

# City of Palm Coast, Florida Agenda Item

**Agenda Date:** June 2, 2026

**Agenda Item:** G.1

<b>Department</b> CITY ADMINISTRATION <b>Division</b>	<b>Amount</b> <b>Org/Account #</b>
<b>Subject:</b> RESOLUTION 2026-XX ADOPTING THE 2027-2028 STRATEGIC ACTION PLAN	
<b>Presenter:</b> Kyle Berryhill, Interim Deputy City Manager	
<b>Attachments:</b> 1. Resolution 2. Strategic Action Plan	
<b>Background:</b>  <b><u>UPDATED BACKGROUND FROM THE MAY 12, 2026, WORKSHOP MEETING:</u></b> Council provided direction for the Strategic Action Plan, which is attached to this item.  <b><u>ORIGINAL BACKGROUND FROM THE MAY 12, 2026, WORKSHOP MEETING:</u></b> On an annual basis, staff conducts an evaluation of the Strategic Action Plan (SAP) to ensure that adopted priorities remain aligned with the City Council's vision and the evolving needs of the community. As part of this process, staff facilitates one-on-one meetings with each Council Member to gather input on existing priorities, discuss potential adjustments, and outline the next steps in the SAP process.  Feedback from these discussions is consolidated and evaluated for alignment and consistency with current Strategic Action Plan priorities. The results are compiled into a summary presentation, included with this agenda item, which highlights key themes and potential updates to the adopted priorities.  Additionally, staff incorporated insights from the recent community survey, which reaffirmed key focus areas such as infrastructure, transportation, growth management, and community amenities. Based on both Council input and community feedback, staff is presenting recommended updates to the Strategic Action Plan, including refined priority rankings, items to transition to ongoing operations, and potential new objectives for Council consideration.  Staff requests that City Council review the attached materials and be prepared to discuss and provide direction on any proposed amendments to the Strategic Action Plan priorities. This discussion will help inform the final list of priorities to be presented for adoption at a future business meeting.	

**Recommended Action:**

**ADOPT RESOLUTION 2026-XX APPROVING THE 2027-2028 STRATEGIC ACTION PLAN**

**RESOLUTION 2026-\_\_\_\_**  
**CITY COUNCIL STRATEGIC ACTION PLAN**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF PALM COAST, FLORIDA, APPROVING CITY COUNCIL PRIORITIES; PROVIDING FOR SEVERABILITY; PROVIDING FOR CONFLICTS; PROVIDING FOR IMPLEMENTING ACTIONS AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the City of Palm Coast City Council continues to support the City’s Vision, Mission, Values, and Goals as set forth in the Strategic Action Plan; and

**WHEREAS**, the City of Palm Coast City Council annually evaluates the Strategic Action Plan to remain nimble and focused on the needs of the community; and

**WHEREAS**, a continual year-long process has been established to track progress and ensure effective stewardship of annual priorities and fiduciary responsibility to the citizens of Palm Coast.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF PALM COAST, FLORIDA:**

**SECTION 1. LEGISLATIVE AND ADMINISTRATIVE FINDINGS.** The above recitals (whereas clauses) are hereby adopted as the findings of the City Council of the City of Palm Coast.

**SECTION 2. APPROVAL OF CITY COUNCIL PRIORITIES.** The City Council hereby approves the City Council Priorities, as attached hereto, and incorporated herein referenced as Exhibit “A.”

**SECTION 3. SEVERABILITY.** It is hereby declared to be the intention of the City Council that the sections, paragraphs, sentences, clauses, and phrases of this Resolution are severable, and if any phrase, clause, sentence, paragraph, or section of this Resolution shall be declared unconstitutional by the valid judgment or decree of a court of competent jurisdiction, such unconstitutionality shall not affect any of the remaining phrases, clauses, sentences, paragraphs and sections of this Resolution.

**SECTION 4. CONFLICTS.** All resolutions or parts of resolutions in conflict with this Resolution are hereby repealed.

**SECTION 5. IMPLEMENTING ACTIONS.** The City Manager, or designee, is hereby authorized to take any actions necessary to implement the action taken in this Resolution.

**SECTION 6. EFFECTIVE DATE.** This Resolution shall become effective immediately upon its passage and adoption.

**DULY PASSED AND ADOPTED** by the City Council of the City of Palm Coast, Florida, on this 2<sup>nd</sup> day of June 2026.

ATTEST:

CITY OF PALM COAST

\_\_\_\_\_  
KALEY COOK, CITY CLERK

\_\_\_\_\_  
MICHAEL NORRIS, MAYOR

APPROVED AS TO FORM AND LEGALITY

\_\_\_\_\_  
MARCUS DUFFY, CITY ATTORNEY

Attachment: Exhibit "A" City Council SAP Priorities

# 2027-2028 STRATEGIC ACTION PLAN

## PILLAR OF PRIORITY: SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE

**Objective #1:** Prioritize Palm Coast infrastructure to address current needs and anticipate future growth.

**Strategy:** Palm Coast's future expansion will be guided by a comprehensive master planning strategy focused on smart, managed growth. Our staff will develop a robust infrastructure plan that encompasses critical areas such as public safety, water resources, and economic resiliency. This plan will ensure that infrastructure projects are prioritized and executed efficiently, promoting effective development, and enhancing the quality of life for all residents.

### **Tactics:**

- ▶ **1.1:** Ensure the Wastewater treatment plant #1 expansion and rehabilitation from 6.83 to 10.83 MGD project is top priority.
- ▶ **1.2:** Ensure that the maintenance & operations complex remains a top-priority facility project and begin improvements based on the capital improvement plan timeline.
- ▶ **1.3:** Continue efforts to preserve Fire Station 22 and its historical value and expand visitor awareness of Palm Coast. Work to maintain the historical aesthetics of the Fire Station.

## PILLAR OF PRIORITY: SAFE & RELIABLE SERVICES

**Objective #2:** Design and implement a citywide plan for road repair and road safety.

**Strategy:** Prepare a citywide plan that identifies various elements associated with road repair and road safety on city-maintained roadways. Evaluate local, state, and federal strategies to address the gas tax revenue shortfall and identify all funding options that could be utilized to finance the steps and process to implement the plan's identified elements.

**Tactics:**

- ▶ **2.1:** Utilize the existing pavement management program with two options: one including global treatments for residential roads and one without. Also, apply the street lighting master plan to identify remaining segments needing lighting.
- ▶ **2.2:** Identify arterial and other roadways for safety corridor studies, prioritize segments accordingly, and pursue grant funding through FDOT, DOT, and TPO.
- ▶ **2.3:** Conduct a comprehensive funding analysis and present City Council with recommended funding strategies to support the plan and maintain the adopted level of service, including evaluation of potential revenue sources such as dedicated funding mechanisms for roads and public safety.
- ▶ **2.4:** Present the finalized plan and funding recommendations to the city council for review and approval.

## PILLAR OF PRIORITY: STRONG RESILIENT ECONOMY

**Objective #3:** Enhance current economic development efforts to create better-paying jobs and attract major employers such as healthcare, manufacturers, and industry.

**Strategy:** Increase the city's prospects for economic growth by developing its sites, buildings inventory, and workforce strategies while in tandem increasing economic development through marketing outreach and visibility across all multiple streams, including existing investors, state and regional groups, consultants, real estate brokers, and companies.

**Tactics:**

- ▶ **3.1** Accelerate the path forward on entitlements and right of first offer on Tract 17, then work with senior city staff and City Council on RFP for the development or sale of the tract.
- ▶ **3.2** Strengthen partnerships and communication with the private sector to attract major employers, expand industrial development opportunities, and create better-paying jobs in the community utilizing the City's incentive programs. Present data to City Council supporting increased investment in Palm Coast's industrial site and building inventory.
- ▶ **3.3** Collaborate with Flagler County Economic Development, the Palm Coast-Flagler Chamber of Commerce, and neighboring municipalities, including the City of Bunnell, to strengthen and elevate economic development efforts in Palm Coast and throughout the region.
- ▶ **3.4** Maximize the effectiveness of the SR100 Community Redevelopment Area (CRA). Review expanding the timeline of the CRA and work to develop a CRA Master Plan.
- ▶ **3.5** Sharpen focus and development of the downtown urban core, to include The Stage and YMCA partnership.

## PILLAR OF PRIORITY: CIVIC ENGAGEMENT

### **Objective #4:** Implement the Parks Master Plan

**Strategy:** Review the public feedback and data collected to develop implementation strategies and prioritize projects to ensure sufficient funding, resources, and staffing to accomplish goals, with a specific focus on improving the parks, trails, and other recreational elements the City currently has and looking for opportunities to expand in the future using impact fees.

#### **Tactics:**

- ▶ **4.1** Develop a plan to add additional lighted diamond and rectangle fields.
- ▶ **4.2** Develop a deferred maintenance study for all parks to identify needed repairs and establish a structured annual plan for prioritized replacements and maintenance to ensure long-term asset sustainability.
- ▶ **4.3** Explore opportunities to improve trail connectivity between Palm Coast's trail network and existing or planned regional trail systems.
- ▶ **4.4** Explore options for integrating a concrete skate park into the community, including evaluating potential locations, costs, and implementation plans.
- ▶ **4.5** Develop and update park mapping and signage to ensure all designated park properties are accurately identified and labeled as parks within the community.
- ▶ **4.6** Define the roles and responsibilities of the Parks and Recreation Advisory Board and the Palm Coast Sports Alliance to establish clear processes in order to can provide useful recommendations to the Parks and Recreation Department and City Council.
- ▶ **4.7** Preserve the hard canopy on Palm Coast Parkway from future development and work with Flagler County Government to explore the use of Environmentally Sensitive Lands (ESL) funds.

## PILLAR OF PRIORITY: SAFE & RELIABLE SERVICES

**Objective #5:** Design and produce a technology improvement plan focused on technology for city government.

**Strategy:** Evaluate existing enterprise software & compare with the market for features, gained efficiencies, maturity of product, interoperability, robustness and reliable support to obtain high efficiency of government operations. Explore smart technologies as it relates to city infrastructure and internal operational tools for city resource planning and collaboration.

**Tactics:**

- ▶ **5.1** Continue to complete all planned phases of the new City of Palm Coast Mobile application. Explore additional features that could be added to benefit residents.
  
- ▶ **5.2** Research developing a future smart city master plan.

## PILLAR OF PRIORITY: SUSTAINABLE ENVIRONMENT & INFRASTRUCTURE

**Objective #6:** Continue saltwater canal dredging initiative

**Strategy:** Advance long-term canal system maintenance and resiliency through coordinated planning, funding strategies, and infrastructure standards.

**Tactics:**

- ▶ **6.1:** Perform the canal dredging design and establish canal depths through permitting. Update cost estimates based on permit conditions.
- ▶ **6.2:** With assistance from the consultant, create a dredging management plan.
- ▶ **6.3** Pursue grants and other funding sources for the canal dredging plan and present City Council with multiple funding and construction approach options for direction. Evaluate multiple potential funding mechanisms, including an MSBU or special assessments for canal-front residents who would directly benefit from dredging improvements.
- ▶ **6.4:** Create a seawall standard that can be enforced by code for all canal front properties, including vacant lots.

## PILLAR OF PRIORITY: CIVIC ENGAGEMENT

**Objective #7:** Support and Advance Arts, Cultural, and Historical Initiatives and Facilities

**Strategy:** The City of Palm Coast currently works with local organizations and promotes citywide activities involving arts and history. However, to properly expand the City's art/cultural/history initiatives, funding options will need to be identified. Considering this, the City will examine allocated city budgets (i.e., CIP, special event budget) as well as expanding search opportunities for external grants and legislative appropriations that can be allocated towards cultural assets and arts.

**Tactics:**

- ▶ **7.1** Strengthen partnerships with local organizations and Flagler County to support and expand arts, cultural, and historical programs and initiatives.
- ▶ **7.2** Use strategic planning documents and community engagement—including the Parks Master Plan, Cultural Arts Master Plan, and focus groups—to identify evolving needs and opportunities for arts and cultural development.
- ▶ **7.3** Conduct peer city research to benchmark arts, cultural, and historical efforts, ensuring Palm Coast remains competitive and aligned with best practices.
- 7.4** Pursue diverse funding opportunities, including grants and private partnerships, to support arts, cultural, and historical projects identified through research and community input.
- ▶ **7.5** Promote public art by updating ordinances to support creative displays and revitalizing the Art in Public Places Committee in collaboration with the Beautification and Environmental Advisory Committee (BEAC).
- 7.6** Explore the feasibility of developing a community-designed mural, modeled after initiatives in the City of Bunnell, and evaluate the availability of Community Redevelopment Agency (CRA) funds to support the project, with findings and recommendations presented to City Council.

## PILLAR OF PRIORITY: STRONG RESILIENT ECONOMY

### **Objective #8:** Quality of Life for Essential Workers

**Strategy:** The city will strengthen organizational effectiveness and employee well-being by supporting first responders, enhancing workplace culture, and ensuring competitive compensation through targeted programs, a salary survey, and a citywide culture assessment.

#### **Tactics:**

- 8.1** Enhance the well-being and support systems for first responders by identifying and implementing effective strategies and programs that improve their quality of life, mental health, and overall job sustainability.
- ▶ **8.2** Identify and review existing programs, grants, and partnerships that offer support or resources for first responders.
- ▶ **8.3** Evaluate the results of the comprehensive employee salary survey to ensure the organization's compensation structure remains competitive with current market standards. This initiative aims to attract and retain talented staff while reducing the risk of losing employees to the private sector or other government agencies.
- ▶ **8.4** Conduct a comprehensive culture assessment across the city organization to gain insight into employee perceptions, values, and engagement levels, with the purpose of fostering a more inclusive, productive, and mission-driven workplace.

## PILLAR OF PRIORITY: SAFE & RELIABLE SERVICES

**Objective #9:** Strengthen emergency response through sustainable funding and specialized fire services to support long-term readiness.

**Strategy:** Strengthen the City's Fire emergency response and public safety capabilities by evaluating and implementing sustainable funding mechanisms and specialized service enhancements that ensure long-term operational readiness, accommodate growth, and improve response to complex emergencies.

### **Tactics:**

**9.1** Evaluate the feasibility of implementing a dedicated fire service fee to support emergency response and management operations, ensuring sustainable funding to accommodate growth and maintain service levels.

**9.2** Explore the development and funding of a Hazardous Materials (HazMat) response team within the Fire Department to enhance local emergency response capabilities.

## PILLAR OF PRIORITY: STRONG RESILIENT ECONOMY

**Objective #10:** Expand the City’s ability to secure external funding opportunities through the evaluation and development of a dedicated grants function

**Strategy:** Strengthen the City’s capacity to pursue and manage grant funding by evaluating the feasibility of establishing a dedicated grants function, such as a full-time grant writer or grants office, to support priority projects, infrastructure improvements, and community initiatives.

**Tactics:**

**10.1** Evaluate the feasibility, staffing structure, and potential return on investment of creating a dedicated grants function, including options such as a full-time grant writer, grants manager, or centralized grants office. Based on the findings and available funding, move forward with the addition of at least one dedicated grants position as part of the FY27 budget process.