue Vacant Sites Redevelopment



Lack of amenities such as shopping, grocery, and public facilities



Poorly designed and connected sidewalks, inadequate space for events



Unattractive downtown core area and housing choices



Underdeveloped lakefront area and parks system



Lack of identity despite its unique location and history



Lack of recreational spaces, events for younger population groups



Main Street (Central Avenue)

Central Avenue is the designated Main Street is the heart of the City. Traditionally it has been the heart of the community with significant events, shopping, and dining. Historic buildings built up to the street line, oak trees and views to the lakes on either end make this roughly 2,000-foot-long street a unique place. On both ends of the street are significant parks and open spaces that provide access to Crescent Lake and Lake Stella. The Main Street also connects to Summit Avenue (Highway 17) and other districts of the City transitioning from commercial to residential use.

The primary redevelopment focus on Main Street would be infill redevelopment on the vacant or dilapidated sites and mixed use with housing on upper floors of existing commercial buildings. Public realm infrastructure improvements to accommodate City events and the improvements to overall street experience through green parklets and a multi-use trail and pedestrian connectivity could be considered. Installation of signage and public art to generate a unique user experience and identity reflecting the City's cultural and diverse community could be considered as part of placemaking within downtown. Pedestrian- and bike-friendly pathways connecting to other parts of the City and regionally, along with ample parking spaces could position the downtown for greater visitations and the restoration of Crescent City as a destination in north Florida soon.

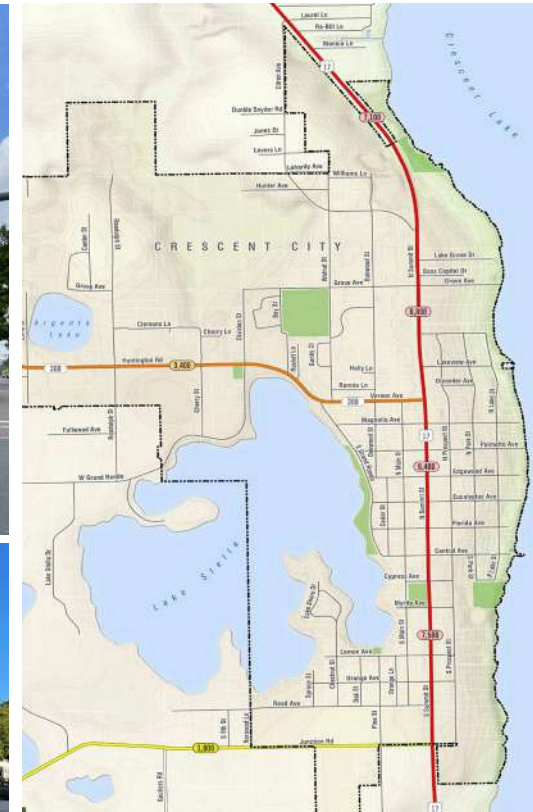
Highway 17 Corridor

The Highway 17 Corridor is an essential economic and commercial engine of Crescent City. It provides a lifeline to the City, the important link between Volusia County and St. Johns County. Though not being utilized to its full potential, it has the means of bringing in much-needed visitors and potential residents.

The CBD district proposed by the City’s planning consultants indicate a continued emphasis on the downtown and Highway 17 commercial cores. The utilization of public and private parcels along this corridor, including the existing City Hall and other public properties, could be improved. At the site level, building placement, its response to the public realm, design and location of entrances, site landscape enhancements along the street and parking areas, plazas and common gathering areas, and bike and pedestrian connectivity will need to be emphasized to generate a higher quality of development along the corridor.

This section of corridor will however need to be designed and redeveloped carefully to maintain the function of highway and respect the context of being the heart of Crescent City. Potential repurposing to widen the sidewalk and pedestrian spaces, and regulations around speed limits could be considered for pedestrian safety and enhanced user experience within downtown. Safety needs to be the highest priority along this section of US 17, which can be achieved through a complete streets approach with wider sidewalks, safe road crossings, speed limits, bike lanes, and green dividers which will act as a buffer between the road and ample parking spaces for the community.

The corridor can also feature gateway signage and placemaking elements with landscape and lighting to establish Crescent City’s unique identity and charm. Elements such as the City gateway can serve as a location marker and landmark for visitors.



Proposed CBD Map





Downtown Redevelopment Areas

The City has a strong history, vibrant cultural mix, and natural features that could be leveraged to enhance its quaint charm. This creates an opportunity to utilize and build on the history of the City. To start, preservation of the historical assets located in the downtown area and the historical residential districts, including residential and commercial buildings, would ensure this charm is retained.

Creating safe and walkable roads with a safe speed limit is critical for residents and visitors to enjoy and experience the City. Residents and visitors would take advantage of the walkable character of the area and make the most of bike lanes, walking trails, and water access throughout the downtown area.

Relocating the City Hall to another location will help provide a safer and more appropriate facility and free up the prime corner for commercial or event space.

Sites for interim use including innovation spaces, artists incubation, food trucks, and other activity generation uses in the downtown could be considered.

Mixed use and waterfront residential redevelopment opportunities on vacant or underutilized sites on Crescent Lake or Lake Stella would be another consideration to increase the residential footfall within downtown. This will also help promote a range of housing options and opportunities for investment.





Middle School Site

The former Middle School Site is in a prime location within the City. This 11-acre site along Crescent Lake has the potential to be a transformational opportunity. It is easily accessible from downtown Crescent City as well as Crescent Lake and Lake Stella. This site has the potential to serve as a catalyst to the area, bringing much-needed activation and economic development.

The community has been actively engaged in providing ideas for the redevelopment of this site through this process and previous efforts coordinated by the City. Redevelopment ideas include:

- Recreation center with indoor and outdoor sports and facilities.
- Arts and performance space.
- Waterfront mixed use and residential development.
- Commercial and retail uses.
- Parking space to accommodate cars, golf carts, bicycles, and electric scooters for events.

The site is adequate to accommodate several uses and serve multiple functions. A few existing buildings such as the school's recreation center are of historic value and in a reasonable condition for adaptive reuse.

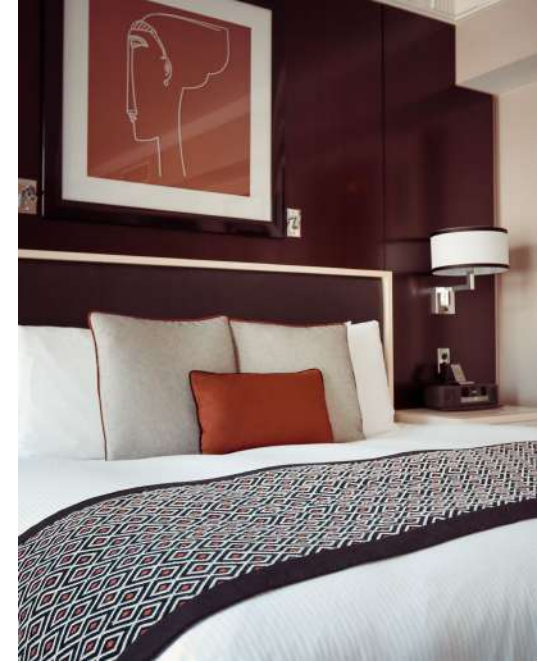


Summit/Central Avenue Vacant Site (Interim Use)

The vacant site is in the heart of downtown. It sits between the two lakes and other important downtown landmarks such as the City Hall. This provides a unique opportunity to leverage the location to benefit not only the community but also attract visitors to the area. There are several ideas on how the site can be developed; among them was a study carried out by the University of Florida and another one by Nichols Hospitality Consulting on a possible boutique hotel.

The boutique hotel would keep within the overall theme of the historic quaint and homelike feel of the City and design around that idea. The hotel would create job opportunities as well as activate the local economy. The hotel would not be a massive chain but rather a boutique hotel, keeping true to the overall theme and vision for the City, based on historic Florida hotels such as the Island Hotel in Cedar Key. For various reasons, these ideas have not come to fruition due to lack of developer interest and confidence in the market.

Other ideas may include: a spa hotel focused on health and wellness, art gallery, stage and performance area for concerts, performers and artists and culinary festivals associated with the City's traditions related to fishing. In conjunction with this, an artists/performers residency retreat could be organized to further regional interest in the City and activate downtown. Some of the ideas above could serve as interim land uses until the establishment of a more robust mixed-use residential scenario along these prime corridors. The city's Mexican population and diverse demographic profile could be leveraged to establish these objectives.





Crescent Lake Waterfront

The Crescent Lake waterfront serves as the nucleus for the City of Crescent City. It is the main attraction located right at the doorstep of its residents. Located within walking distance from almost every house within the City, the waterfront provides an opportunity for recreation and bringing the community together to celebrate the City. Currently the area primarily has single-home residential developments along the lakeshore. This limits the opportunity for other residents of the City to access and enjoy the lake.

As part of our redevelopment efforts, publicly owned waterfront areas in the downtown area and north end could be made more accessible and available for destination creation and activities enhancement. Locations in and around Fletcher Park, Central Avenue Boat Ramp, and the Margary Neal Nelson Sunrise Park need to be evaluated in this regard.

Redevelopment and redesign to reinvigorate the location through a range of recreational activities such as watersports, green and open spaces, jogging track, walking trail, public art, dog park, marina development, cafes and restaurants along with mixed use housing/affordable multi-family housing could be considered.





Lake Stella Waterfront

The Lake Stella waterfront acts as a sanctuary for nature as well as a small recreational park for families. It has the only beach serving the City. Although a smaller lake compared to Crescent Lake, this area has historical significance and contributes to its uniqueness and abundant waterfront living.

This lakefront could be an ideal location for waterfront living, in a park setting. Residents on the west side of the City would enjoy this park and participate in biking, walking, and nature watching across the lake. Family-oriented facilities such as food trucks and event space for weekly food markets can also be incorporated in the area, along with properly designed pedestrian walking paths linking Lake Stella all the way to Crescent Lake through downtown. These features and improvements could provide much-needed pedestrian circulation and housing choices to revitalize the City.





Additional Opportunities and Ideas

- **Spa Retreat.** The City may serve as a hotspot for spas/retreats due to the unique location between two lakes, and lack of noise pollution.
- **Crescent Lake Paddling Trail,** Manatee conservation programs/rehabilitation centers can be located here, and this may attract researchers and tourists, as well as placing it on the state map for conservation efforts.
- **Connecting Crescent Lake to Lake Stella via green walking trail.** This would inevitably connect both sides and provide easy access between two points thereby increasing foot traffic.
- **Butterfly and Botanical Gardens** may serve as a major draw for tourists. They may lead to annual events and exhibits.
- **The recreation building** in the middle school may be adaptively reused into an **Artist's Residency and Exhibition Space.** Art will attract buyers, sellers, and admirers from all over and these programs can help establish the City as an artist attraction.
- Food is always a good start. Highlighting **Southern Cuisine,** Florida seafood etc., through food festivals, local produce, and local cafes/eateries would draw in residents and visitors.
- Since there are no **Local Grocery Stores,** maybe see if there would be any that can be incentivized to move here.
- **Riverwalk along Lake Stella.**
- **Mixed-Use Housing (affordable housing).**
- **Designate arts and cultural district.**
- **Utilize complete streets principles to enhance US 17.**
- **Investigate fish tourism.** This seems to be a common theme with smaller waterfront towns/villages. Florida is ranked at the top as being the best state for fishing. Fishing charters and fishing tournaments could be investigated.

Landscape and Environment

The City of Crescent City requires landscaped areas and buffers between some land uses to preserve the value of land and buildings on surrounding properties and neighborhoods.

Preservation of existing landscape materials and landforms are encouraged in Crescent City. Discretionary credit is be given for each existing plant or tree preserved. Effective regulations are in place to protect the robust landscape environment of the City. These include:

- Wherever a use of greater intensity abuts another use of less intensity, a 10-foot landscaped buffer is required to be provided by the greater intensity.
- Off-street parking shall contain 10 square feet of interior landscaping for each parking space.
- All landscape requirements apply to new developments.
- No additions or improvements may be made on existing developed property unless the development conforms to the regulations.

The City's mature landscape and waterfront environment is what draws many to the City. This is to be valued and enhanced through the upcoming master plan.





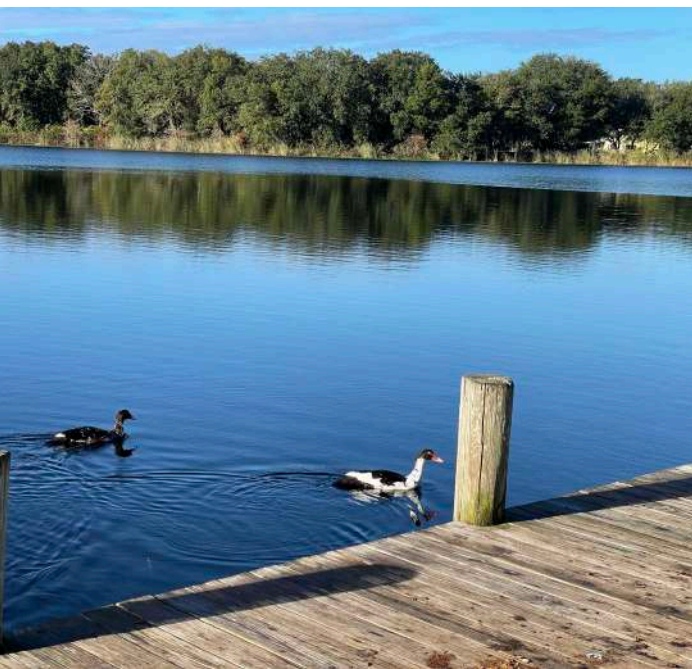
Recreation and Waterfront

Crescent City is dedicated to maintaining parks and providing sufficient recreational facilities to meet the needs of the City's citizens and visitors. Natural resources such as lakes and other water sources/bodies will be protected. Some key ideals protect the City's recreation and waterfront assets. These include:

- All facilities are accessible to the handicapped, elderly, and the transportation disadvantaged through the County "Transportation" programs.
- The City will continue to work with local civic groups in sponsoring recreational activities for the City's youth and elderly.
- Crescent City guarantees 6 acres of parkland and 25 acres of open space per 1,000 people.
- Water bodies located adjacent to or within the City limits will not be located near landfills.
- A mandatory 25-foot setback of habitable structures from the lakefront shall be required for any waterfront development.
- Residents of waterfront developments shall be made aware, through public education, of various techniques available to protect water quality that includes maintenance of vegetated upland buffers, littoral zones, and proper application of pesticides and fertilizers.

Putnam County's Blueways & Trails Programs connects to the Bartram Trail. This brings recreational activities that includes a paddle route and other trail related activities on Lake Stella. This can be an opportunity for Crescent City to showcase its beautiful downtown area and culture in the future.





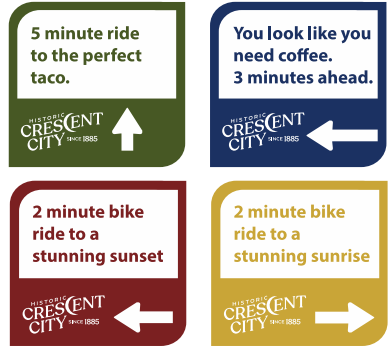
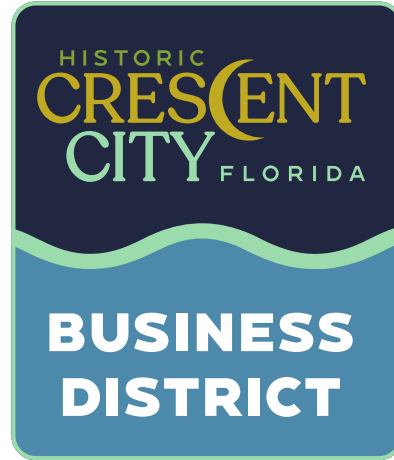
6

City Positioning and Branding

The City of Crescent City has a unique charm and quaint atmosphere. The community and its residents appreciate that charm and want to preserve the character. It is one of the few towns which has an authentic identity. This authenticity is what may be promoted as a key interest point as featured in the City’s tag line of “Life Between the Lakes.” The location between two lakes also sets the City apart from other local towns, along with the natural features surrounding it. This provides an opportunity to market the harmonious nature and town setting. A “thriving old small town connected by lakes and trails” could be an aspirational master planning vision statement. For its location, the City proves to be a “gateway to old north Florida,” which can also be used to attract visitors and future residents. It has the potential to become a must-see quaint town on the biking or driving circuit. The changing and diverse population group could be promoted as a thriving and vibrant community. The following initiatives could serve as a branding and positioning statement for the master plan.

Feels Like Home: Crescent City provides a unique opportunity for residents to sink roots and fulfill their dreams of homeownership. Our off-the-beaten-path location provides the quiet charm of a small town, with access to larger employment opportunities nearby. Our vision is to establish the best quality of life for our residents, which will in turn generate growth and economic activity with businesses serving locals.

Hacienda District Initiative: Home is the place you feel most comfortable to be yourself. Here in Crescent City, we have a diverse population from a variety of walks of life to celebrate, while immersing visitors in our unique brand of small-town charm. We pride ourselves on supporting the development of our varied cultures and will elevate our Hispanic culture through a Hacienda Initiative. This series of projects and programs seeks to bring awareness to cultural treasures. Action steps could include Plans, Programs, Policies, Code, and Capital Investment.



Marketing Branding Strategy

The City has completed a Branding and Promotional Strategy project with consultants Muldrow in 2022. The goal of this is to establish an identifiable brand for the City for the purposes of marketing. The graphics presented here are some of the branding developed as part of this project. The City's tag line of "life between the lakes" was developed as part of this process.

As per the consultants, the branding launch is envisioned into three main phases:

- **Phase 1:** Adopt Brand and Technical Integration
- **Phase 2:** Social Media and Online
- **Phase 3:** Communication, Collateral, Event Extension, Printing, and Wayfinding.

The City has successfully incorporated and implemented this new branding in its operations. The graphics and flyers for this master planning project also reflect this branding. A goal of the vision master plan is to incorporate the branding strategy developed by Muldrow into the placemaking and visioning aspects of the plan.

7

Next Steps

Phase 2 Draft Master Plan

- As part of Phase 2, the project team will prepare:
- Master plan vision and master plan principles
 - Preliminary master plan options for downtown, US 17 Corridor, and other target areas
 - Public meetings/workshops #2 and survey
 - Draft CRA plan update
 - Planning and zoning commission meeting
 - City commission/CRA board workshop
 - Draft master plan presentation documenting the work done during this phase



Phase 3 Final Master Plan

- The final phase will include the following work:
- Final vision master plan, redevelopment recommendations and illustrations/renders
 - Rough order of magnitude redevelopment costs
 - Phasing and implementation strategy
 - City commission meeting and presentation
 - Final vision master plan and CRA plan update report/presentation

Appendices



Project Timeline and Dates



Assessment Maps



Stakeholder and Project Kick-off Meeting Notes



Online Survey 1, Public Workshop 1 Feedback

Appendix 1



Project
Timeline and
Dates

City of Crescent City Vision / Master Planning and Redevelopment Plan Update

KEY DATES - Draft 08.03.2023

No	Meeting/Event	Tentative Dates
1	Project Kick-off	July 27, 2023
2	Site and Data Assessment, Mapping	Jul - Aug 2023
3	Stakeholder Meetings and Interviews	Aug 22, 2023
4	Online Survey for Phase 1 (2 weeks)	Aug 18 to Sep 04, 2023
5	Public Meeting 1 – Assessment Highlights and Initial Feedback	Aug 29, 2023
6	Phase 1 - Data Assessment and City Positioning Report/Presentation	Sep 22, 2023
7	Vision and Preliminary Master Plan Options	Sep - Oct 2023
8	Draft Vision Master Plan	Oct - Nov 2023
9	Online Survey for Phase 2 (2 weeks)	Oct 20 to Nov 06, 2023
10	Public Meeting 2 - Draft Vision, Master Plan and Recommendations	Nov 01, 2023
11	CRA Plan Update	Nov 2023
12	Planning and Zoning Commission Meeting	Nov 02, 2023
13	City Commission/CRA Board Workshop	Nov 09, 2023
14	Phase 2 – Draft Vision / Master Plan Presentation	Dec 01, 2023
15	Final Vision and Master Plan	Dec 2023 - Jan 2024
16	Redevelopment Costs and Implementation Strategy	Jan 2024
17	City Commission Meeting and Presentation	Jan 11, 2024
18	Phase 3 - Draft Final Vision / Master Plan Report	Jan 05, 2024
19	Final 3D Illustrations	Jan 2024
20	Phase 3 - Final Vision / Master Plan Report	Jan 26, 2024

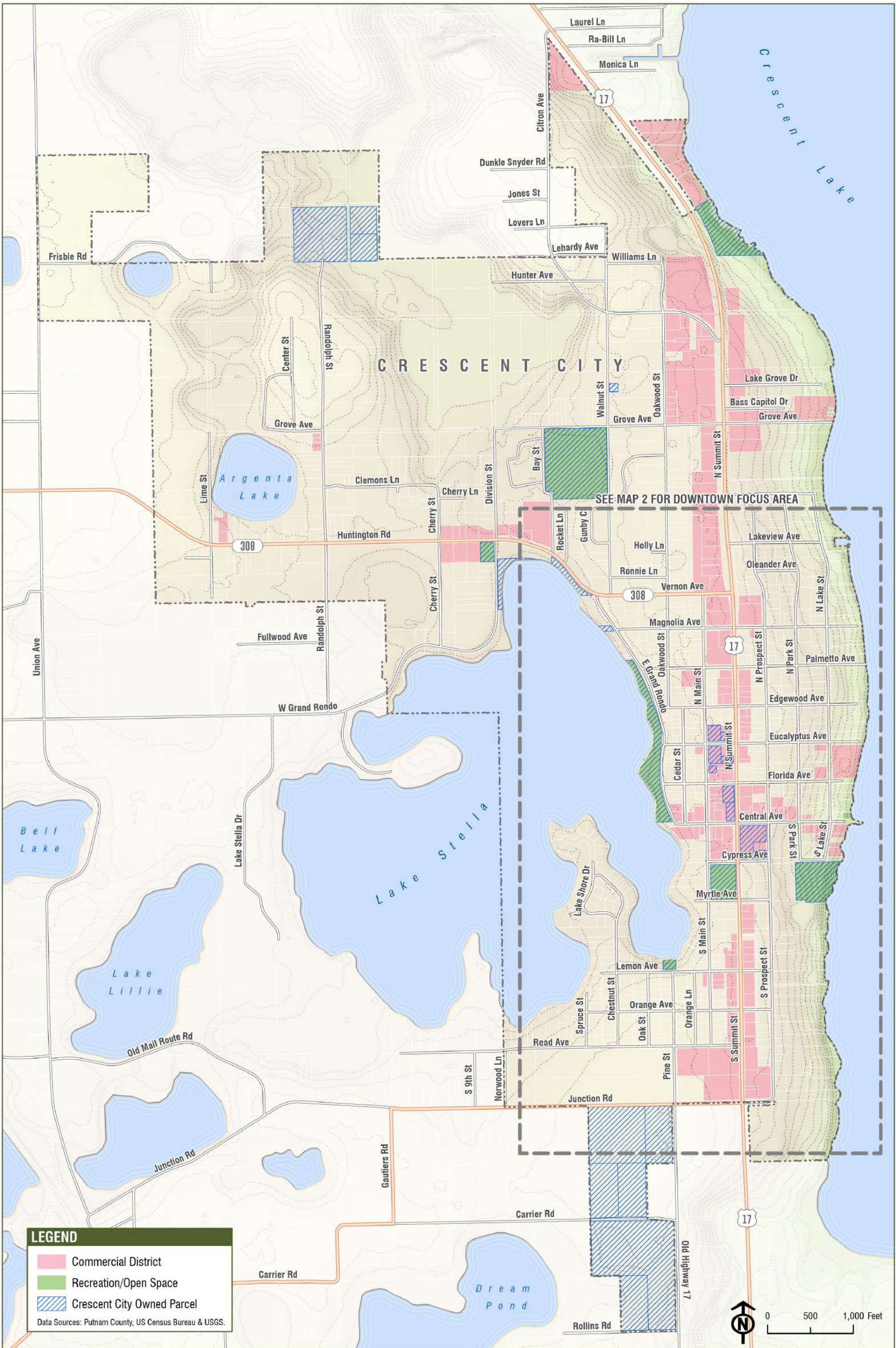
Other regular coordination's, reporting's, and meetings:

- 1) City Webpage Information Coordination with City – Bi-monthly (3 times)
- 2) City Project PM and Team Meeting/Reporting – Every 6 weeks (4 times)

Appendix 2



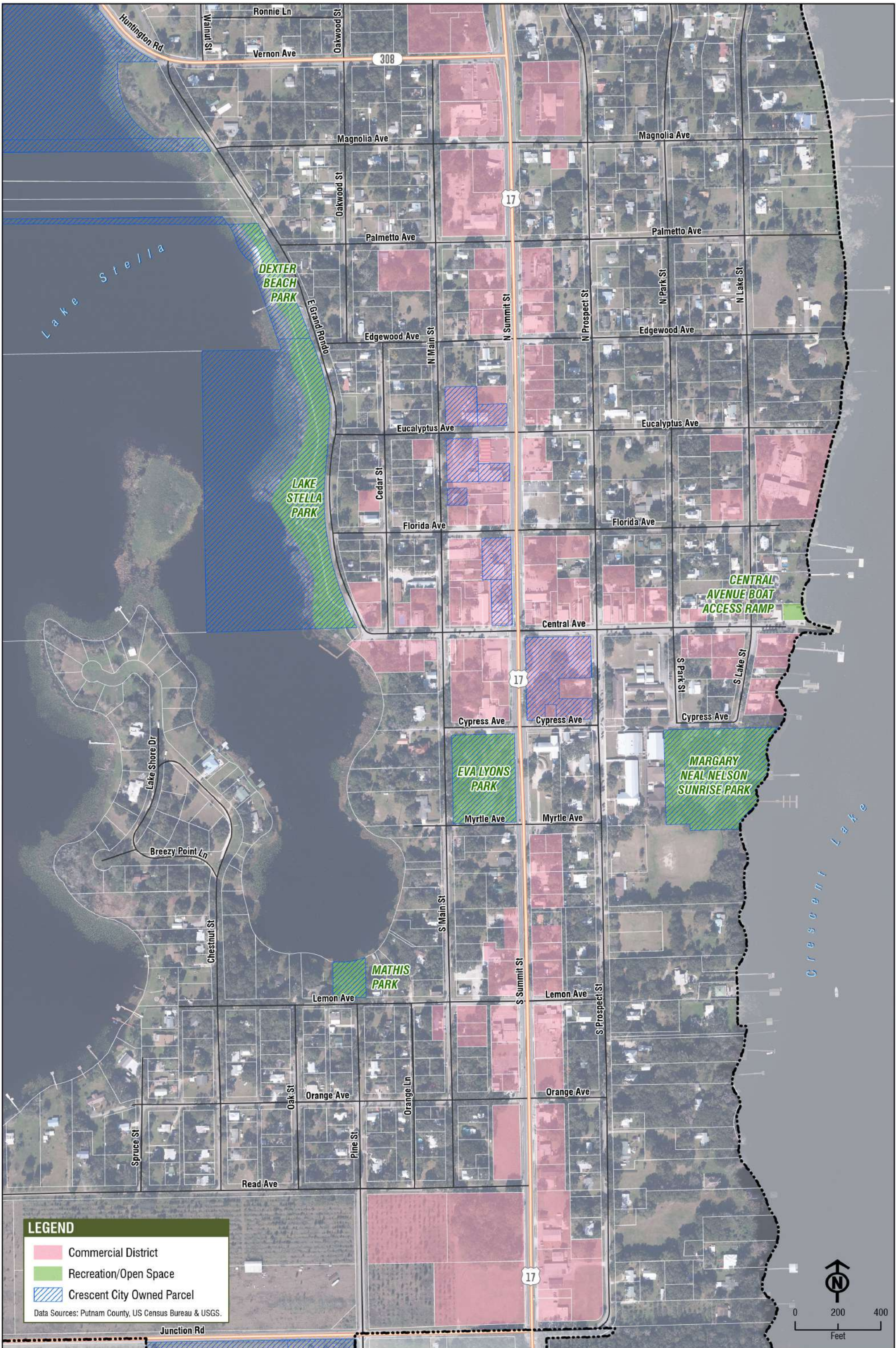
Assessment
Maps



LEGEND

- Commercial District
- Recreation/Open Space
- Crescent City Owned Parcel

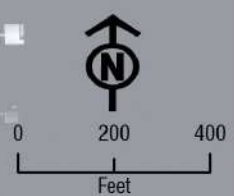
Data Sources: Putnam County, US Census Bureau & USGS.

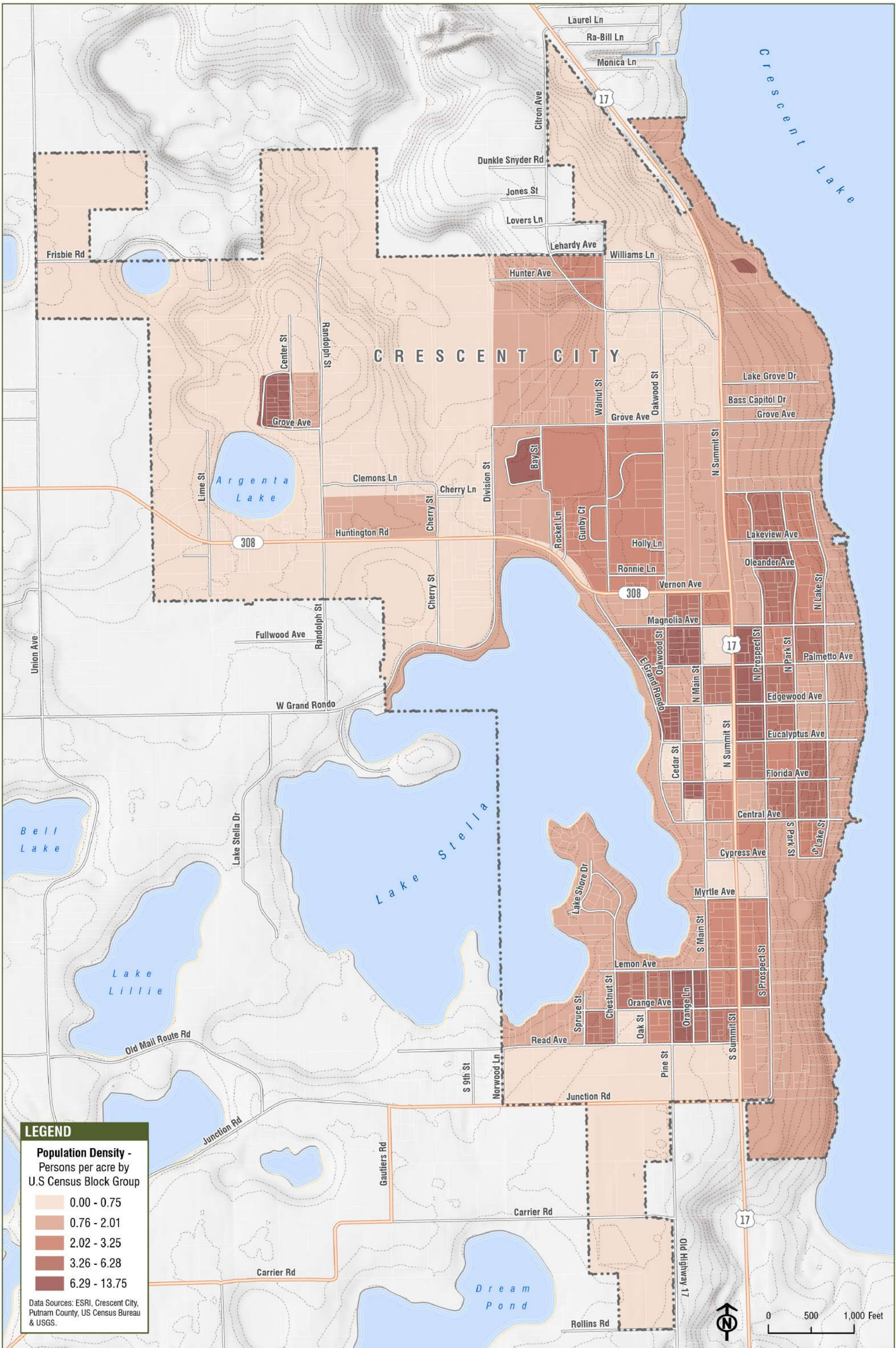


LEGEND

- Commercial District
- Recreation/Open Space
- Crescent City Owned Parcel

Data Sources: Putnam County, US Census Bureau & USGS.



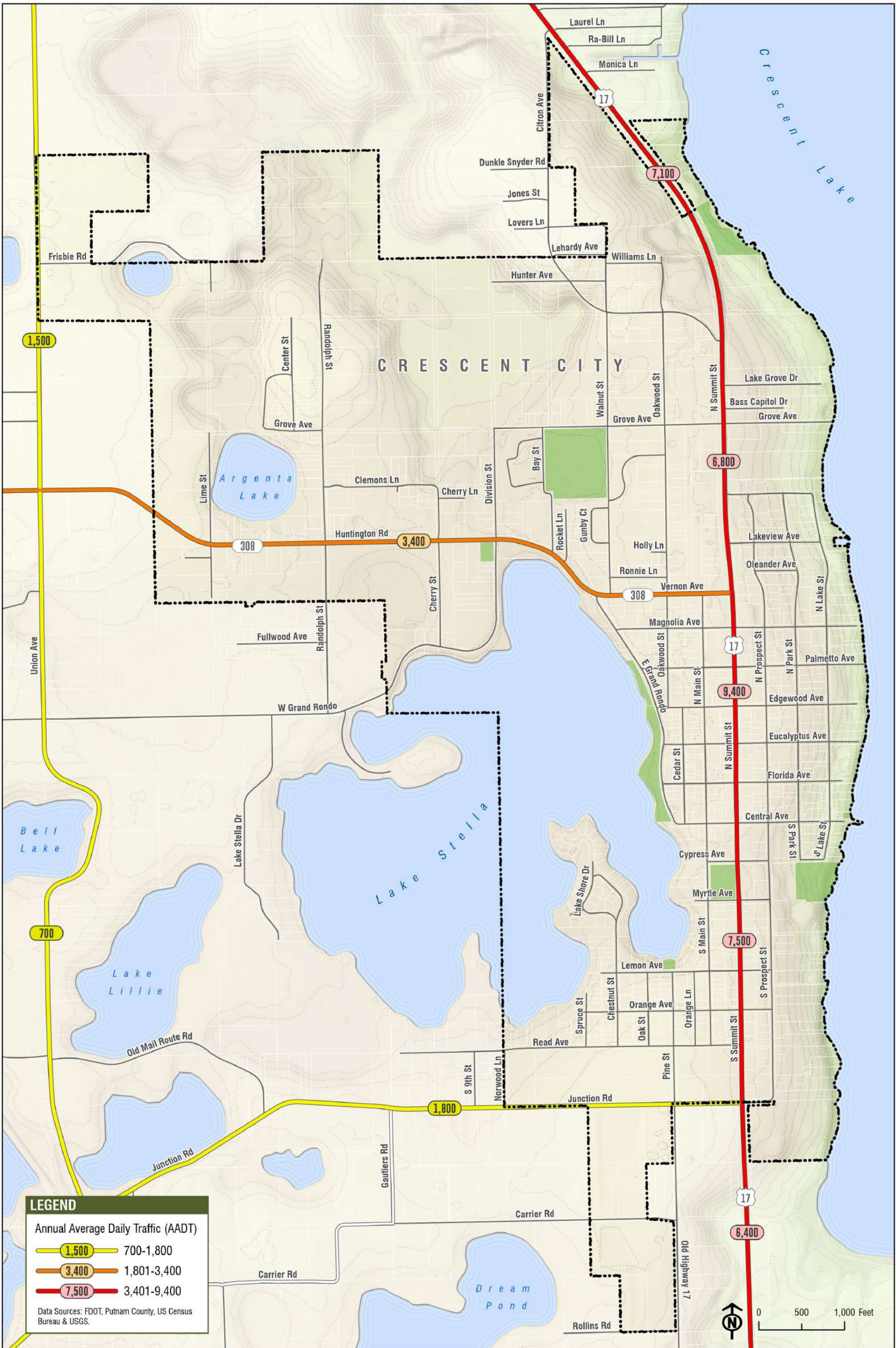


LEGEND

Population Density - Persons per acre by U.S. Census Block Group

- 0.00 - 0.75
- 0.76 - 2.01
- 2.02 - 3.25
- 3.26 - 6.28
- 6.29 - 13.75

Data Sources: ESRI, Crescent City, Putnam County, US Census Bureau & USGS.

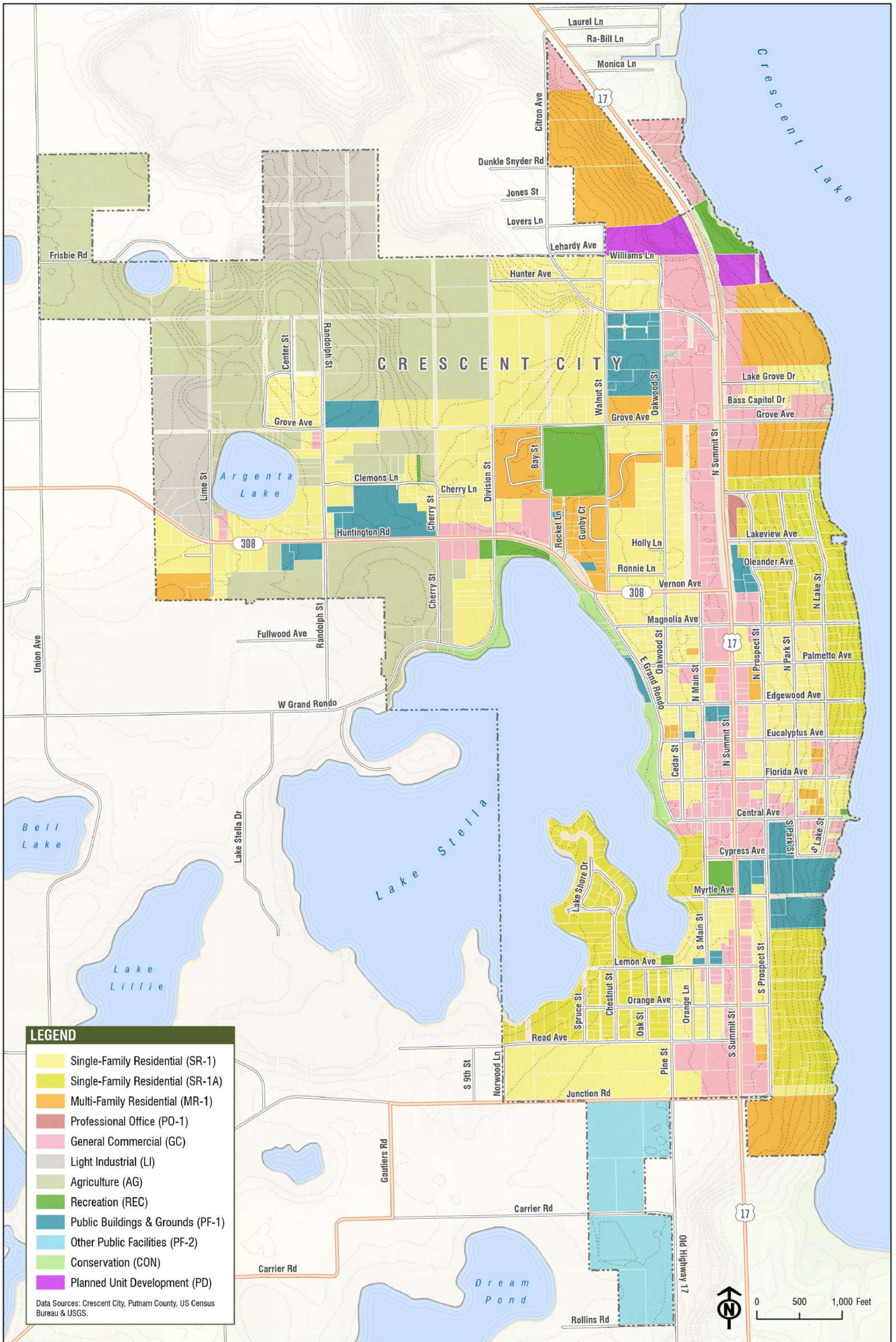


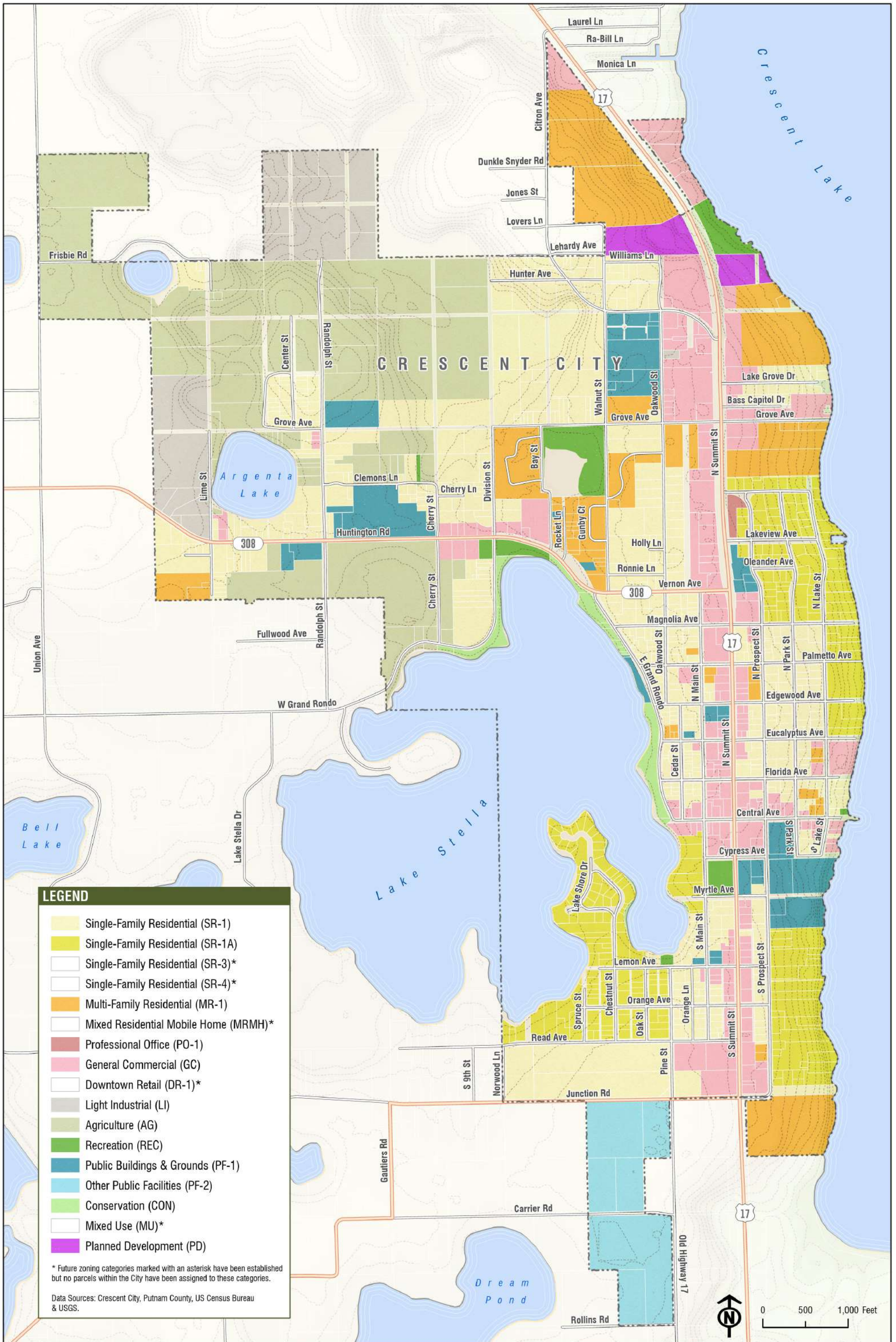
LEGEND

Annual Average Daily Traffic (AADT)

- 1,500 700-1,800
- 3,400 1,801-3,400
- 7,500 3,401-9,400

Data Sources: FDOT, Putnam County, US Census Bureau & USGS.



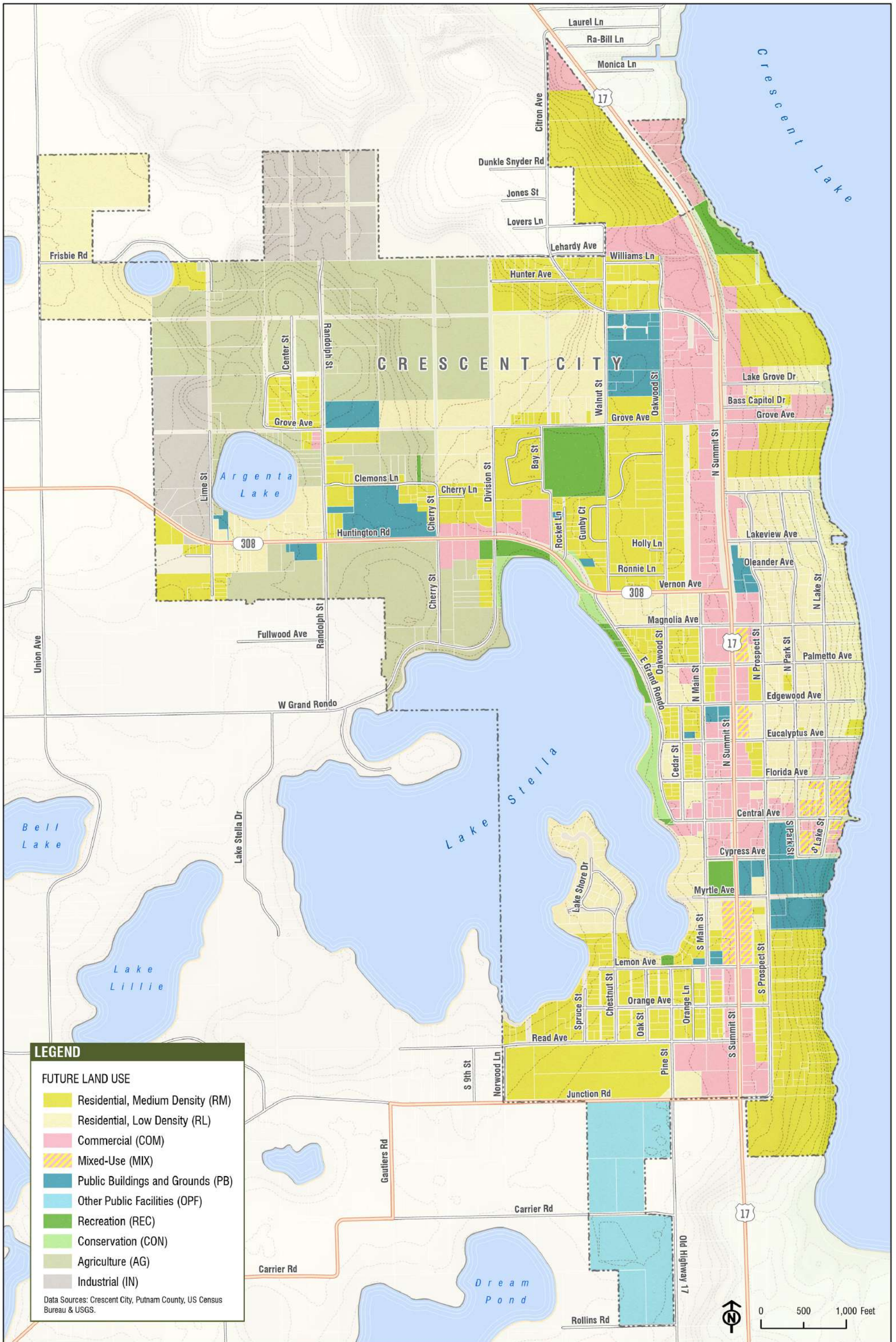


LEGEND

- Single-Family Residential (SR-1)
- Single-Family Residential (SR-1A)
- Single-Family Residential (SR-3)*
- Single-Family Residential (SR-4)*
- Multi-Family Residential (MR-1)
- Mixed Residential Mobile Home (MRMH)*
- Professional Office (PO-1)
- General Commercial (GC)
- Downtown Retail (DR-1)*
- Light Industrial (LI)
- Agriculture (AG)
- Recreation (REC)
- Public Buildings & Grounds (PF-1)
- Other Public Facilities (PF-2)
- Conservation (CON)
- Mixed Use (MU)*
- Planned Development (PD)

* Future zoning categories marked with an asterisk have been established but no parcels within the City have been assigned to these categories.

Data Sources: Crescent City, Putnam County, US Census Bureau & USGS.



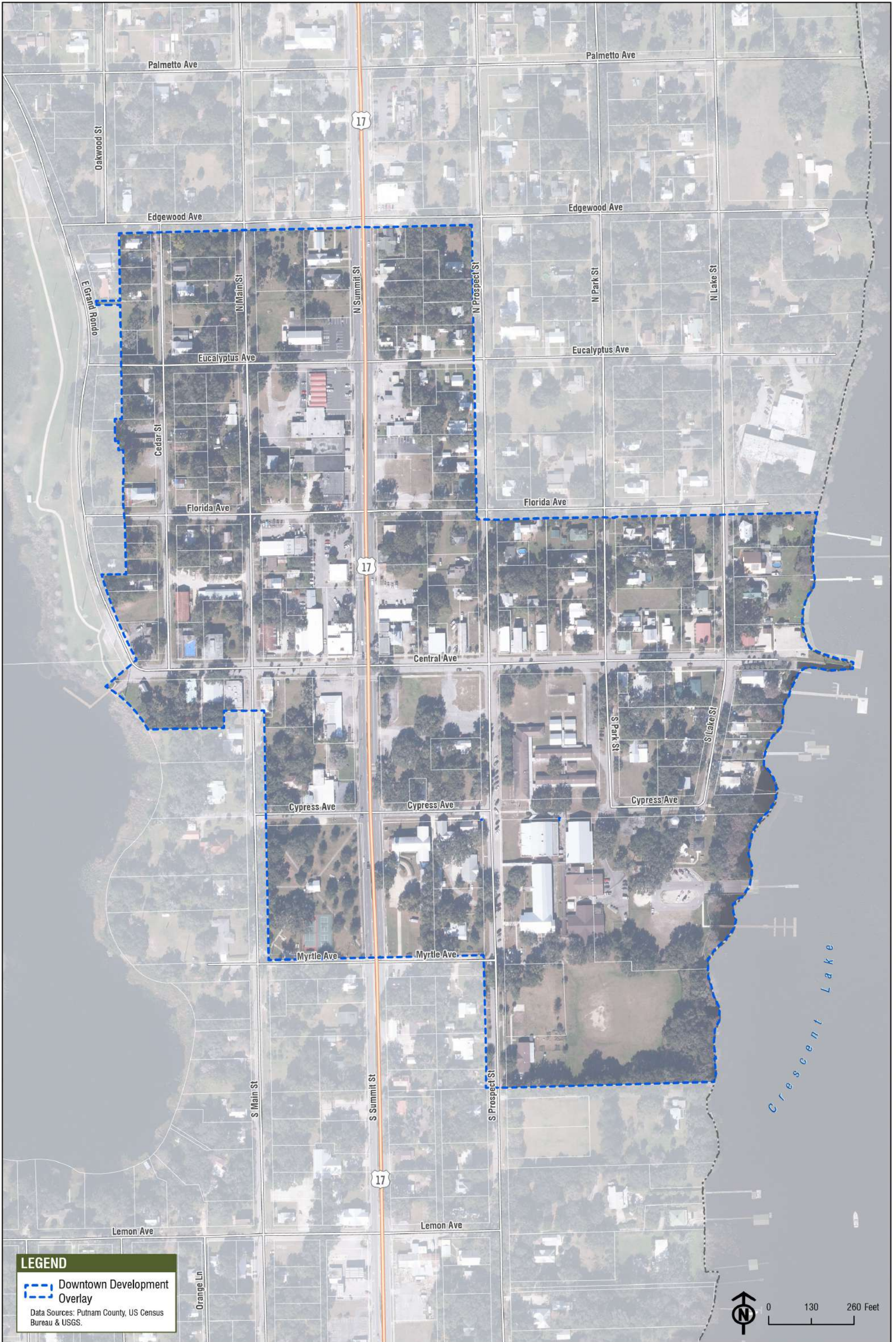
LEGEND

FUTURE LAND USE

- Residential, Medium Density (RM)
- Residential, Low Density (RL)
- Commercial (COM)
- Mixed-Use (MIX)
- Public Buildings and Grounds (PB)
- Other Public Facilities (OPF)
- Recreation (REC)
- Conservation (CON)
- Agriculture (AG)
- Industrial (IN)

Data Sources: Crescent City, Putnam County, US Census Bureau & USGS.

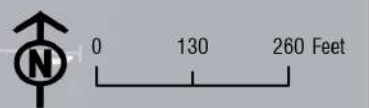


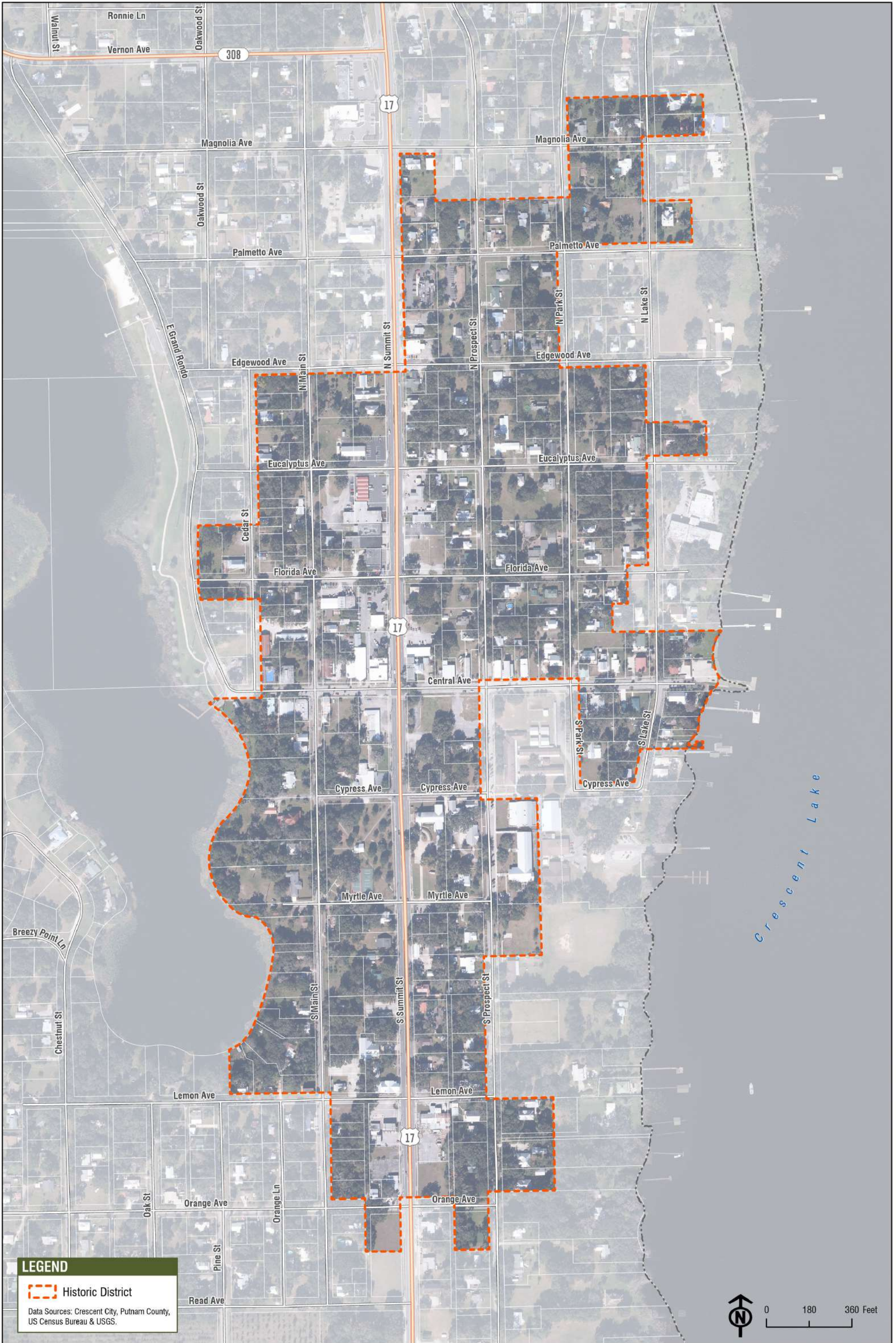


LEGEND


 Downtown Development Overlay

Data Sources: Putnam County, US Census Bureau & USGS.




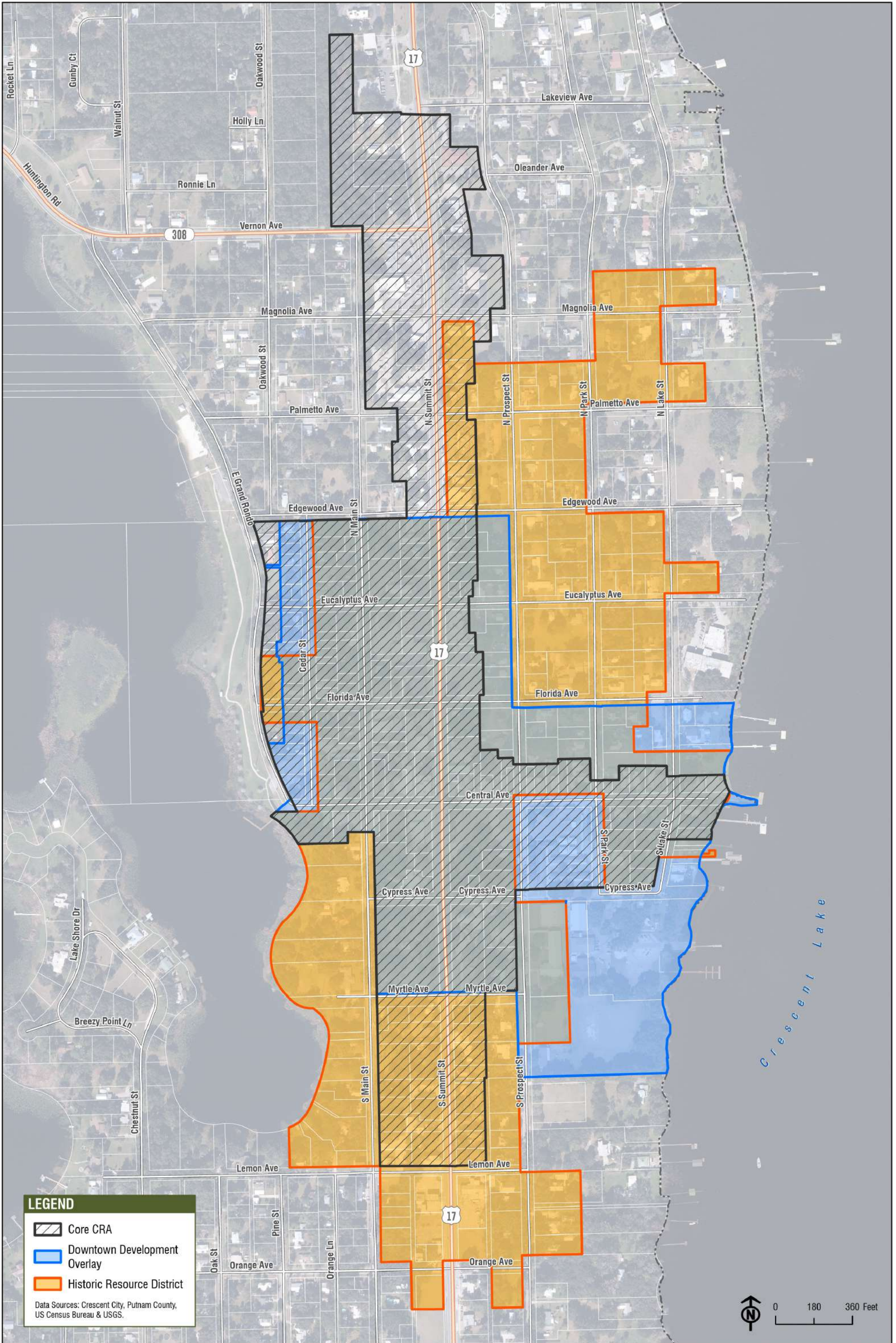


LEGEND

 Historic District

Data Sources: Crescent City, Putnam County, US Census Bureau & USGS.

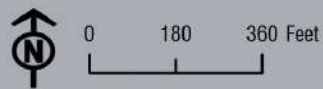
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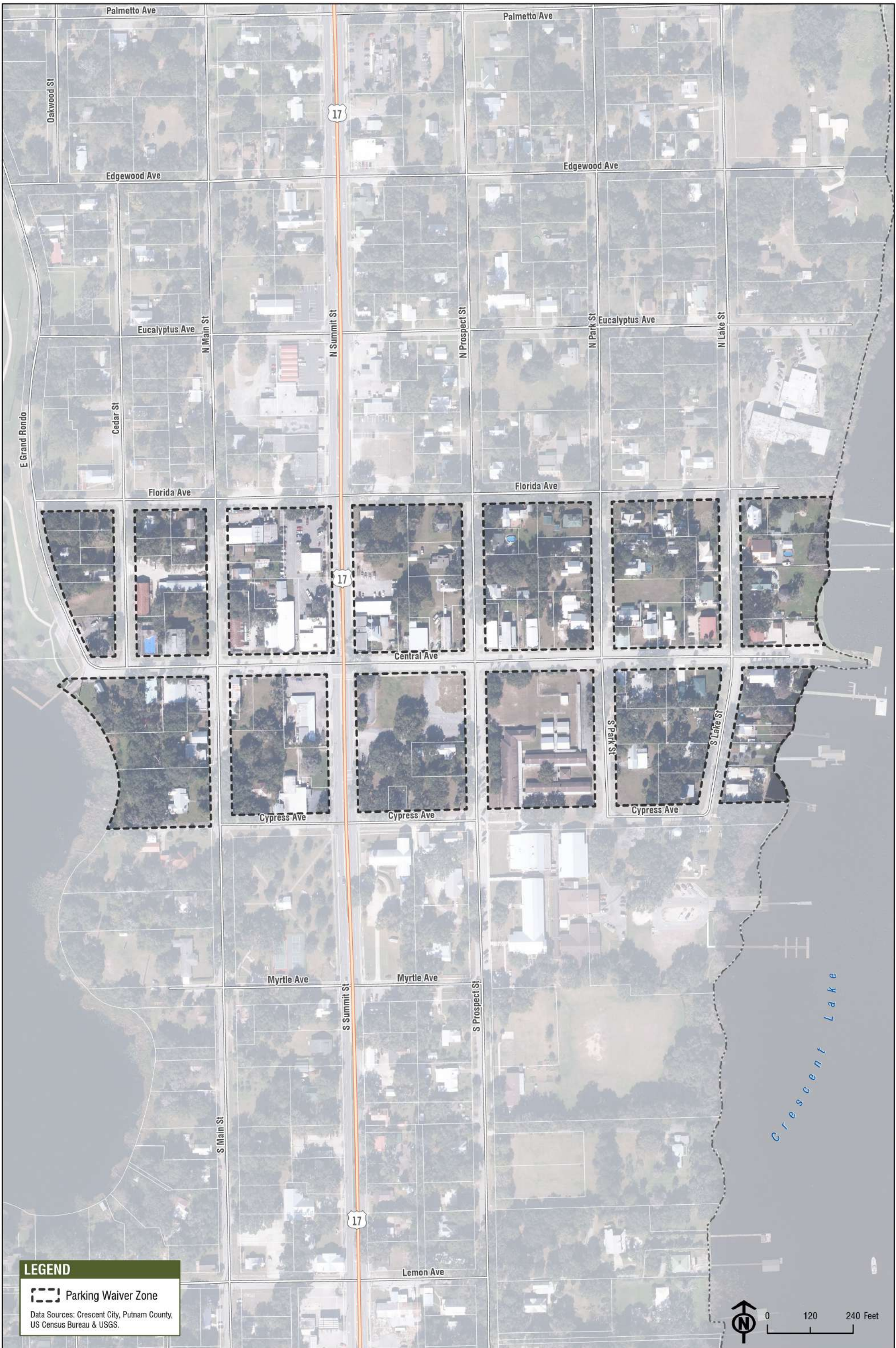


LEGEND


-  Core CRA
-  Downtown Development Overlay
-  Historic Resource District

Data Sources: Crescent City, Putnam County, US Census Bureau & USGS.

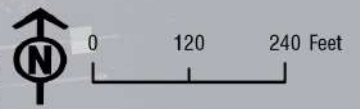


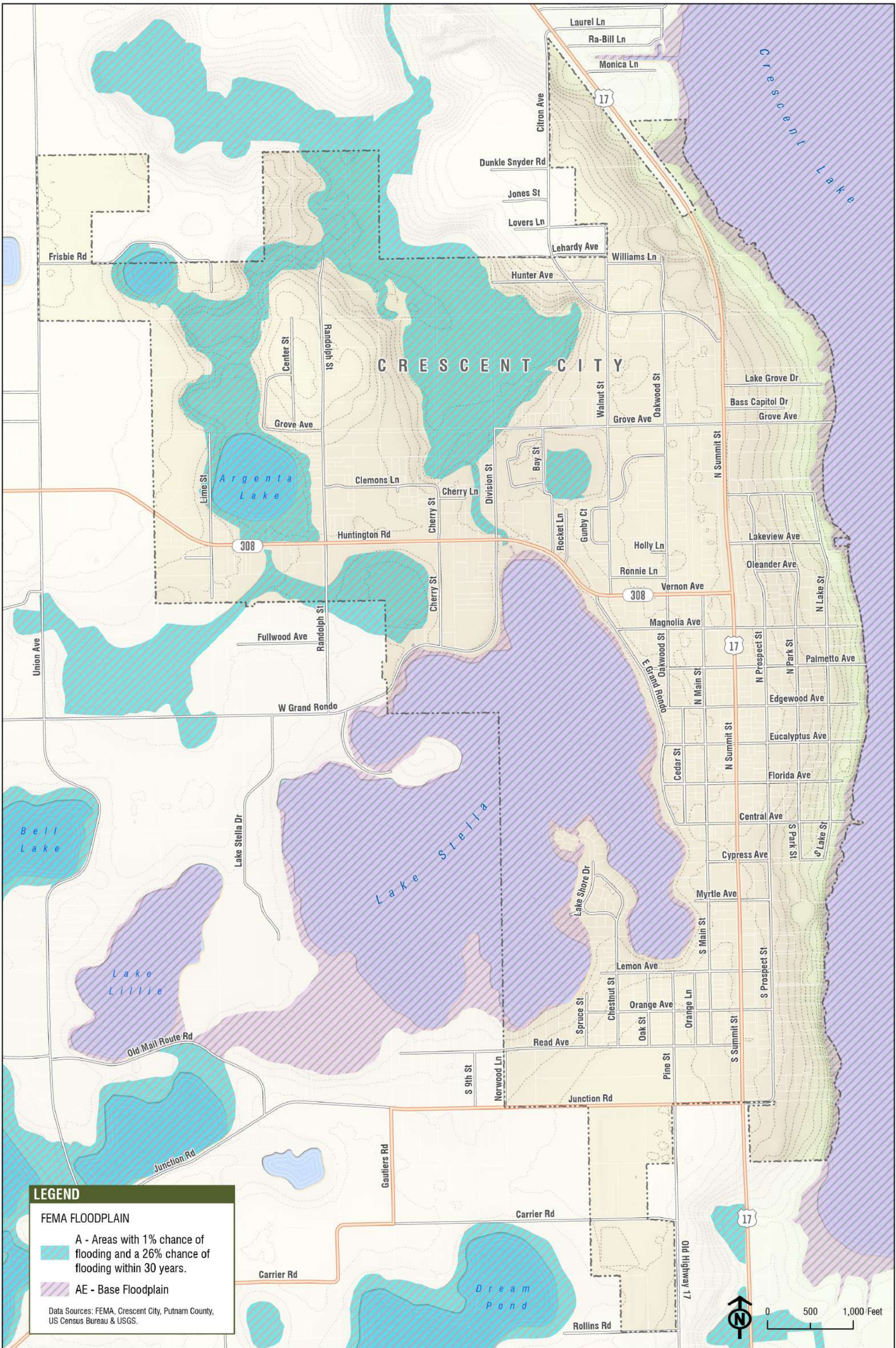


LEGEND

 Parking Waiver Zone

Data Sources: Crescent City, Putnam County,
US Census Bureau & USGS.



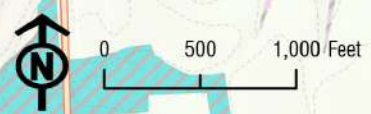


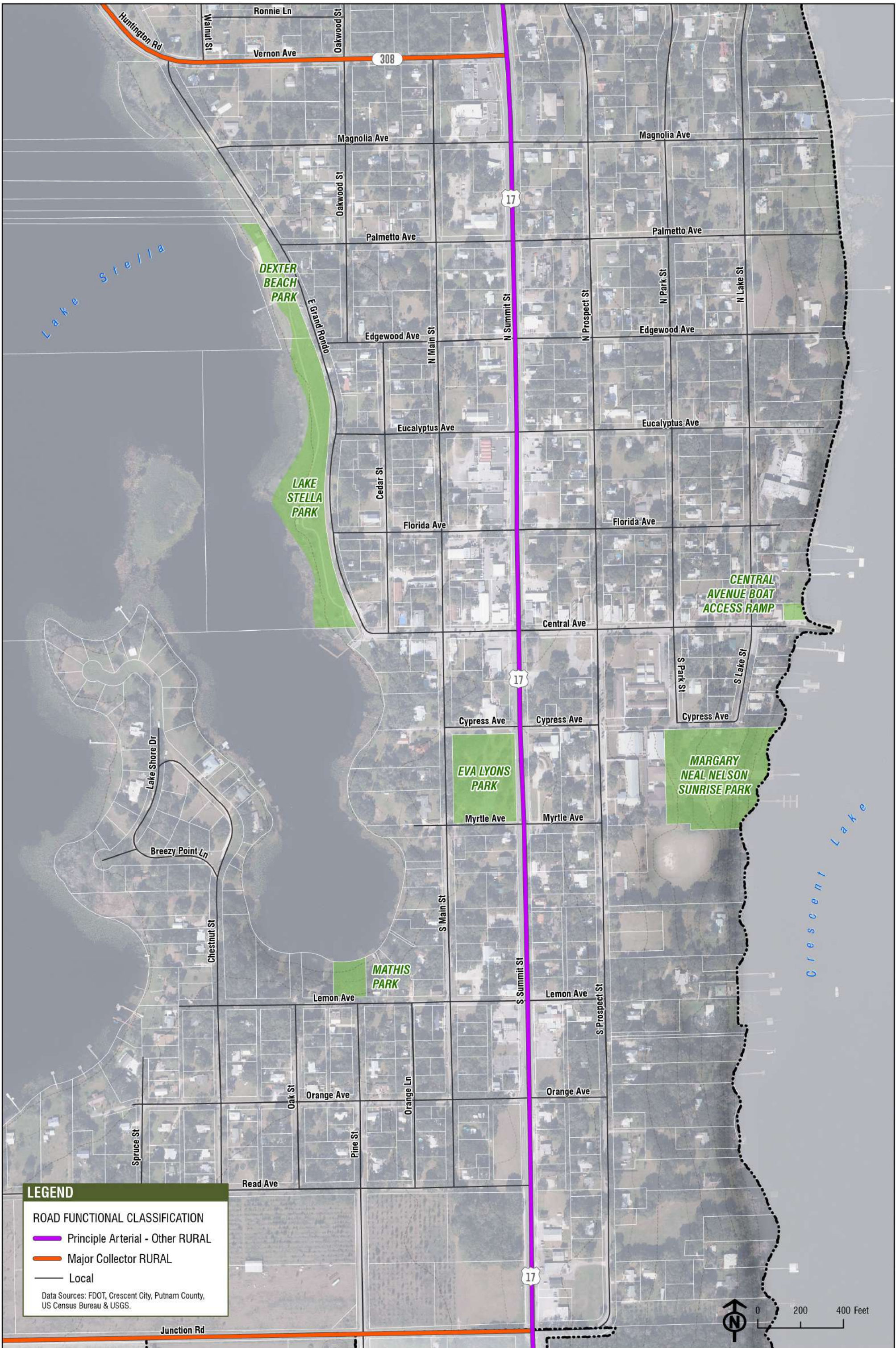
LEGEND

FEMA FLOODPLAIN

- A - Areas with 1% chance of flooding and a 26% chance of flooding within 30 years.
- AE - Base Floodplain

Data Sources: FEMA, Crescent City, Putnam County, US Census Bureau & USGS.





LEGEND

ROAD FUNCTIONAL CLASSIFICATION

- Principle Arterial - Other RURAL
- Major Collector RURAL
- Local

Data Sources: FDOT, Crescent City, Putnam County, US Census Bureau & USGS.

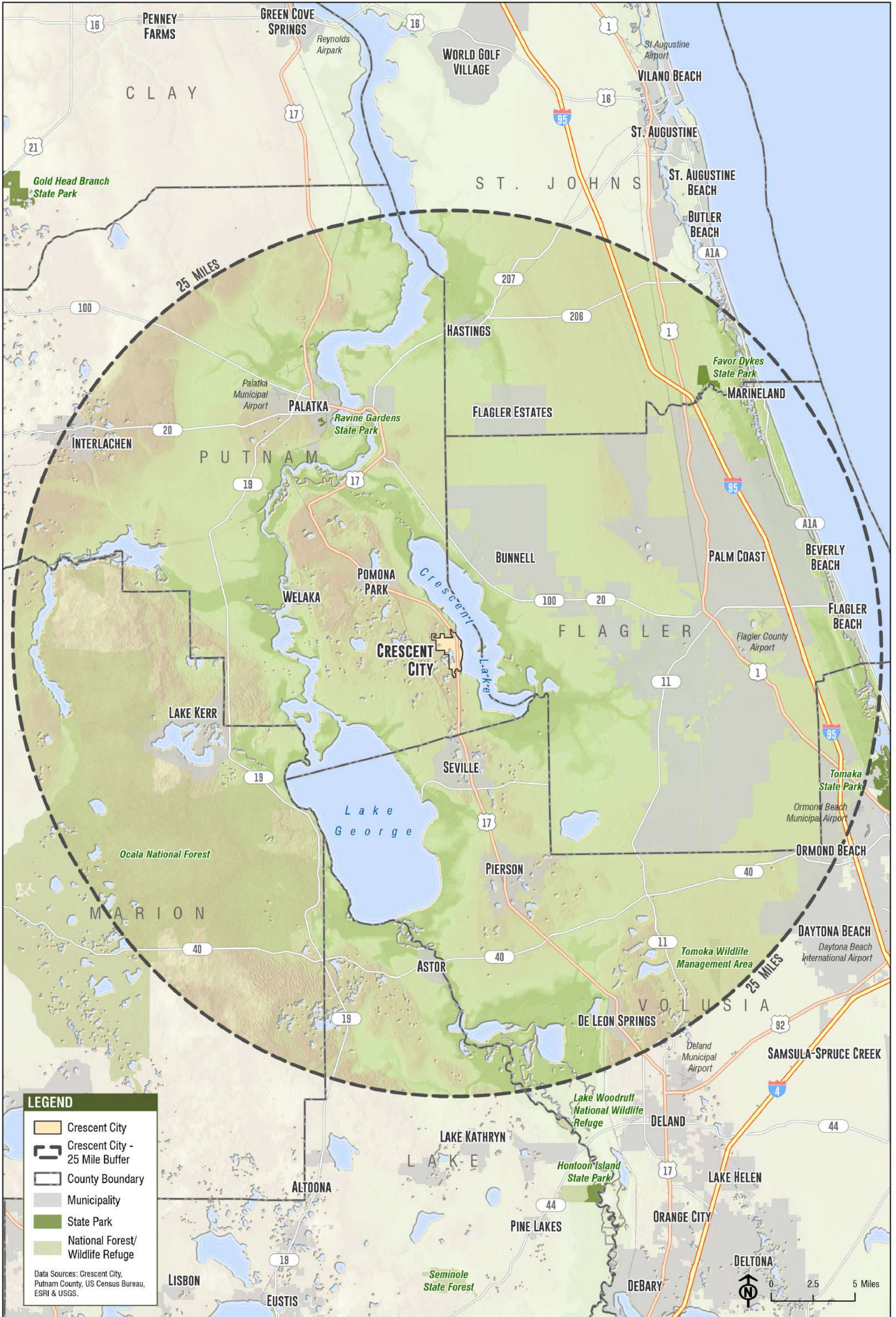


LEGEND

- Building Footprints
- Core CRA
- Parks

Data Sources: Crescent City, Putnam County, US Census Bureau, Microsoft & USGS.

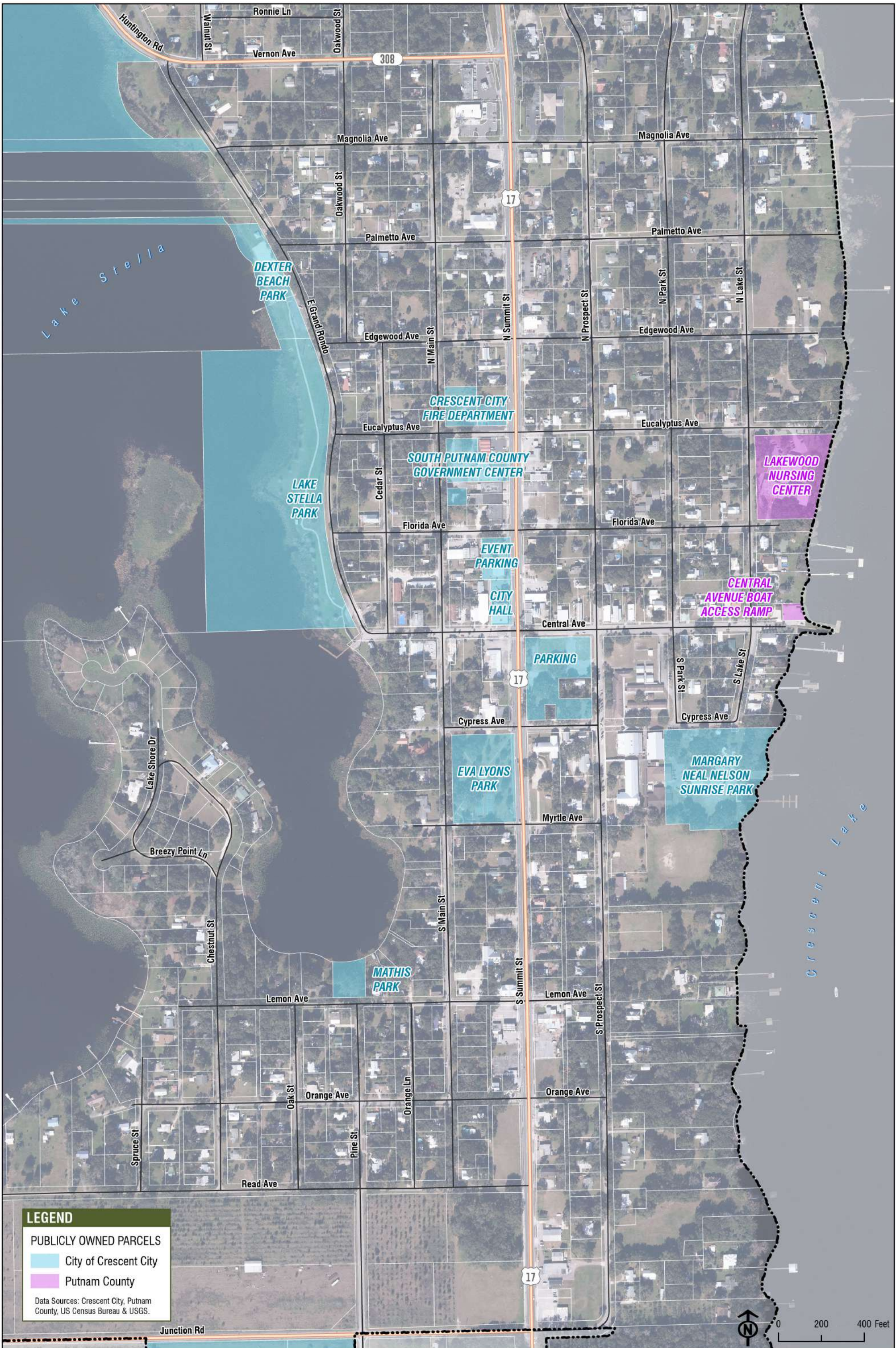
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LEGEND

- Crescent City
- Crescent City - 25 Mile Buffer
- County Boundary
- Municipality
- State Park
- National Forest/ Wildlife Refuge

Data Sources: Crescent City, Putnam County, US Census Bureau, ESRI & USGS.



LEGEND

PUBLICLY OWNED PARCELS

- City of Crescent City
- Putnam County

Data Sources: Crescent City, Putnam County, US Census Bureau & USGS.





Appendix 3



Stakeholder and
Project Kick-off
Meeting Notes

City of Crescent City

Vision / Master Planning and Redevelopment Plan Update

Kick-off Meeting – July 27, 2023 - 12:30PM to 2:30PM

AGENDA

1. Introductions
2. Project Outcomes
 - a. Scope
 - b. Schedule
 - c. Deliverables
 - d. Expectations
3. Public and Stakeholder Engagement
4. Data Information Request
5. Project Management
 - a. Point of Contact
 - b. Progress Meetings and Reporting
 - c. Other Protocols
6. Next Steps
7. Site Visit

MEETING NOTES

Attendees: Charles Rudd, City of Crescent Manager; Mark Karet, Zev Cohen & Associates; Craig Brashier, CHW; Binoy Panicker, Ayres.

1. The City is in the process of updating its Land Development Code with Zev Cohen. The updates could inform the master plan and process. The City estimates this process will be complete in October / November 2023.
2. There is relatively low development activity, however, the City is seeing interest from land developers to develop RV parks in some large parcels along Crescent Lake and Lake Stella.
3. History and Arts are the City's strengths and a consideration for any "transformational" possibilities. The City's traditional downtown core around Central Avenue, a designated Main Street has a unique historic character and is important to the community. A higher standard for development is desired for the downtown area, i.e., landscape, streetscape, architectural standards, etc. Oviedo, FL was given as an example of the residential component of a downtown plan being built before the commercial so the market could catch up and the people were there.
4. The City desires to place utility lines underground in the downtown area but does not have the necessary funding.
5. The Bass Pro Resort proposed in Walaka over some 5,000 acres is likely to have an impact on the City's economy in future. The City wants to position itself to take advantage of any spill-over development from this project without getting low-quality, strip development.

6. The City provides water, sewer, and gas to most its residents and some customers outside through the City's facilities. Few properties in the city still use septic tanks.
7. Snowbirds form a good section of the diverse population with a significant Hispanic community accounting for some 30% of the city's population.
8. The lack of medical facilities nearby and employment could be attributed to the low economic development activity in the City. The Miller Family still owns significant properties within the City.
9. Lack of employment centers is also a likely deterrent to growth in the City.
10. Annexation strategies with the County are not structured, there is no service agreement in place.
11. The future of the school site is one of the priorities of this master planning project. The School Board is in the process of selling this property. The historic buildings within this site will need to be reused. The property is currently appraised at \$4.5 million.
12. The street improvements on Hwy 17 were discussed. This is a truck route and changes to the street configuration in terms of lane reductions and on-street parking are unlikely to be accepted by FDOT. The City is a "Golf Cart Community", and golf carts are allowed on the city's streets.
13. Lake Stella and Crescent Lake are unique recreational assets. Further connection in the city with bikeways was discussed. The County's Trails Plan, Putnam Blueways and Trails, and River to Sea Trail projects were discussed as opportunities for greater linkages.
14. The City has limited park facilities but more than the required area considering the current population. The County owns and operates both boat ramps on Crescent Lake and Lake Stella. The Lake Stella park, beach, and recreation area which have been named recently, have not been upgraded. This area is part of a conservation zone. The Eva Lyon Park along Summit St. (Hwy 17) is the most significant park in the City.
15. The community organizes a few major events throughout the year. Notable events include the Light Up Crescent City, Dia de los Muertos, MLK Event, Soul Food Festival, Arts Stroll, Juneteenth, Cinco de Mayo, and Independence Day Fireworks across Crescent Lake organized by the Yacht Club. The Catfish Festival from previous years may be coming back. The downtown area lacks the critical infrastructure needed to properly host these type of events.
16. The team discussed the project phases, schedule and established the dates for the stakeholder meetings, public meetings, and presentations to the City Commission, CRA Board and Planning Commission. See enclosed key dates. The City to coordinate with the Downtown Partnership, Historical Society and Business Owners for the stakeholder meeting on August 22.
17. Ayres to provide the 1st Public Meeting flyer scheduled for August 29th and public survey link ASAP so it can be distributed with the upcoming utilities bill.
18. The City is to provide the requested GIS information, plans and data on the OneDrive link established by Ayres. Post meeting note. The file share link was established: [Crescent City Master Plan](#).
19. Charles will be the point of contact for the City and Binoy the contact for the planning team.
20. Following the meeting, the team conducted a site visit focused on the downtown area, key public properties, destinations, and redevelopment sites within the City. Recent improvements resulting from actions by the City, challenges and opportunities were discussed. A key observation was the lack of quality residential units available within the City and particularly in the downtown area.

Enclosures:

- 1) Key Project Dates
- 2) Project Maps 1 and 2

City of Crescent City

Vision / Master Planning and Redevelopment Plan Update

STAKEHOLDER MEETING NOTES

DATE/TIME: 08/22/2023; 10:00 AM to 4:00 PM

LOCATION: City Hall, City of Crescent City

PARTICIPANTS: Members of Downtown Partnership; Members of Women's Club; Crescent City Business Owners; Members of the Historical Society; City Staff; Ayres and CHW Staff

The master planning project team and city staff met with key organizations and individuals in three separate sessions to further understand the opportunities and challenges related to the redevelopment of the City. The notes below capture the main discussion points at these meetings.

MEETING 1: DOWNTOWN PARTNERSHIP & WOMEN'S CLUB

Considerations

- There is a need to honor and engage all the communities including White, African American, Mexican/Latino, and other immigrants who now live here. The city needs to acknowledge and highlight the diverse backgrounds of its residents and provide opportunities for a cohesive community through festivals, sports, and recreation activities. Initiatives are needed to incentivize minority-owned businesses and create employment opportunities within the city.
- The low cost of housing and waterfront lifestyle is what attracted many current residents to Crescent City in the first place. However, the existing housing stock is not as appealing to draw more residents or even encourage locals to purchase property.
- The city prides itself in its rich heritage and history with its citrus farming traditions; connection to Crescent Lake with bass fishing and steamboats; and a thriving downtown with local shopping in an old Florida setting and the home of old churches such as the Presbyterian Church. The Catfish Festival in previous years was a significant event in the city and celebrated like a homecoming event. The Christmas Parade, and the 4th of July Fireworks are other momentous events celebrated in the city. The Powwow Festival is a new event and has room to grow.
- The city's residential population is a mix of snowbirds and year-round residents, with around 30% of the population being Mexican. Over the years, a significant Mexican community established itself in the city. The Mexican community was initially associated with farming and now with decline of that industry, members engage in the construction and landscaping business in the county and beyond.
- The school system is the largest employer in the city, and many residents are employed elsewhere in the county.
- The lack of retail, medical, and grocery stores in the city was emphasized. These facilities would be crucial to the community's senior residents.
- Lack of dining options available in the city, especially with regards to healthy food. The city's restaurants are struggling due to patronage. Three of the city's six restaurants are Mexican. The 3 Bananas restaurant, a destination and popular with the biker community, has reduced their hours and now closes at 5:00 PM.

- The negative impacts of social media campaigns were discussed and brought to light.

Opportunities for Redevelopment:

- Redevelopment of the downtown area and the land and buildings of the middle school site are key to the city's future and reviving its old vibrance.
- Providing housing choices can make the city an attractive location for existing residents to stay and new residents to move here.
- The city's downtown is built to be walkable. Parking needs to be in place to enhance the traditional main street character and walkability.
- Further connections to downtown and the city's main destinations through bike trails and make it more pedestrian-oriented. Golf carts and multi-use bike path access to downtown can be provided.
- There is a need to activate the lakefronts and leverage the "waterfront lifestyle," possibly with private partners.
- Open space is needed for events, socialization, and recreational activities in the downtown area. Ideas including an amphitheater and facilities for seaplanes, cyclists, and motorcyclists were mentioned to make the city a destination.
- Enhancing the historical aspects and architecture of the city was discussed. The area has a quaint old Florida town charm and for this purpose, the local architecture needs to be preserved. This will add character to the overall city and establish placemaking. The Presbyterian Church is a great resource for the city, which needs to be part of the historical preservation plan. Antique shops can add to the overall historical charm of the city. This would be an important aspect while planning the preservation of the city. The existing historic design standards could be implemented to preserve the city's uniqueness.
- Building on the city's tradition of festivals, more can be planned to attract visitors and provide economic benefits for the local businesses.

MEETING 2: BUSINESS OWNERS

Considerations

- The lack of investment opportunities in the city was discussed. The departure of the Handy Way and other businesses in the late '90s caused a significant decline in the city's economy. River cruises and other water sports activities-related businesses have been tried over the years but did not thrive. Crescent Lake is a wildlife lake and not a ski or swim lake.
- ACE Hardware, the thrift store, and the 3 Bananas restaurant function as the main drawing factor to the downtown area. The Sprague House B&B is another significant attraction and destination. A critical mass of available square footage is needed for an economically viable small downtown.
- The monthly Farmers Market and related events have created a renewed interest in the activities downtown.
- Building permits, which are currently processed by Putnam County, and the processes involved can be an obstacle and deterrence for development/investment opportunities.

- Over the history of the community the population has declined but it has been gradually increasing over the last several years. The general trend of population decline is a concern and steps need to be taken to address it.
- The proposed Bass Pro Shops resort project in Welaka is expected to have a positive impact on the city's economy.

Opportunities for Redevelopment:

- The downtown area needs improvement/activation as a quaint downtown on a comparable level to the City of Deland or Mount Dora, but not as big. Creating a "hometown" feel is important for any redevelopment – the "Creation of Places."
- An analysis of the vacant/available lots could provide an inventory if needed for future use.
- Explore recreational transportation options to connect other areas of the north Florida region to the city. These include steamboats, yachts, motorboats, river cruises, etc.
- The City of Crescent City is located between two lakes, which provides distinctive opportunities to encourage and promote bird and wildlife watching opportunities and trails through the city. Crescent City could be promoted as a fishing destination if the habitat conditions of the lake are improved. Potential partnership with FWC to improve fish habitat quality in Crescent Lake.
- Incentives for investment such as tax referrals, favorable zoning changes for development growth, and public realm investment could be considered to attract redevelopment interest.
- Master Stormwater basins could be added as part of the City's infrastructure development to attract investment.

MEETING 3: HISTORICAL SOCIETY

Considerations

- Crescent City is the "Heart of Old Florida." The "Life Between the Lakes" tag line is appropriate.
- The unique historical character and idyllic location of the city can make it a premier destination for tourism. The unique history of the city needs to be preserved, along with activation of the lakefront.
- Growth and change are inevitable and with the right planning and growth management, the city's future is good. Quality and gradual growth while respecting the historic preservation ideals is desired.
- Lack of medical services and pharmacies may create issues for the city's older population groups. This would also impact the number of potential investors from the snowbirds who may consider settling here.
- Walkability is an important aspect of the city and needs to be better planned to connect the city throughout. The parks and public spaces are underutilized in the city.
- Employment centers are needed in the city to provide employment opportunities for residents as well as attracting potential outside workers.
- Putnam County and the City of Crescent City are attractive destinations for developers as currently there are no county or city impact fees.

- The lack of racial unity in decision-making processes needs to be addressed moving forward to achieve harmonious growth. Local news and newsletters play a role in gathering the community spirit and harnessing unity for the city's progress.

Opportunities for Redevelopment:

- Proper planning is required to leverage the growth potential of the city to benefit its residents. Attract the right investments and businesses, preferably no chain stores.
- Parking facilities could be considered to maintain a walkable downtown, and to host larger events in an organized manner. The public realm needs further investment to make the downtown area more attractive.
- Artists/artisans/craftsmen's abilities can be used to enhance the inimitable character of the city. These entrepreneurs could be accommodated in flexible employment or innovation centers supported by the city to further economic development within the core. Murals, sculptures, entry archways, signage, and other features can be created to enhance the city's image.
- The old school site is ideal for mixed-use and residential development along with other cultural uses. Due to its unique location close to the lake and its historical character, a cultural center (at the school recreation building), destination wedding or meeting spaces, and museum to promote the region's history (steamboat and agricultural history) could also be considered here.
- The new boat ramp at Sunrise Park is well-designed and constructed and is an asset for the city. This aspect could be enhanced in this or other locations to accommodate waterfront boating centers and slips. Riverboat rides and boutique waterfront resort facilities could be supported in this area.
- Eco-tourism in coordination with the county could help establish the city as a wildlife refuge and attraction. Bear Island is also a significant wildlife and bird watching destination and its potential could be leveraged by facilitating short tours. This can help boost the economy of the city and support secondary businesses such as boutique hotels and other recreational activities.
- The city could work on a marketing program to identify target investors and interested parties for its redevelopment.

Attendees List

	Name	Contact Number	Contact Email/Physical Address
Downtown Partnership			
1	Susan Frazier	386-649-6890	scfrazier321@gmail.com
2	Cheryl Ann Galavitz		cherylgalavitz@yahoo.com
3	Mary Robbins		robbinsml@aol.com
4	Connie Groves		groves.connie1@gmail.com
5	Christina Mare	386-867-7391	cramanager@crescentcity-fl.com
6	Elizabeth Gomez	407-925-6003	19 Cedar Street

Business Owners			
1	Teres A Jones	386-698-1260	tjones0614@yahoo.com
2	Scott King	386-559-0382	scott@kingsprint.com
Historical Society			
1	Cherie Register	386-698-4113	cherie.register@yahoo.com
2	Virginia Gaffrey	386-467-9515	gaffreyvirginia@gmail.com
3	Charlotte Preston	386-698-1765	sgtprestonsmx@gmail.com 928 N. Summit St
4	Angel Duke	678-906-9770	thedukegroupy@aol.com
5	Dan Dodge	954-913-7797	dan.dodge@yahoo.com 218 S. Main St
6	Danny Miller	407-341-5699	premium93@aol.com 1400 Sunny Drive WP
7	Liz Gomez	407-925-6003	19 Cedar Street
8	Bob Lee	386-972-2690	311S 2 nd St. Satsuma, FL, 32189
9	Esme		PO Box 595 FL
10	Carol Horner		202 N. Summit St
11	R Cavanaugh		505 Magnolia Avenue
12	William B Laurie		
13	Mary Ann		223 N. Summit St

Appendix 4



Online Survey 1,
Public Workshop
1 Feedback

Q1 How long have you lived in Crescent City?

Answered: 62 Skipped: 0

#	RESPONSES	DATE
1	1.5 y	9/14/2023 8:17 AM
2	1 year	9/9/2023 8:38 AM
3	40 years	9/5/2023 7:21 PM
4	2 years in Palatka	9/1/2023 8:55 AM
5	47 years	8/29/2023 11:57 AM
6	75 years	8/28/2023 6:08 PM
7	6 years	8/28/2023 11:11 AM
8	Haven't lived in your beautiful city yet, but have been visiting often with plans to move	8/25/2023 11:52 PM
9	50 years	8/24/2023 7:27 AM
10	29 years	8/23/2023 12:58 PM
11	2 years	8/23/2023 11:36 AM
12	Forever	8/23/2023 7:13 AM
13	Some 40+ years.	8/22/2023 5:52 PM
14	10 years	8/22/2023 1:21 PM
15	38yrs	8/22/2023 10:38 AM
16	23 yrs	8/21/2023 9:04 PM
17	22 yrs	8/21/2023 8:49 PM
18	7 years	8/21/2023 7:53 AM
19	20 plus years	8/20/2023 1:18 PM
20	1972	8/19/2023 4:42 PM
21	39 years	8/17/2023 1:11 PM
22	24 years	8/17/2023 10:52 AM
23	8 years	8/17/2023 7:45 AM
24	10 months	8/16/2023 7:00 PM
25	0	8/15/2023 4:15 PM
26	50 years	8/15/2023 11:19 AM
27	1 year	8/15/2023 8:02 AM
28	8+ years	8/14/2023 4:27 PM
29	26 years	8/14/2023 9:42 AM
30	1 Year	8/14/2023 8:34 AM
31	Since July 1991 - 32 yearssunrise on the lake	8/14/2023 8:18 AM
32	4 & 1/2 years	8/14/2023 7:47 AM
33	2 years	8/14/2023 7:44 AM

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34	2.5 years	8/13/2023 9:37 PM
35	2 years	8/13/2023 8:43 PM
36	Born here	8/13/2023 7:37 PM
37	I live in Palatka.	8/13/2023 2:43 PM
38	17 years	8/13/2023 1:51 PM
39	50 years	8/13/2023 11:37 AM
40	30+ years	8/13/2023 11:34 AM
41	6 years	8/13/2023 11:29 AM
42	50 years	8/13/2023 11:25 AM
43	I don't live there	8/13/2023 10:52 AM
44	41 years	8/13/2023 10:50 AM
45	Crescent City native	8/13/2023 9:53 AM
46	5 years	8/13/2023 7:02 AM
47	5 years	8/13/2023 6:49 AM
48	6 mos	8/11/2023 5:03 PM
49	1.5 years	8/7/2023 4:32 PM
50	19 years	8/7/2023 2:49 PM
51	23 years	8/7/2023 1:36 PM
52	40 years	8/7/2023 8:06 AM
53	19 years	8/6/2023 1:26 PM
54	10 yrs	8/4/2023 11:03 AM
55	26 years	8/4/2023 10:58 AM
56	10 years	8/4/2023 10:55 AM
57	2 years	8/4/2023 8:33 AM
58	21 yrs	8/3/2023 4:59 PM
59	one month	8/3/2023 4:04 PM
60	2 years	8/3/2023 2:20 PM
61	7 years	8/3/2023 1:59 PM
62	Since birth	8/3/2023 1:04 PM

Q2 What is your favorite thing about Crescent City?

Answered: 60 Skipped: 2

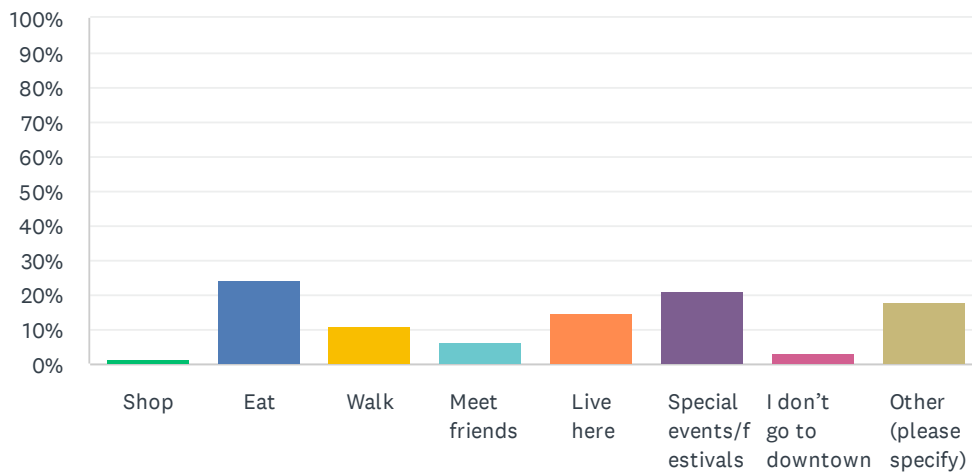
#	RESPONSES	DATE
1	The potential this city has to become a beautiful walkable small-town charm with small shops and events to attend.	9/14/2023 8:17 AM
2	First and foremost, Crescent City borders the 3rd largest lake in Florida- a beautiful serene glistening lake dotted with water oak trees and Spanish moss that sways in the breeze. Then there's Crescent City itself; the largest town bordering the lake, With its quaint streets and historic buildings, and people and cars going in and out the quaint streets about their business. The main corridor lit up decorative lights during holidays, and the public park and gazebo for family and friends to gather. A beautifully maintained community boat launch with dog park and seating to enjoy the views...no other town says "community" like the town of Crescent City!	9/9/2023 8:38 AM
3	The look and feel of a small town.	9/5/2023 7:21 PM
4	small town, quiet, pretty, historical...choices below should allow more than once selection as it's usually several major items to make a decision - not one.	9/1/2023 8:55 AM
5	The location and the peacefulness, It is not far from the larger cities example (Daytona, Orlando, Gainesville, Jacksonville)	8/29/2023 11:57 AM
6	small town	8/28/2023 6:08 PM
7	Size	8/28/2023 11:11 AM
8	The natural beauty, serenity and hometown feel	8/25/2023 11:52 PM
9	Lake Crescent	8/24/2023 7:27 AM
10	The lake views	8/23/2023 12:58 PM
11	The Lakes	8/23/2023 11:36 AM
12	Crack	8/23/2023 7:13 AM
13	The roots' rich history.	8/22/2023 5:52 PM
14	Small, quaint, friendly and historic	8/22/2023 1:21 PM
15	Waterways	8/22/2023 10:38 AM
16	Being in between the lakes and have options to go hang out at and spend my afternoon	8/21/2023 9:04 PM
17	Natures peace	8/21/2023 8:49 PM
18	My home and the lake and springs...	8/21/2023 7:53 AM
19	Small town American 🇺🇸 feel and home of the free and neighborly people	8/20/2023 1:18 PM
20	The oak trees	8/19/2023 4:42 PM
21	The history, the community spirt, the natural spaces built into the area	8/17/2023 1:11 PM
22	the lake and ruralness	8/17/2023 10:52 AM
23	Small town charm	8/17/2023 7:45 AM
24	The Lakes	8/16/2023 7:00 PM
25	Church, vet, grocery store	8/15/2023 4:15 PM
26	Used to be the orange groves and small cafes and close knit families. Now it's prob the weather and some of the architecture that still remains. The mayor 😊	8/15/2023 11:19 AM
27	The trees and the quiet and slow pace	8/15/2023 8:02 AM

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28	The lakes	8/14/2023 4:27 PM
29	The seclusion	8/14/2023 8:34 AM
30	Old time community feel	8/14/2023 7:47 AM
31	The lakes	8/14/2023 7:44 AM
32	Small town	8/13/2023 9:37 PM
33	Some charming old buildings. Being by the lake	8/13/2023 8:43 PM
34	The easy going way of life	8/13/2023 7:37 PM
35	Festivals	8/13/2023 2:43 PM
36	Quiet neighborhoods	8/13/2023 1:51 PM
37	Small town	8/13/2023 11:37 AM
38	History and lakes	8/13/2023 11:34 AM
39	Quality of life, beautiful oaks and other trees	8/13/2023 11:29 AM
40	Small town, the love & help of neighbors. Everyone knows everyone & looks after each other.	8/13/2023 11:25 AM
41	Walkable, Lake Stella, sunsets	8/13/2023 10:52 AM
42	Friendly neighbors, diverse community, quiet environment	8/13/2023 10:50 AM
43	The history and natural setting.	8/13/2023 9:53 AM
44	People when they're happy	8/13/2023 7:02 AM
45	Revitalization	8/13/2023 6:49 AM
46	Small town	8/11/2023 5:03 PM
47	Friendly, uncrowded, "old Florida " feel.	8/7/2023 4:32 PM
48	Beauty of the lakes and mossy oaks. Small town life.	8/7/2023 2:49 PM
49	Love small town atmosphere and being able to feel free to live without large city rules and regulations that kill community relations . Small town police dept, where they know the people and handle situations and domestic calls appropriately. Working together with city hall.	8/7/2023 1:36 PM
50	It is my family's home for many generations	8/7/2023 8:06 AM
51	Quiet enjoyment of my life and property WITHOUT the interference of government.	8/6/2023 1:26 PM
52	It's quaint, layed- back atmosphere. Small town feel. Lack of traffic.	8/4/2023 11:03 AM
53	Rural, quiet, no traffic	8/4/2023 10:58 AM
54	Small size	8/4/2023 10:55 AM
55	The quiet	8/4/2023 8:33 AM
56	Small town atmosphere with all the amenities	8/3/2023 4:59 PM
57	The history, the size, the location in the sate and between the two lakes along with the beautiful old houses are what attracted my husband and I to Crescent City.	8/3/2023 4:04 PM
58	Quaint, friendly	8/3/2023 2:20 PM
59	The scenery and the events.	8/3/2023 1:59 PM
60	How it's a small town	8/3/2023 1:04 PM

Q3 What is your favorite thing to do downtown?

Answered: 62 Skipped: 0



ANSWER CHOICES	RESPONSES	
Shop	1.61%	1
Eat	24.19%	15
Walk	11.29%	7
Meet friends	6.45%	4
Live here	14.52%	9
Special events/festivals	20.97%	13
I don't go to downtown	3.23%	2
Other (please specify)	17.74%	11
TOTAL		62

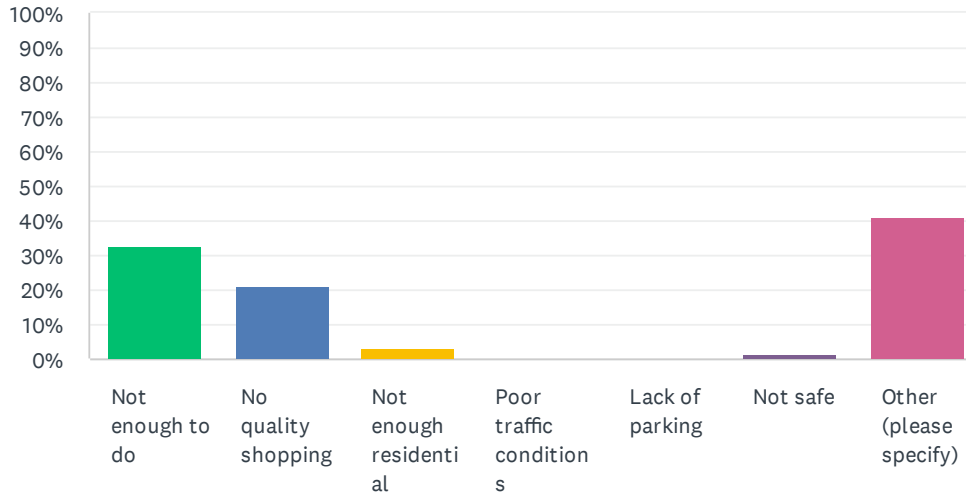
#	OTHER (PLEASE SPECIFY)	DATE
1	I work	8/24/2023 7:27 AM
2	Talking to the 1 legged wheelchair guy	8/23/2023 7:13 AM
3	Usually fond of community gathering for any reason.	8/22/2023 5:52 PM
4	Other than to pay bills, commission meetings (joy) what is there to do downtown????	8/21/2023 7:53 AM
5	Downtown is good during an event but the day to day is not a space to "stay and explore"	8/17/2023 1:11 PM
6	There is no downtown to go to.	8/14/2023 4:27 PM
7	Not much to go to downtown	8/14/2023 7:44 AM
8	There is little or nothing to do 'downtown'	8/13/2023 9:53 AM
9	I don't go downtown because there's nothing to do. I have gone for special events only to find them changed or cancelled with no prior notice. Farmers Market is good example, I've gone every month and have yet to see it. We need a much more vibrant, predictable, consistent downtown scene.	8/11/2023 5:03 PM

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10	Go to Ace hardware	8/4/2023 10:58 AM
11	All of the above	8/3/2023 4:04 PM

Q4 What do you think is the biggest challenge for downtown Crescent City?

Answered: 61 Skipped: 1



ANSWER CHOICES	RESPONSES
Not enough to do	32.79% 20
No quality shopping	21.31% 13
Not enough residential	3.28% 2
Poor traffic conditions	0.00% 0
Lack of parking	0.00% 0
Not safe	1.64% 1
Other (please specify)	40.98% 25
TOTAL	61

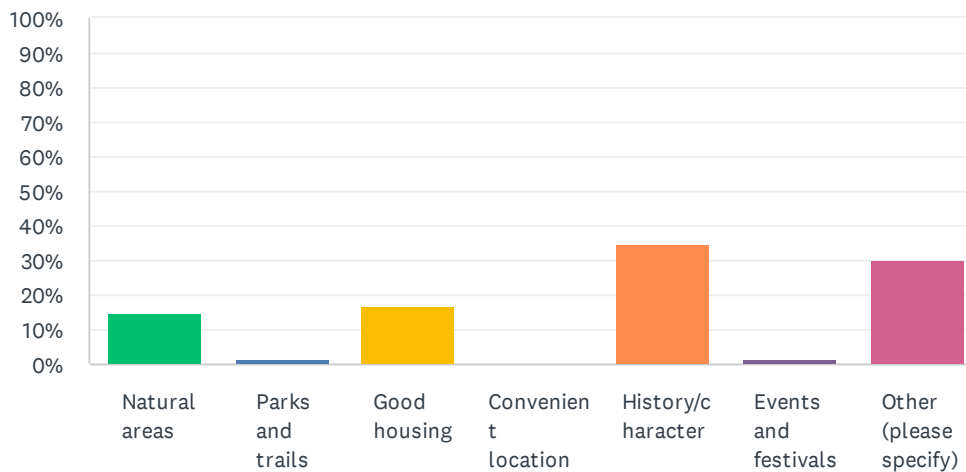
#	OTHER (PLEASE SPECIFY)	DATE
1	Improve the downtown experience.	9/14/2023 8:17 AM
2	how to grow and become viable without destroying small town atmosphere	9/1/2023 8:55 AM
3	Nothing so far	8/25/2023 11:52 PM
4	I always buy local when I can; sometimes 'big box' shopping is necessary. I wish we had enough activities throughout the week that we'd need a community calendar... updated twice daily, at least.	8/22/2023 5:52 PM
5	Too many of those selections to pick one over the other.. ALL are bad except traffic.....	8/21/2023 7:53 AM
6	Small minded council members	8/20/2023 1:18 PM
7	too many retired dabblers in business. There are shops and restaurants that may be open, may not be open depending on the whim of the owner. They close about the time 90% of the people who would come downtown for dinner and drinks. Many are so accustomed to going elsewhere for their needs that they don't consider downtown and when they do everything is CLOSED.	8/17/2023 1:11 PM

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8	All the good restaraunts are across town. Nothing good in downtown CC.	8/17/2023 10:52 AM
9	Finding harmony with the locals	8/17/2023 7:45 AM
10	Not enough to do And peacock poop everywhere	8/15/2023 11:19 AM
11	Lack of cooperation between citizens and city commission	8/15/2023 8:02 AM
12	There is no downtown.	8/14/2023 4:27 PM
13	Not enough businesses to promote the economy here	8/14/2023 8:34 AM
14	linte full service medical center	8/14/2023 8:18 AM
15	Need more venues in weekends to draw more revenue	8/13/2023 9:37 PM
16	Barely exists	8/13/2023 11:37 AM
17	Lack of communication	8/13/2023 10:52 AM
18	Not to walk because of loose packs of dogs running around	8/13/2023 7:02 AM
19	Getting private ownership on board with revitalization such as Music store, Peacock's, buildings used for storage	8/13/2023 6:49 AM
20	Nothing to do, no reason to go.	8/11/2023 5:03 PM
21	Kevyn To, Jim Hammond, Brett Peterson, Christina Peterson, Craig Oates, Diane Sykes, Linda Shaw Young and Doc Bailey running all investors out of town.	8/7/2023 8:06 AM
22	Lack of information for new residents / visitors as to what is available in the downtown area.	8/6/2023 1:26 PM
23	Keeping the city profitable to maintain it's small town attitude.	8/4/2023 11:03 AM
24	Keeping our rural way of life	8/4/2023 10:58 AM
25	Poor management, high taxes	8/4/2023 10:55 AM

Q5 What do you think would make someone move to Crescent City?

Answered: 60 Skipped: 2



ANSWER CHOICES	RESPONSES	
Natural areas	15.00%	9
Parks and trails	1.67%	1
Good housing	16.67%	10
Convenient location	0.00%	0
History/character	35.00%	21
Events and festivals	1.67%	1
Other (please specify)	30.00%	18
TOTAL		60

#	OTHER (PLEASE SPECIFY)	DATE
1	Affordable housing	9/14/2023 8:17 AM
2	A re-refresh of the main corridor to include a variety of small businesses(i.e. eateries, coffee shops); aesthetically updated/painted/ repaired buildings, town coupon book. These are just sample ideas that I feel (along with the natural and park like settings, would make Crescent City a popular town to reside in and raise family.	9/9/2023 8:38 AM
3	Why can't I choose all of the options?	8/25/2023 11:52 PM
4	All the above	8/24/2023 7:27 AM
5	False advertising	8/23/2023 12:58 PM
6	All of the above	8/22/2023 5:52 PM
7	River life	8/15/2023 4:15 PM
8	More shops and cafes like downtown deland or blue ridge. Some night life	8/15/2023 11:19 AM
9	The lakes	8/14/2023 4:27 PM
10	Job opportunities	8/13/2023 11:34 AM

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11	Low priced real estate compared to other places in the state	8/13/2023 10:50 AM
12	All of the above	8/13/2023 7:02 AM
13	All of the above, we need vibrancy	8/11/2023 5:03 PM
14	Group mentioned above to stop the smear campaigns.	8/7/2023 8:06 AM
15	Quiet living, parks, natural areas, history,	8/4/2023 11:03 AM
16	Quiet, peaceful	8/4/2023 10:58 AM
17	See above since we just moved here	8/3/2023 4:04 PM
18	Better restaurants and shops like Starbucks and a tj max	8/3/2023 1:04 PM

Q6 What do you think the former Middle School site needs to be redeveloped as?

Answered: 58 Skipped: 4

#	RESPONSES	DATE
1	A boat marina that includes storage, boat repair, rentals, bait and tackle, food public spaces for families and events. Fishing dock and beach area.	9/14/2023 8:17 AM
2	Couple of ideas: Community/Arts center (short plays, arts and crafts, vendors), movie theater, senior center, children's camp, learning center. I can visualize each classroom turned into a specialty, to entice people within all age groups to choose me and visit, learn, etc. As a retired facility planner, the job at hand would be utilization of existing, with minor modifications to offset costs.	9/9/2023 8:38 AM
3	History Center, Performing Arts Center, City Hall and other Government Offices, etc.	9/5/2023 7:21 PM
4	Waterfront condos with docks and/or cute shops for retail and food vendors	9/1/2023 8:55 AM
5	Community service center: example (senior citizens activities/ arts and crafts , recreation center for the surrounding community.	8/29/2023 11:57 AM
6	government complex and sites to use by the public for things such as classes, educational as well as crafty; special events	8/28/2023 6:08 PM
7	Shopping/Restaurants	8/28/2023 11:11 AM
8	Not sure yet	8/25/2023 11:52 PM
9	Should have remained a school	8/23/2023 12:58 PM
10	Condos/ shopping	8/23/2023 11:36 AM
11	Docs BBQ	8/23/2023 7:13 AM
12	My first thought is something like "underground Atlanta"... it should be a cornucopia of offerings, perhaps partly co-oped to foster community.	8/22/2023 5:52 PM
13	Used for historic City hall site	8/22/2023 1:21 PM
14	New modernized city hall /police station / city garden / water fountains with catfish . Crescent City can be beautiful I have a image	8/21/2023 9:04 PM
15	Maybe new city hall like expand and modernize the already . Create garden/fountains parks to relax around , take a walk around , have a peacock trail	8/21/2023 8:49 PM
16	Not up to me or my opinions.. We do not own it...	8/21/2023 7:53 AM
17	Three-story, condominiums, except for the gymnasium which should be run as a youth, rec center and the theater, which should be paid for by the city, and given to the theater group for entertaining events	8/20/2023 1:18 PM
18	A middle school. Keep all the historical buildings and just update them.	8/19/2023 4:42 PM
19	shopping/courtyard/loft apt./parking/connecting space between downtown and Sunrise park - office space - hotel/event space for corporates retreats	8/17/2023 1:11 PM
20	Community Center	8/17/2023 10:52 AM
21	High end condos	8/17/2023 7:45 AM
22	Municipality Building and community enrichment center, and potentially housing	8/16/2023 7:00 PM
23	Music, arts events	8/15/2023 4:15 PM
24	Maybe am Outdoor park with an ampitheatre for outdoor gathering. Walking trails. Skateboard	8/15/2023 11:19 AM

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	park. Anything that promotes healthy lifestyle and recreation	
25	Community center - recreation center-city hall-	8/15/2023 8:02 AM
26	Community center	8/14/2023 4:27 PM
27	Local business	8/14/2023 8:34 AM
28	We already completed an exhaustive list of options -	8/14/2023 8:18 AM
29	It could be many things- don't tear it down.	8/14/2023 7:47 AM
30	City offices, senior center, cafe in the lunch room, classes, and historical society.	8/14/2023 7:44 AM
31	Homeless shelter, civic building, or even a good ole place to rent out booths for people to sell personal merchandise.	8/13/2023 9:37 PM
32	A place for vets to meet. A place where homeless can get a meal and a bed.	8/13/2023 7:37 PM
33	City Hall/Government Complex	8/13/2023 2:43 PM
34	Shops and restaurants	8/13/2023 1:51 PM
35	Seemed to being put to go use a few months ago & a lot of people were excited	8/13/2023 11:37 AM
36	Community Center and city government offices	8/13/2023 11:34 AM
37	Preserve historic structures. Room for historical archives. Theatre. Fitness center.	8/13/2023 11:29 AM
38	Shops, community/history center, use of stage for plays/music events.	8/13/2023 11:25 AM
39	Community Center, Event Center	8/13/2023 10:52 AM
40	Community center, community theater, antique mall	8/13/2023 10:50 AM
41	Multi use: Governmental, civic, education, performing arts, history, residential, commercial.	8/13/2023 9:53 AM
42	It needs to be sold before the real discussion takes place	8/13/2023 7:02 AM
43	Sold to private developer. This is not a city discussion because the city doesn't own it. When someone says they want it to be something, they need to show how they will finance it.	8/13/2023 6:49 AM
44	Don't have enough information to make suggestions.	8/11/2023 5:03 PM
45	Undecided	8/7/2023 4:32 PM
46	Community activities and museums.	8/7/2023 2:49 PM
47	Community center for activities from local organizationsWinn Dixie	8/7/2023 1:36 PM
48	Apartments and business suites	8/7/2023 8:06 AM
49	Community area for meetings/organizations, government offices (move OFF of Summit St), with each group/organization paying their portion of utilities/maintenance based on usage.	8/6/2023 1:26 PM
50	Community center, rental space, theater, class rooms, historical center, offices.	8/4/2023 11:03 AM
51	City Hall, with space for many organizations.	8/4/2023 10:58 AM
52	I don't know.	8/4/2023 10:55 AM
53	A school	8/4/2023 8:33 AM
54	Community oriented Resource Center	8/3/2023 4:59 PM
55	I would have to tour it as I am not familiar with the layout but have read some of its history. Great location for a community center and programing for all sorts of things.	8/3/2023 4:04 PM
56	Indoor marketplace	8/3/2023 2:20 PM
57	I believe it needs to be an all encompassing community partnership center.	8/3/2023 1:59 PM
58	Another school overcrowding is a thing	8/3/2023 1:04 PM

Q7 Where do you do most of your day-to-day shopping?

Answered: 61 Skipped: 1

#	RESPONSES	DATE
1	Unfortunately mostly out of town or online.	9/14/2023 8:17 AM
2	Unfortunately, I take the ride to Palatka unless it's something related to food.	9/9/2023 8:38 AM
3	Amazon, Winn-Dixie and Walmart (DeLand)	9/5/2023 7:21 PM
4	Palatka	9/1/2023 8:55 AM
5	Crescent City	8/29/2023 11:57 AM
6	Palatka	8/28/2023 6:08 PM
7	Daytona	8/28/2023 11:11 AM
8	Palatka	8/25/2023 11:52 PM
9	Ace	8/24/2023 7:27 AM
10	Winn dixie	8/23/2023 12:58 PM
11	Winn Dixie Ace Clothing-Deland	8/23/2023 11:36 AM
12	Ace Hardware	8/23/2023 7:13 AM
13	Kroger delivery, W.D., Ace, Dollar General; it all depends on what I need.	8/22/2023 5:52 PM
14	Local	8/22/2023 1:21 PM
15	Winn Dixie amazon	8/22/2023 10:38 AM
16	Winndixie/ Mexican stores	8/21/2023 9:04 PM
17	Palatka or winne Dixie save alot	8/21/2023 8:49 PM
18	Deland and sometimes Palatka	8/21/2023 7:53 AM
19	Winn-Dixie	8/20/2023 1:18 PM
20	Save-a-lot (formerly the new Miller's grocery store, and Winn-Dixie	8/19/2023 4:42 PM
21	Amazon, Deland, Ormond	8/17/2023 1:11 PM
22	Winn Dixie	8/17/2023 10:52 AM
23	Locally	8/17/2023 7:45 AM
24	Daytona	8/16/2023 7:00 PM
25	Online	8/15/2023 4:15 PM
26	Winn Dixie	8/15/2023 11:19 AM
27	Online at Kroger and Walmart or Save a lot, Winn Dixie and The Stand	8/15/2023 8:02 AM
28	Palm Coast, Ormond Beach, Deland	8/14/2023 4:27 PM
29	Winn Dixie	8/14/2023 8:34 AM
30	Savalot	8/14/2023 8:18 AM
31	Palatial- but don't get those mega stores in Crescent City.	8/14/2023 7:47 AM
32	DeLand	8/14/2023 7:44 AM
33	Walmart in Palatka	8/13/2023 9:37 PM

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34	Deland or Ormond	8/13/2023 8:43 PM
35	Winn Dixie, save a lot, ace, dollar store	8/13/2023 7:37 PM
36	Palatka	8/13/2023 2:43 PM
37	DeLand	8/13/2023 1:51 PM
38	Amazon & Palatka	8/13/2023 11:37 AM
39	Mail order/Winn-Dixie	8/13/2023 11:34 AM
40	In town whenever possible. Love Ace and WD especially.	8/13/2023 11:29 AM
41	Dollar stores	8/13/2023 11:25 AM
42	Online	8/13/2023 10:52 AM
43	Online	8/13/2023 10:50 AM
44	Publix	8/13/2023 9:53 AM
45	Outside of Putnam County	8/13/2023 7:02 AM
46	Outside of Putnam County. This county is so backwards that until attitudes change, I will continue to buy gas, groceries, clothes, hardware....somewhere else.	8/13/2023 6:49 AM
47	Unfortunately, Palatka, St. Augustine, Deland, Jacksonville. Wish this were not the case. Lost tax revenue. SHOP LOCAL, support local community and business.	8/11/2023 5:03 PM
48	Palm Coast or Palatka	8/7/2023 4:32 PM
49	Winn Dixie	8/7/2023 2:49 PM
50	Winn Dixie and restaurants , gas's stations	8/7/2023 1:36 PM
51	Winn Dixie and dollar store	8/7/2023 8:06 AM
52	Dollar General and Winn Dixie.	8/6/2023 1:26 PM
53	Palatka, Palm Coast, Ormond, Daytona. Enjoy going out of town to shop.	8/4/2023 11:03 AM
54	Savalot	8/4/2023 10:58 AM
55	Winn-Dixie, Amazon	8/4/2023 10:55 AM
56	Palm coast	8/4/2023 8:33 AM
57	Dollar store Winn-Dixie	8/3/2023 4:59 PM
58	Local and Palatka or Ocala	8/3/2023 4:04 PM
59	Palatka	8/3/2023 2:20 PM
60	Online.	8/3/2023 1:59 PM
61	In Patlaka, st Augustine & palm coast	8/3/2023 1:04 PM

Q8 Where do you work geographically?

Answered: 61 Skipped: 1

#	RESPONSES	DATE
1	Work from home at this time.	9/14/2023 8:17 AM
2	Retired.	9/9/2023 8:38 AM
3	N/A	9/5/2023 7:21 PM
4	Palatka	9/1/2023 8:55 AM
5	Retire now but before retirement Crescent City	8/29/2023 11:57 AM
6	Crescent City surrounding area	8/28/2023 6:08 PM
7	Crescent City	8/28/2023 11:11 AM
8	Jacksonville	8/25/2023 11:52 PM
9	Near red light	8/24/2023 7:27 AM
10	Central Ave	8/23/2023 12:58 PM
11	In town	8/23/2023 11:36 AM
12	In the city	8/23/2023 7:13 AM
13	n/a	8/22/2023 5:52 PM
14	Local cc	8/22/2023 1:21 PM
15	Retired	8/22/2023 10:38 AM
16	Palm coast	8/21/2023 9:04 PM
17	Palmcoast	8/21/2023 8:49 PM
18	n/a	8/21/2023 7:53 AM
19	Retired	8/20/2023 1:18 PM
20	Retired	8/19/2023 4:42 PM
21	Crescent City	8/17/2023 1:11 PM
22	Retired	8/17/2023 10:52 AM
23	Downtown	8/17/2023 7:45 AM
24	At home	8/16/2023 7:00 PM
25	Remote	8/15/2023 4:15 PM
26	Deland mostly	8/15/2023 11:19 AM
27	Retired	8/15/2023 8:02 AM
28	Retired	8/14/2023 4:27 PM
29	Off of Clifton Rd	8/14/2023 8:34 AM
30	Home	8/14/2023 8:18 AM
31	Retired	8/14/2023 7:47 AM
32	Retired	8/14/2023 7:44 AM
33	Fruitland	8/13/2023 9:37 PM

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34	From home	8/13/2023 8:43 PM
35	N/a	8/13/2023 7:37 PM
36	Palatka	8/13/2023 2:43 PM
37	Crescent City	8/13/2023 1:51 PM
38	Jacksonville & locally	8/13/2023 11:37 AM
39	From home in Crescent City	8/13/2023 11:34 AM
40	Lake Stella area	8/13/2023 11:29 AM
41	Work for Palatka but work from home	8/13/2023 11:25 AM
42	Retired	8/13/2023 10:52 AM
43	Crescent City	8/13/2023 10:50 AM
44	Retired	8/13/2023 9:53 AM
45	Crescent City	8/13/2023 7:02 AM
46	Retired	8/13/2023 6:49 AM
47	Retired, however, spend the majority of my time (and money) "out and about" elsewhere	8/11/2023 5:03 PM
48	Daytona Beach	8/7/2023 4:32 PM
49	Retired I would only move if Recall people take over.	8/7/2023 2:49 PM
50	Retired	8/7/2023 1:36 PM
51	Crescent city	8/7/2023 8:06 AM
52	Retired - prior to that, worked from home.	8/6/2023 1:26 PM
53	Retired	8/4/2023 11:03 AM
54	Retired	8/4/2023 10:58 AM
55	Retired	8/4/2023 10:55 AM
56	Palm coast	8/4/2023 8:33 AM
57	Retired	8/3/2023 4:59 PM
58	I work from home for eCampus, an online Bookstore for Colleges and universities..	8/3/2023 4:04 PM
59	Daytona	8/3/2023 2:20 PM
60	Crescent City	8/3/2023 1:59 PM
61	Patlaka	8/3/2023 1:04 PM

Q9 Do you plan to stay in Crescent City, or are you thinking about moving? If so, why?

Answered: 61 Skipped: 1

#	RESPONSES	DATE
1	We plan to say for a few years to see how the town develops.	9/14/2023 8:17 AM
2	Staying! Crescent City has so much potential for economic growth, while retaining the natural beauty ... I am never leaving!	9/9/2023 8:38 AM
3	Yes, I plan to stay here.	9/5/2023 7:21 PM
4	Got a lot in Welaka but can not find a builder. We have looked a 4 or 5 houses in Crescent City but most seem to have termites and need lots of work for the price.	9/1/2023 8:55 AM
5	Staying in Crescent City	8/29/2023 11:57 AM
6	never leaving	8/28/2023 6:08 PM
7	Plan to stay but wish it would grow!!	8/28/2023 11:11 AM
8	Of all there places we've been, mu husband and I fel in love with the city and surrounding area. We live and work in Jacksonville and it's crowded, loud and stressful. We want to retire here - the peacefulness, the nature, the lake all remind us of our hometowns and childhood years	8/25/2023 11:52 PM
9	Staying	8/24/2023 7:27 AM
10	Move due to lack of education standards for kids	8/23/2023 12:58 PM
11	Stay	8/23/2023 11:36 AM
12	Yeah I'm stuck	8/23/2023 7:13 AM
13	My plans are completely open. Thinking always of going v. staying v. going v., etc.	8/22/2023 5:52 PM
14	Yes plan on staying	8/22/2023 1:21 PM
15	No plans	8/22/2023 10:38 AM
16	Staying because my family is here and I want like to see what crescent with evolve into . A water park would be awesome, my dream is to bring one, one day .	8/21/2023 9:04 PM
17	Staying	8/21/2023 8:49 PM
18	I would move in a heartbeat if I could find my home in an area that is both rural and has proper and good medical facilities, good public transportation (trustable UBER at least) more open minded residents, good shopping and eating!! Pipe ream I know.. I am stuck here in my retirement and wish I would have done my homework better.... just saying.....	8/21/2023 7:53 AM
19	Stay	8/20/2023 1:18 PM
20	Only lvisit now, and don't intend to more back full time.	8/19/2023 4:42 PM
21	Stay until overrun	8/17/2023 1:11 PM
22	Staying	8/17/2023 10:52 AM
23	Staying	8/17/2023 7:45 AM
24	Stay in Crescent City	8/16/2023 7:00 PM
25	Live nearby, staying	8/15/2023 4:15 PM
26	Not sure. It does get boring here sometimes	8/15/2023 11:19 AM
27	Plan to stay	8/15/2023 8:02 AM

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28	Staying	8/14/2023 4:27 PM
29	Staying	8/14/2023 9:42 AM
30	Staying	8/14/2023 8:34 AM
31	Next move, not that long away - assisted living or close to medical care and a more progressive and open to diversity environment.	8/14/2023 8:18 AM
32	I'd like to stay, but I'm concerned about all the vitriol within the city limits re: things I pay taxes for, but yet have no say.	8/14/2023 7:47 AM
33	Depends on what happens with the City government	8/14/2023 7:44 AM
34	Yes, love small towns	8/13/2023 9:37 PM
35	Not sure	8/13/2023 8:43 PM
36	Would never move away	8/13/2023 7:37 PM
37	Na	8/13/2023 2:43 PM
38	Stay	8/13/2023 1:51 PM
39	Have wanted to move for a while now. But there's not a viable choice now, so we stay. Drugs are horrible, lack of enough law enforcement, can't even enjoy sitting on our porch between the booming car stereos, gun shots, 4 wheelers illegally racing by, neighbors on next block park on the street, forcing the traffic down ours & then the horrific & excessively loud screams of the ferrel peacocks!	8/13/2023 11:37 AM
40	Undecided	8/13/2023 11:34 AM
41	Yes. Love it here. Need to preserve our history and trees and have smart growth.	8/13/2023 11:29 AM
42	Stay, this is my home. Elderly parents are here.	8/13/2023 11:25 AM
43	No	8/13/2023 10:52 AM
44	I plan to stay forever!	8/13/2023 10:50 AM
45	Moving. Political issues have caused too much anxiety for me. The City has too many uneducated people trying to take over.	8/13/2023 7:02 AM
46	Considering moving because of the nasty, ignorant people that live here.	8/13/2023 6:49 AM
47	New resident, too early to respond. However, if I should decide to move, all of the above would play into my decision. I love it here.	8/11/2023 5:03 PM
48	May move- taxes have tripled!	8/7/2023 4:32 PM
49	I am 85 and may need assisted living someday.	8/7/2023 2:49 PM
50	Staying	8/7/2023 1:36 PM
51	stay	8/7/2023 8:06 AM
52	Staying	8/6/2023 1:26 PM
53	Moving. City government, taxes, however that could change. Only reason I'm staying right now is elderly parents live nearby.	8/4/2023 11:03 AM
54	Stay if the present commission doesn't ruin our peaceful town.	8/4/2023 10:58 AM
55	Stay for now, hope things improve.	8/4/2023 10:55 AM
56	Stay	8/4/2023 8:33 AM
57	Appealing	8/3/2023 4:59 PM
58	Just got here - hope to stay	8/3/2023 4:04 PM
59	Staying	8/3/2023 2:20 PM
60	Staying for the foreseeable future	8/3/2023 1:59 PM

Q10 What one word would you use to describe how you would like Crescent City to be in the future?

Answered: 59 Skipped: 3

#	RESPONSES	DATE
1	Favorite	9/14/2023 8:17 AM
2	Hub	9/9/2023 8:38 AM
3	Vibrant	9/5/2023 7:21 PM
4	viable, self-sufficient, cute,	9/1/2023 8:55 AM
5	A a functioning city that embraces unity	8/29/2023 11:57 AM
6	vital	8/28/2023 6:08 PM
7	Growth	8/28/2023 11:11 AM
8	Peaceful	8/25/2023 11:52 PM
9	Gentrification	8/23/2023 12:58 PM
10	Positive	8/23/2023 11:36 AM
11	Drugfree	8/23/2023 7:13 AM
12	Natural Utopia-either or both.	8/22/2023 5:52 PM
13	Curb appeal	8/22/2023 1:21 PM
14	Revitalized	8/22/2023 10:38 AM
15	Out the city, nature to see, explore around see birds, plants Garden beds water fountains and ponds	8/21/2023 9:04 PM
16	More creative architecture like plants, water fountains, pond park with catfish. Just stuff that make it unique and original	8/21/2023 8:49 PM
17	Superfriendlycalidocious!	8/20/2023 1:18 PM
18	Peaceful	8/19/2023 4:42 PM
19	homey	8/17/2023 1:11 PM
20	Safe!	8/17/2023 10:52 AM
21	More accountability with the City government, and promoting more harmony with the community.	8/17/2023 7:45 AM
22	Thriving	8/16/2023 7:00 PM
23	Same	8/15/2023 4:15 PM
24	Vibrant	8/15/2023 11:19 AM
25	Quiet	8/15/2023 8:02 AM
26	Drama-free	8/14/2023 4:27 PM
27	More accessible to local business	8/14/2023 8:34 AM
28	Creative	8/14/2023 8:18 AM
29	Quaint	8/14/2023 7:47 AM
30	Genuine	8/14/2023 7:44 AM

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31	More jobs first and afford housing for families. The economics here aren't the best.	8/13/2023 9:37 PM
32	Charming	8/13/2023 8:43 PM
33	Peaceful	8/13/2023 7:37 PM
34	Charming	8/13/2023 2:43 PM
35	Vibrant	8/13/2023 1:51 PM
36	Quiet	8/13/2023 11:37 AM
37	Small town that embraces its history and natural resources	8/13/2023 11:34 AM
38	Quality	8/13/2023 11:29 AM
39	Harmonious	8/13/2023 11:25 AM
40	Unified	8/13/2023 10:52 AM
41	Quaint	8/13/2023 10:50 AM
42	Destination	8/13/2023 9:53 AM
43	Successful	8/13/2023 7:02 AM
44	Redeveloped	8/13/2023 6:49 AM
45	Vibrant (destination). Sorry, two words. Thanks for asking for input.	8/11/2023 5:03 PM
46	Quaint	8/7/2023 4:32 PM
47	Democratic.	8/7/2023 2:49 PM
48	Not a tourist destination, no need for big box stores. Keep on being a small, quiet community.	8/7/2023 1:36 PM
49	To-less	8/7/2023 8:06 AM
50	Quiet	8/6/2023 1:26 PM
51	Home	8/4/2023 11:03 AM
52	Same	8/4/2023 10:58 AM
53	Quaint	8/4/2023 10:55 AM
54	Stay quiet and clean	8/4/2023 8:33 AM
55	Appealing to Outsiders	8/3/2023 4:59 PM
56	Quaint and Beautiful	8/3/2023 4:04 PM
57	Quaint	8/3/2023 2:20 PM
58	Prosperous	8/3/2023 1:59 PM
59	Small	8/3/2023 1:04 PM

City Limits



High School
7-12 grade

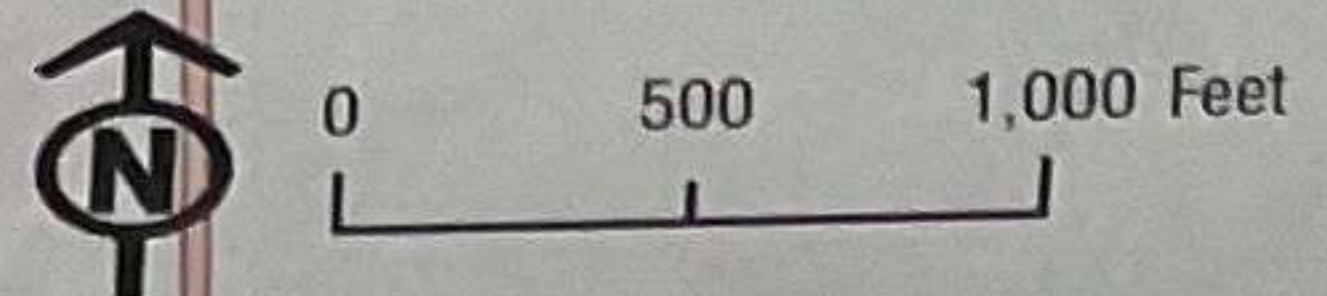
Use the map to highlight and identify areas that you like to see developed, revitalized or preserved. Feel free to use any shapes or lines for this exercise. You can indicate what you would like to see in your city, such as commercial, leisure, residential, educational or any other form of development.

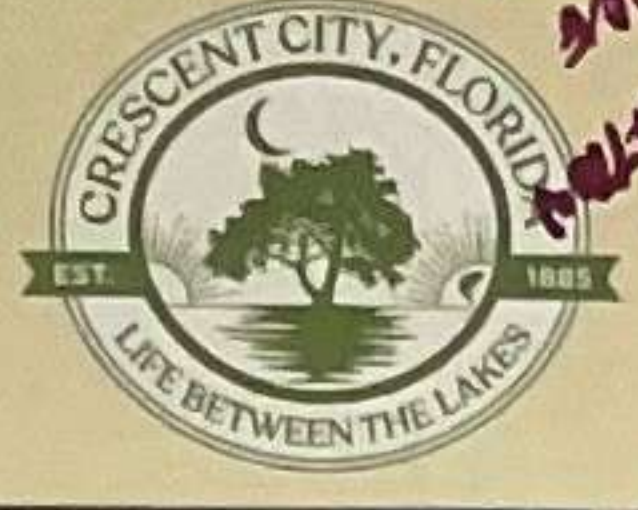


LEGEND

- Commercial District
- Recreation/Open Space
- Crescent City Owned Parcel

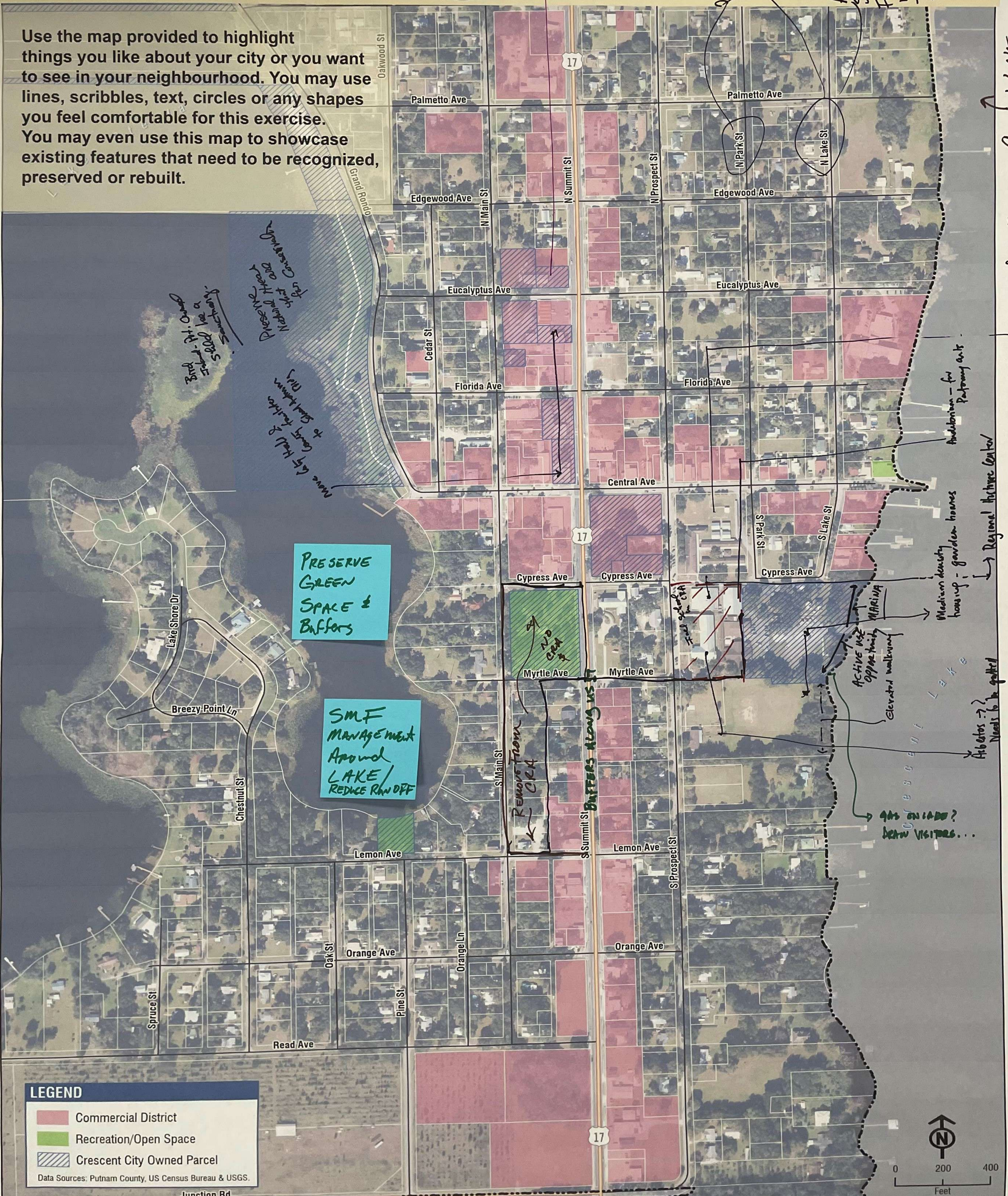
Data Sources: Putnam County, US Census Bureau & USGS.





Downtown Focus

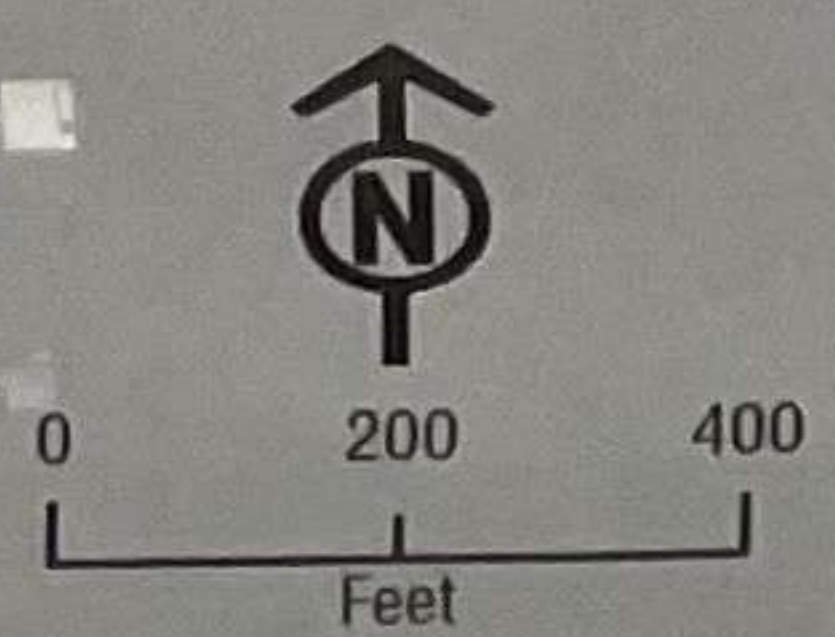
Use the map provided to highlight things you like about your city or you want to see in your neighbourhood. You may use lines, scribbles, text, circles or any shapes you feel comfortable for this exercise. You may even use this map to showcase existing features that need to be recognized, preserved or rebuilt.



LEGEND

- Commercial District
- Recreation/Open Space
- Crescent City Owned Parcel

Data Sources: Putnam County, US Census Bureau & USGS.



Urban Experience

Place a dot on the urban experience that you would like to see in Crescent City.



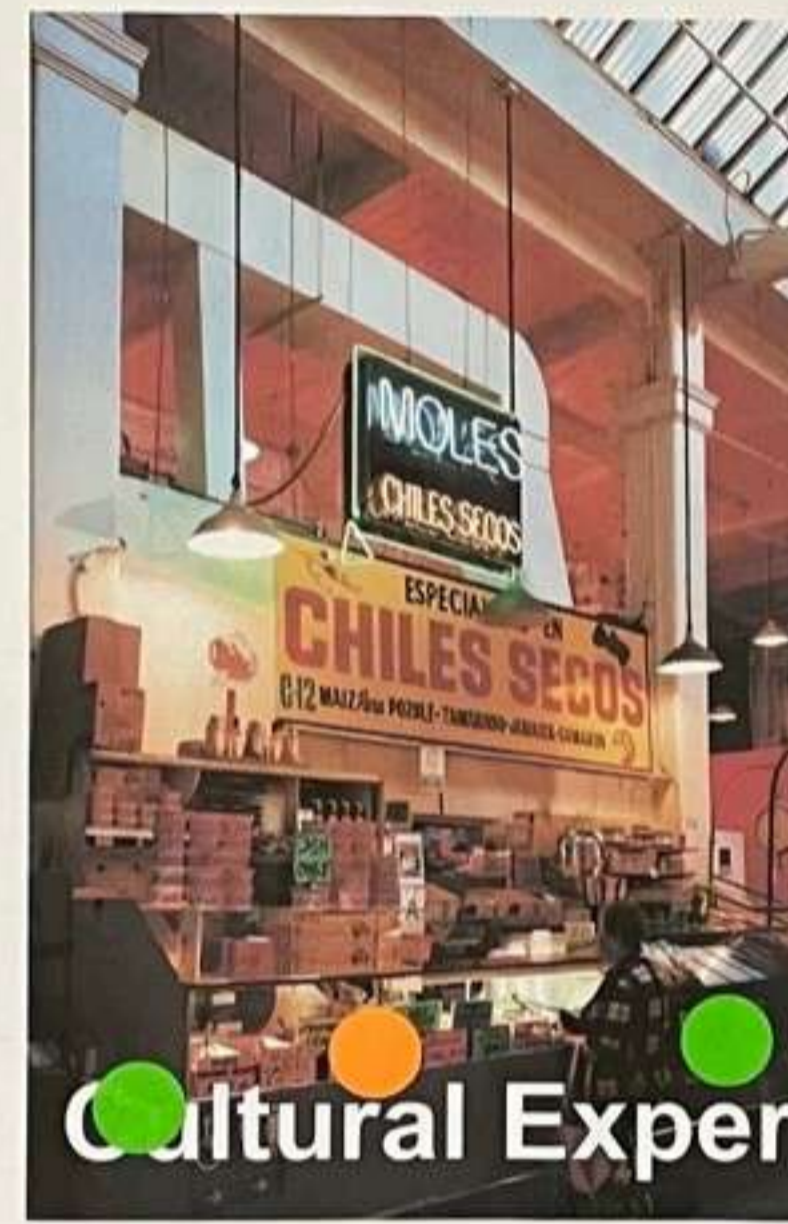
Dining and Entertainment



Waterfront Marina



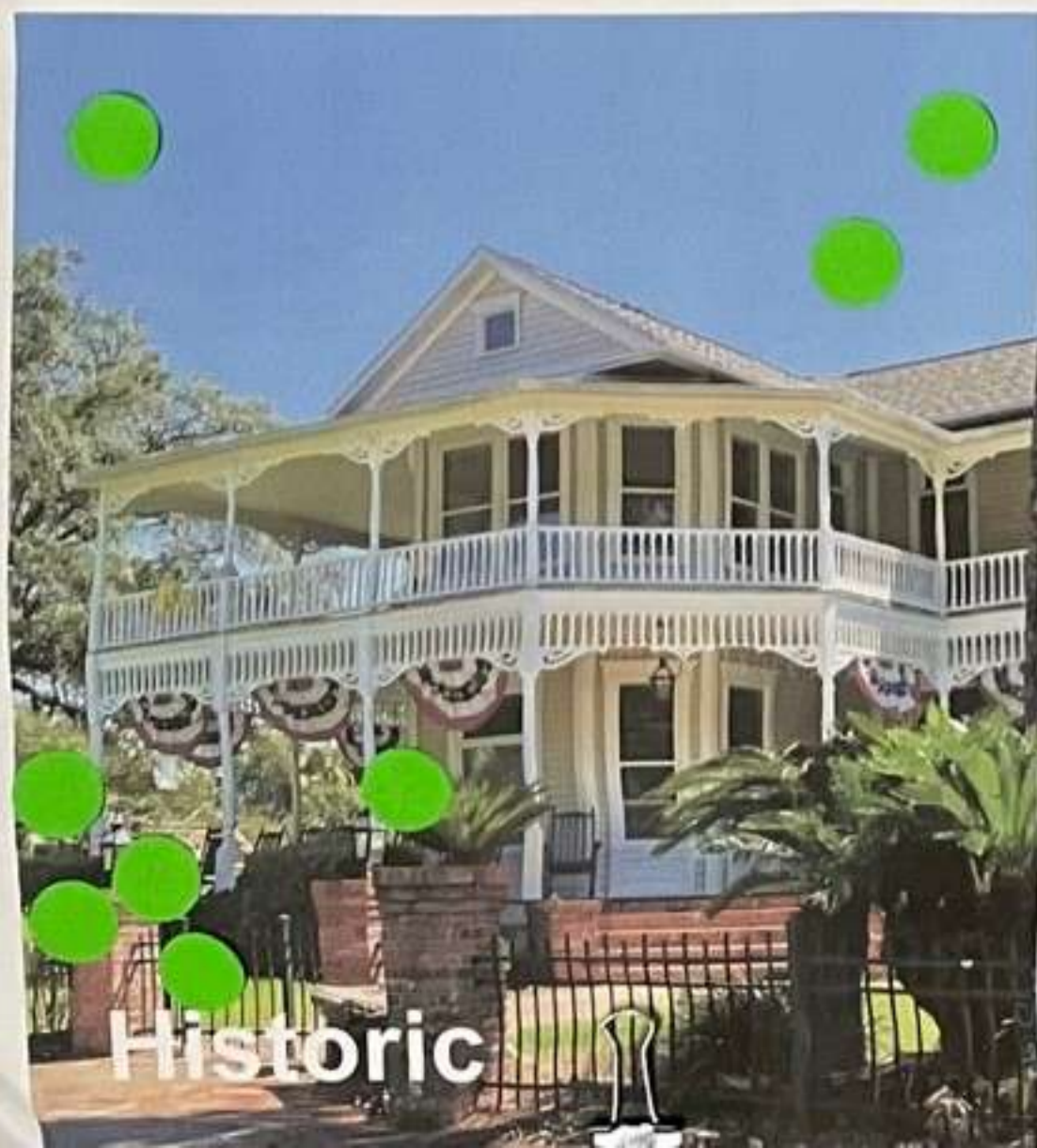
Outdoor Seating



Cultural Experiences



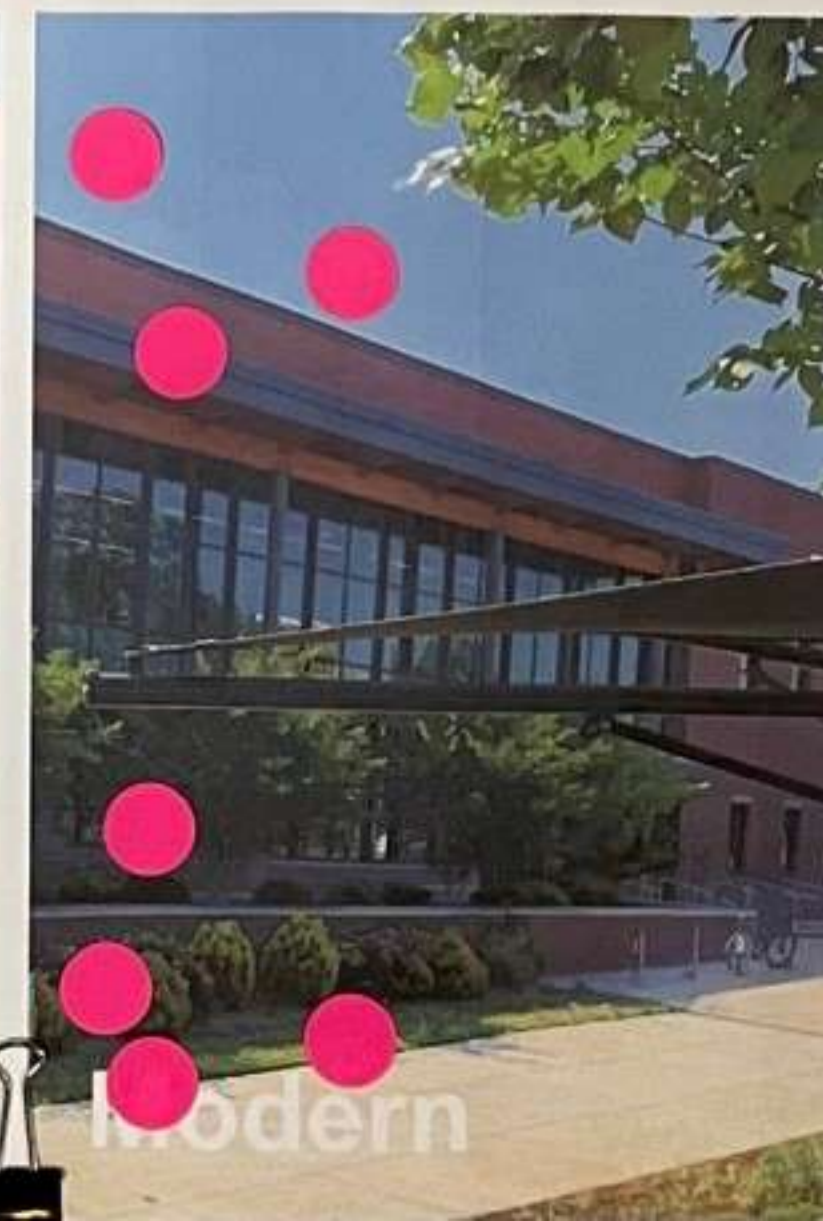
Outdoor Farmers Market



Historic



Traditional



Modern

Have an idea we missed? Grab a sticky note and help us understand.

Consistent Signage
not like in the traditional pic

Urban Experience
we have an already designed historic downtown we need to return to the true kind shaded streets we had there. Not street park & concrete we need to keep on street parking.

Downtown development should be prioritized on historic infill.

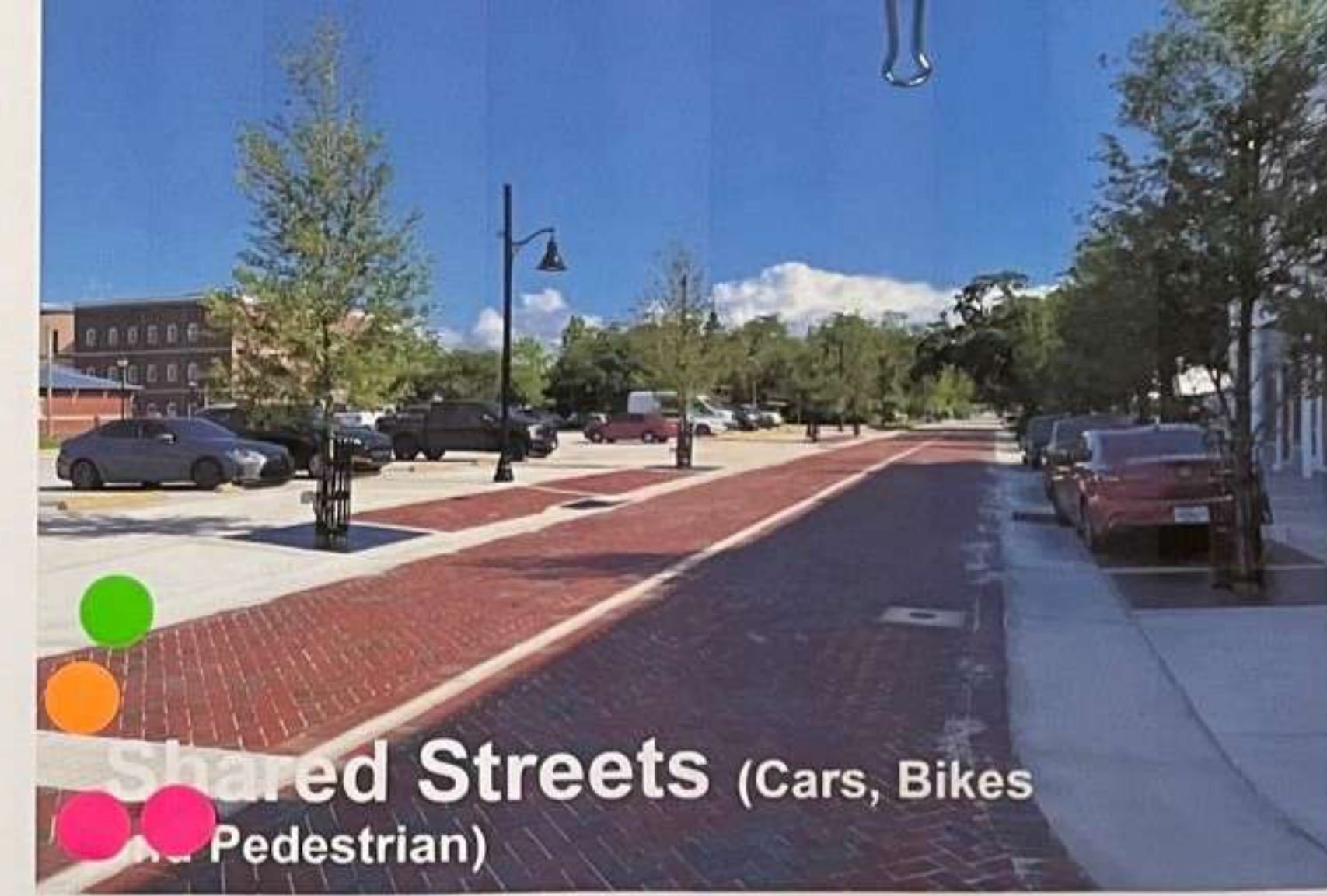
We need forward based codes & parking plan by our Urban Experience
Our downtown was designed to walk. KEEP IT, please!

Streetscape

Place a dot on the streetscape that you would like to see in Crescent City.



Activated Streets



Shared Streets (Cars, Bikes & Pedestrian)



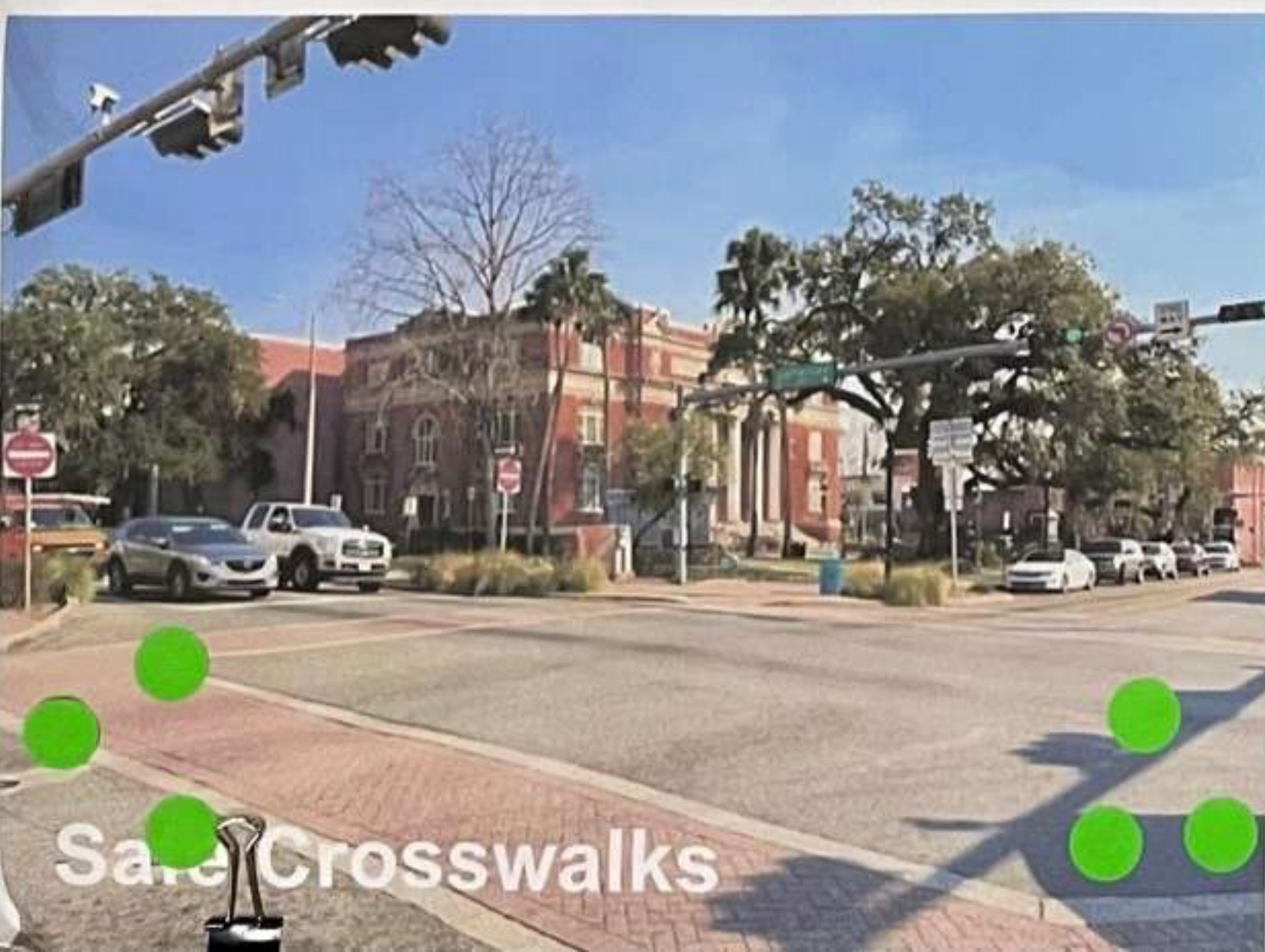
Type 1



Type 2



Type 3



Safe Crosswalks



On Street Parking

Have an idea we missed? Grab a sticky note and help us understand.

Appropriate trees for the area (not palm)
On St Parking - like the trees

We're a Tree City USA. We need to repair & restore our tree level streets. See historic photos

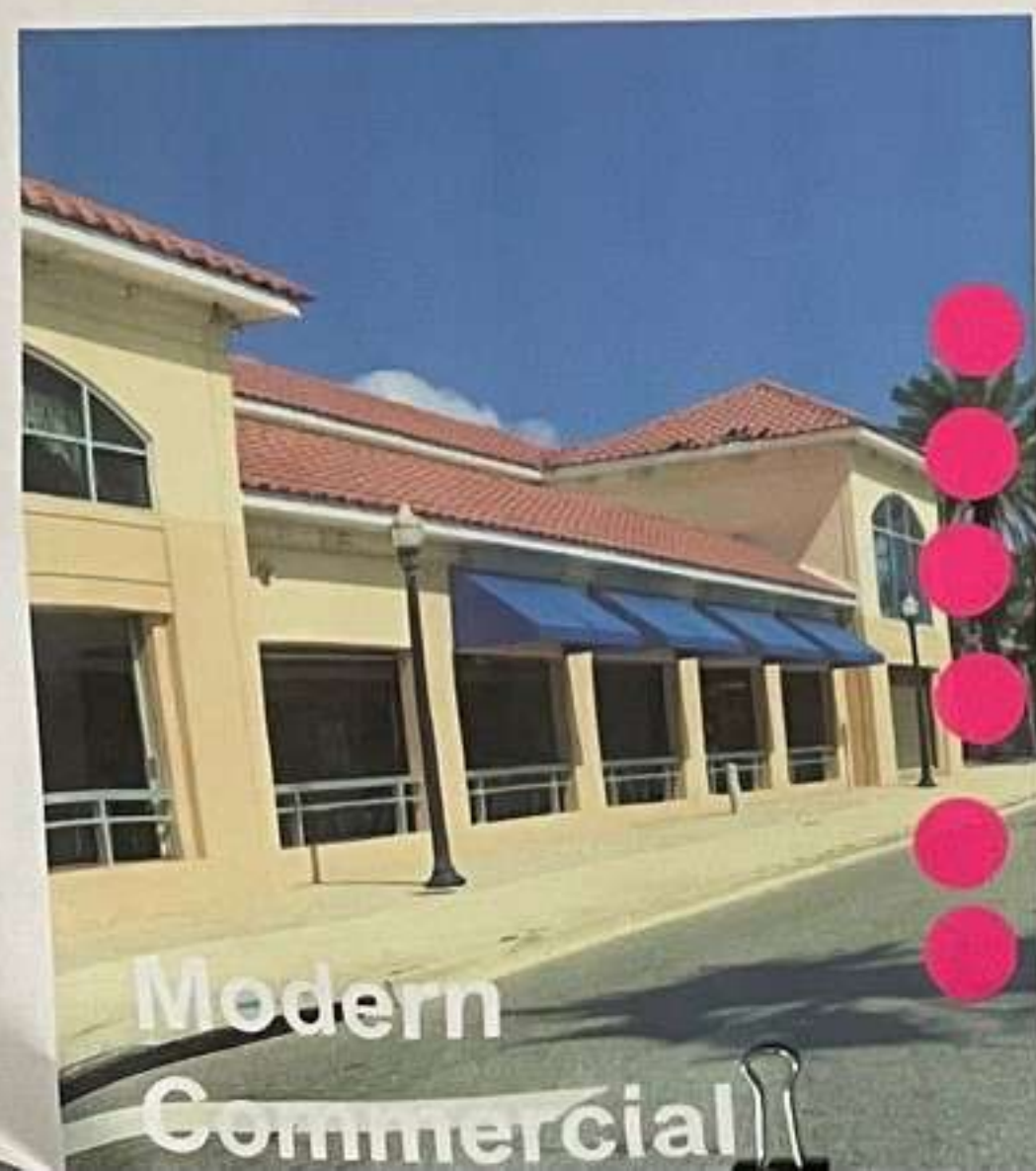
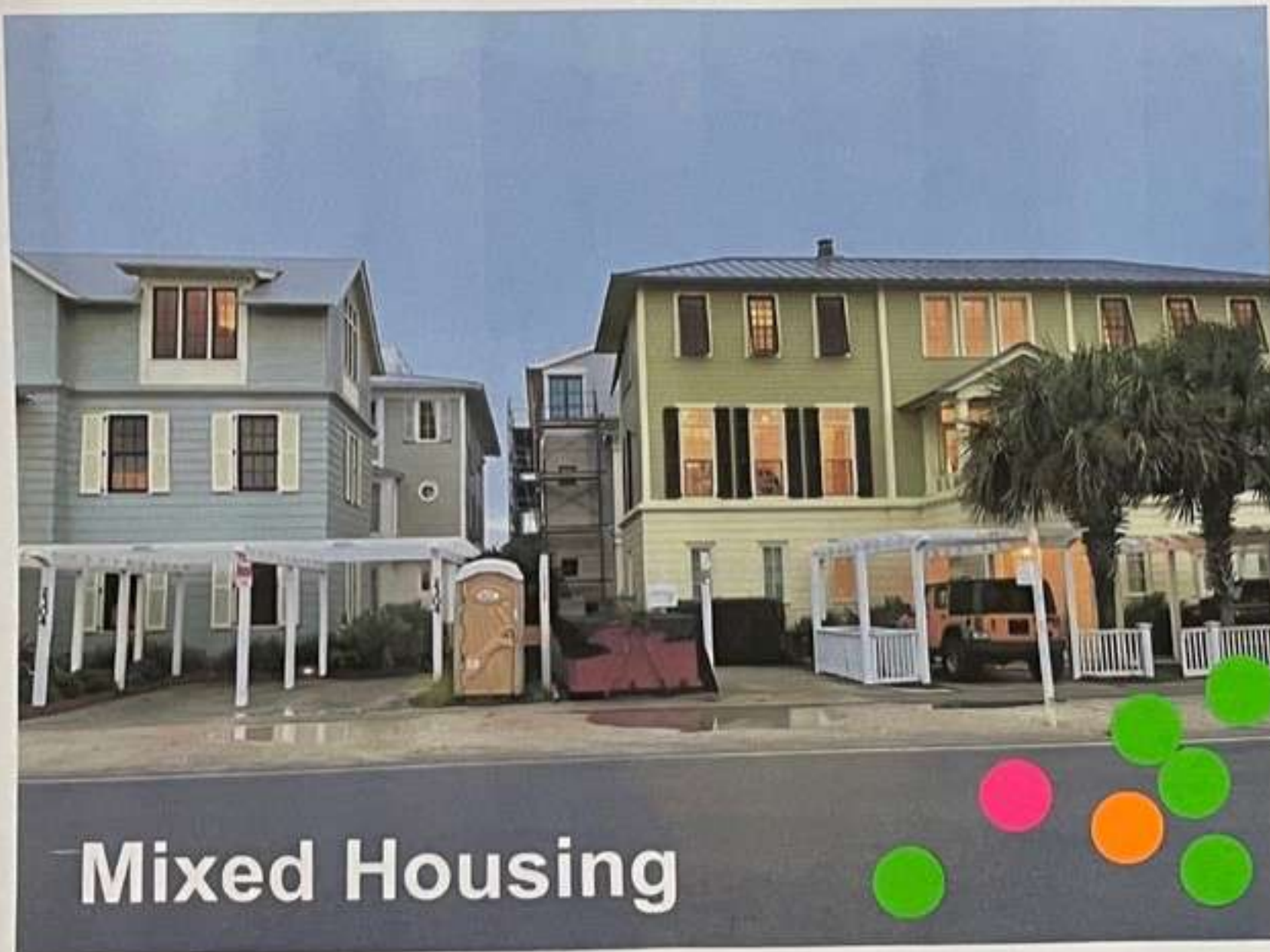
Our Carving is milled concrete - historic. Please Preserve

LANDSCAPING, LIGHTING, SIGNAGE SHOULD REFLECT AND SUPPORT THE HISTORIC CHARACTER OF DOWNTOWN. MODERN PLANTING/PAVING MUST BE DONE BY PLACE APPROPRIATE DESIGNERS.

We want to promote education, we need a variety of birds. Please assure history doesn't get lost & shouldn't be lost to pollution.

Urban Form

Place a dot on the urban form that you would like to see in Crescent City.



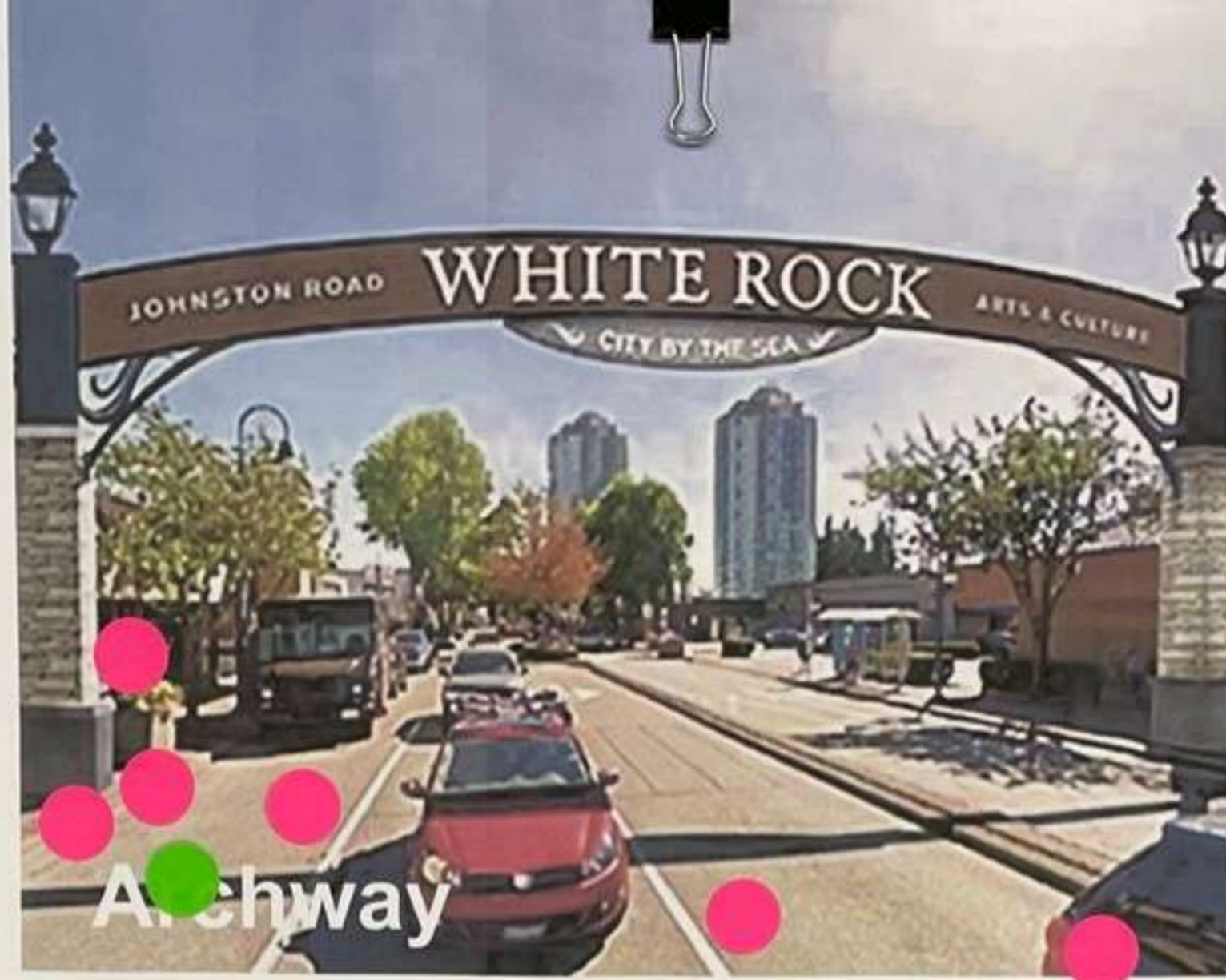
Have an idea we missed? Grab a sticky note and help us understand.

Our Urban downtown
is in a Nat'l
Register Hist
District -
Preserve it please

Our Downtown
was designed
a Mixed Use.

Signage

Place a dot on the signage that you would like to see in Crescent City.



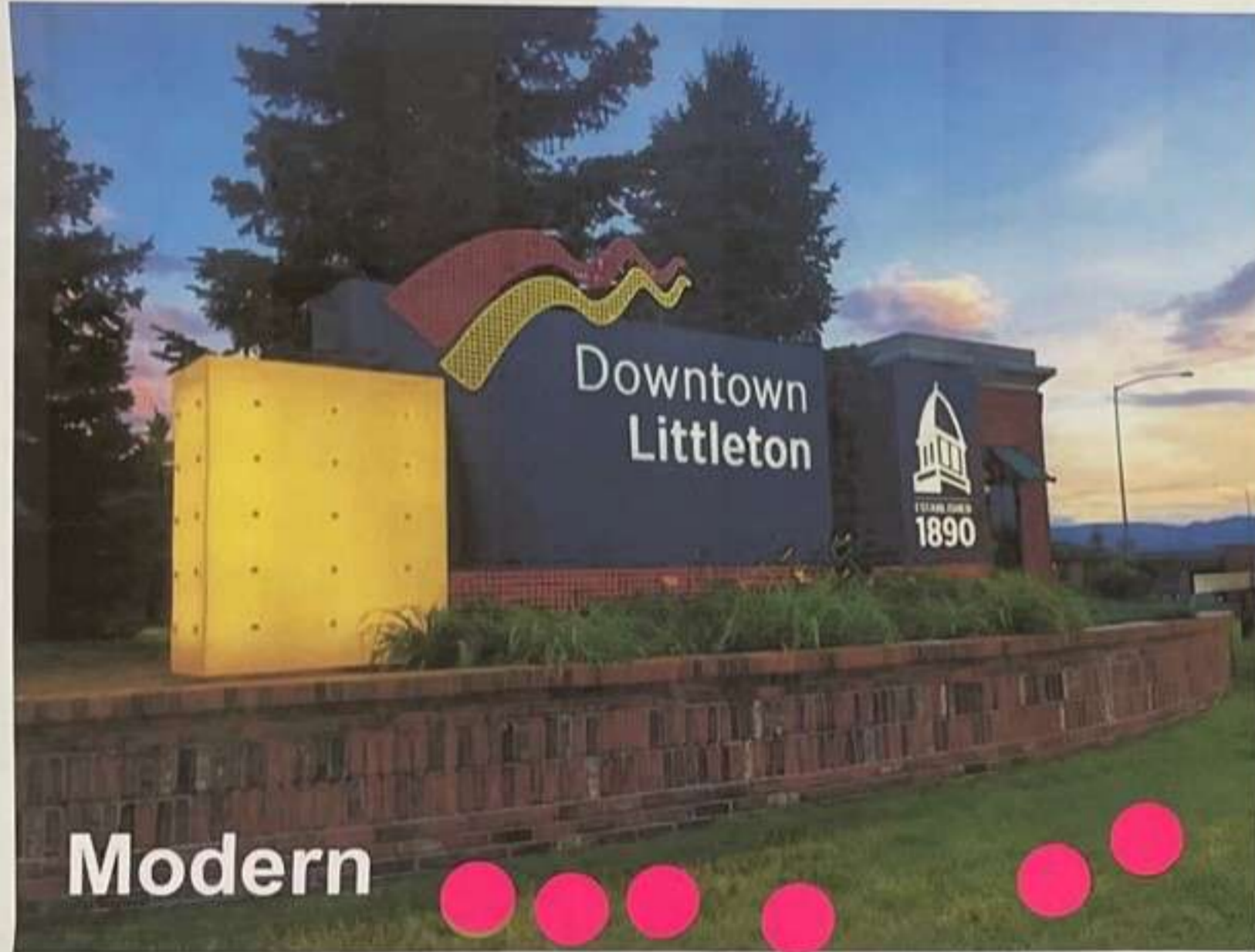
Archway



Monument



Gateway



Modern



Nature Inspired



Nautical



Artistic



Pole



Mural



Commercial Monument

Have an idea we missed? Grab a sticky note and help us understand.

We need traditional to go with our Town of Crestview National Historic District. We like our current sign.

Crescent City and Crest Lake is connected to the ocean.

Open Space and Recreation

Place a dot on the open space and recreation amenities that you would like to see in Crescent City.



Walking Trail



Bike Trail



Dog Park



Flaure Park



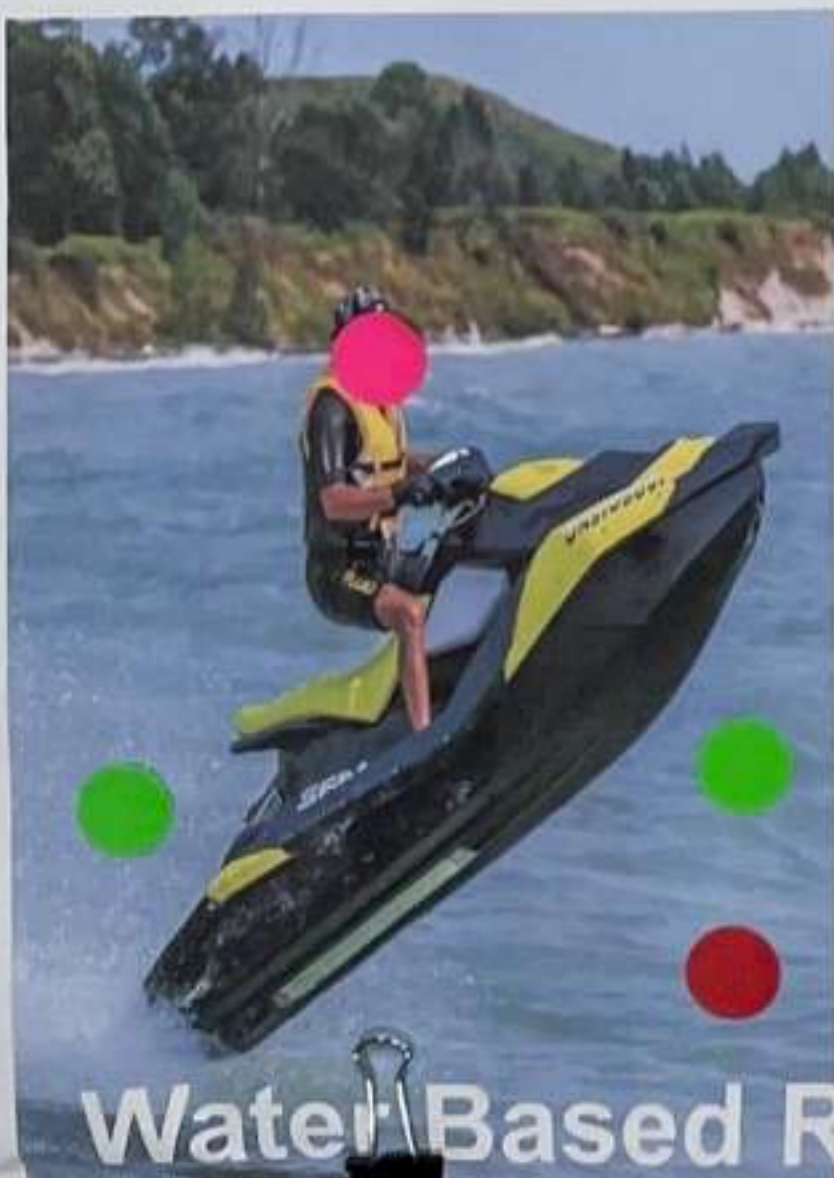
Urban Park and Plaza



Neighborhood Park



Waterfront Park & Recreation



Water Based Recreation



Active Recreation



Have an idea we missed? Grab a sticky note and help us understand.

We need environmental & ecological sites - Promote Eco-Tourism!

We already have MANY Parks. We need a water pool & County sign. We need to Preserve Preserve Natural Areas to enjoy our Area. No 3rd St. Rebuild!

Park and recreational spaces should respect and complement the natural environment that surrounds downtown.

Eco-tourism definition is to Preserve Natural areas - Not build things on top of it.



Crescent City
VISION MASTER PLAN
& REDEVELOPMENT PLAN UPDATE

