

TAB E



City of Palmetto Agenda Item

Meeting Date

12/7/09

Presenter:

Jeff Burton

Department:

CRA

Title:

CLARIFICATION: Presentation of CRA Action Plan Strategies

BACKGROUND: In 1993, the CRA developed an action plan to guide its leadership in future activities. This presentation organizes the plan into seven sub-activities, identifies the legal authority of the activity, provides a management strategy to begin the activity and submits a proposed activity budget.

Budgeted
Amount:

\$0.00

Budget Page
No(s):

Available
Amount:

\$0.00

Expenditure
Amount:

\$0.00

Additional Budgetary
Information:

See powerpoint for budgetary requests

Funding
Source(s):

Sufficient
Funds
Available:

☒ Yes
☐ No

Budget
Amendment
Required:

☒ Yes
☐ No

Source:

City Attorney
Reviewed:

☐ Yes
☐ No
☐ N/A

Advisory Board
Recommendation:

☐ For
☐ Against
☐ N/A

Consistent
With:

☐ Yes
☐ No
☐ N/A

Potential
Motion/
Direction
Requested:

Staff Contact:

Attachments:

City Of Palmetto

Community Redevelopment Agency

City Of Palmetto

Code Enforcement

PLAN CAN BE SUMMARIZED INTO SEVEN ACTION AREAS

1. Code Enforcement
2. Image
3. Parks
4. Streetscapes
5. Business Development
6. Finance/Grantsmanship
7. Government/Zoning

Code Enforcement

City Of Palmetto

Code Enforcement

STATUTORY AUTHORITY FOR CODE ENFORCEMENT ACTIVITY

Florida Statute 163.340 Definitions

(7) *"Slum area" means an area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime... reason of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:*

- (a) *Inadequate provision for ventilation, light, air, sanitation, or open spaces;*
- (b) *High density of population;*
- (c) *The existence of conditions that endanger life or property by fire or other causes.*

City Of Palmetto

Code Enforcement

STATUTORY AUTHORITY FOR CODE ENFORCEMENT ACTIVITY

Florida Statute 163.370 Powers

(h) To make or have made all surveys and plans necessary to the carrying out of the purposes of this part; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:

- 1. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.*
- 2. Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements*

City Of Palmetto

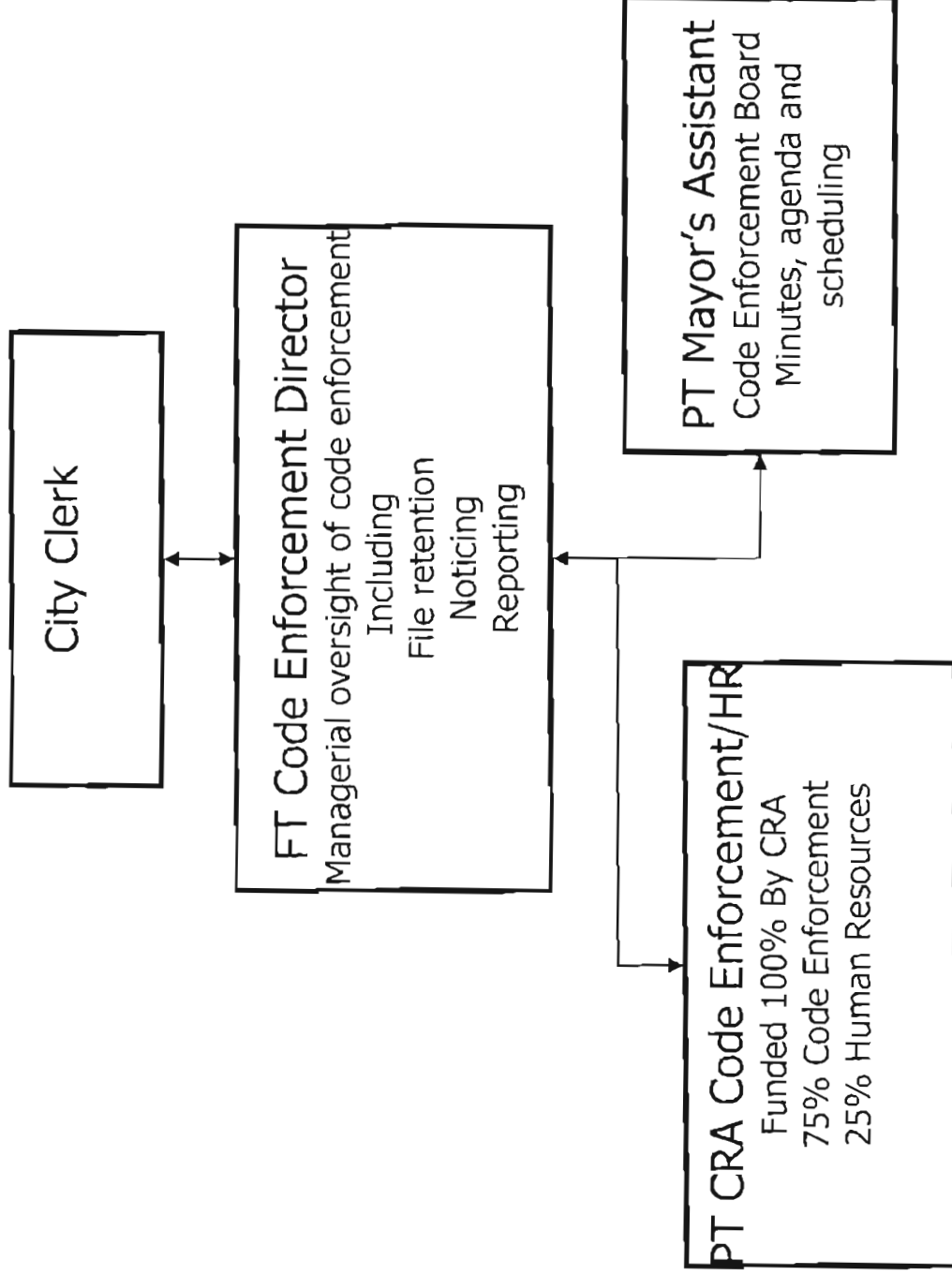
Code Enforcement

NEED FOR CRA CODE ENFORCEMENT 1993 Community Redevelopment Action Plan

- Mentioned at least 14 times in the action plan
- Code enforcement problems are identified but follow-through on fines and correction by city officials has been lacking. (Pg 51)
- Lack of consistent Code enforcement follow through by City Council. (Pg 55)
- Unsafe building/home environment has led to significant public health issues. (Pg 55)
- The reduction of confusion and visual clutter through the control of the size, placement and related aspects of signage. (Pg 64)
- Continued Code Enforcement, strive for follow through on penalties and recommendations. (pg 75)

City Of Palmetto

Current Code Enforcement



City Of Palmetto

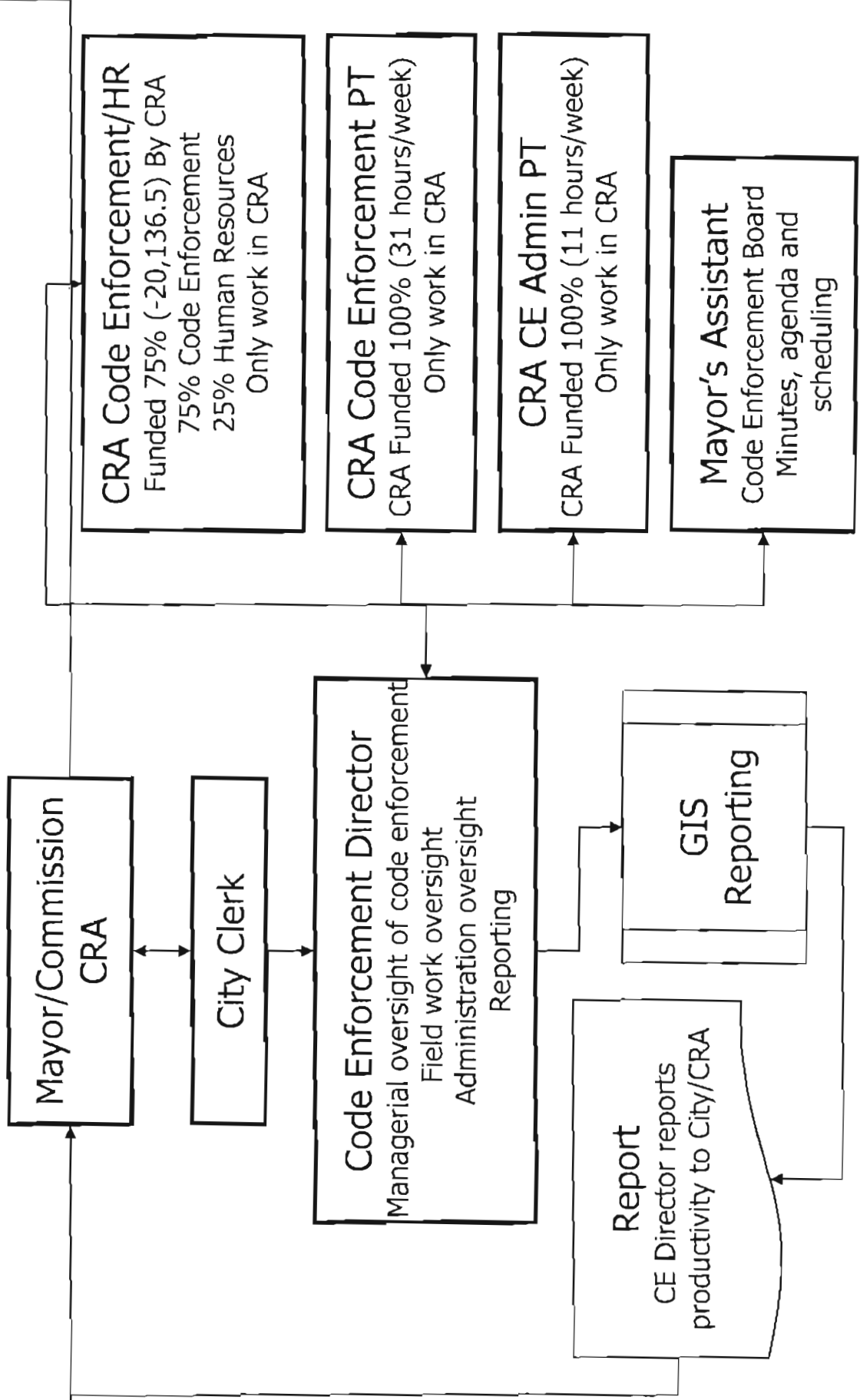
Code Enforcement

AMENDMENT TO CURRENT CODE ENFORCEMENT STRATEGY (2009-2010)

- CRA purchases Code Enforcement software
 - Streamline automation of Code Enforcement process
 - GIS capable – Map/audit Code Enforcement activities
- CRA funds Code Enforcement Officer
 - Part-time (31 hours per week)
 - Can use RIF building inspector
- CRA adds 11 hours to part-time City Hall staffer
 - Administers required notifications
 - Assists Code Enforcement Director with follow through of process
- Require Semi-Annual CE Report

City Of Palmetto

Code Enforcement



City Of Palmetto

Code Enforcement

AMENDMENT TO CURRENT CRA BUDGET

- Create "Code Enforcement" Budget item
 - Under 6905598214
 - Transfer \$50,000 from 6905598214 "Beautification Match" and close item
- Approve CRA purchase of Software if over \$10,000.
- Approve CRA PT CE Administration
 - \$10,686 annual
 - 11 hours per week
 - Existing employee
- Approve CRA PT CE Officer Job Description
 - \$25,792 annual
 - 31 hours per week
 - Possible RIF employee

City Of Palmetto

Code Enforcement

CODE ENFORCEMENT REPORTING

- Location of Violation
 - By Type
 - By Officer
 - Corrected/fined/other
 - Absentee/ home owner
- Fines collected and/or liens
 - By location
 - By officer
 - By absentee/home owner
- Comparisons to prior/audit fines
 - Number of cases
 - Location
 - Inspector

City Of Palmetto

Code Enforcement

CODE ENFORCEMENT MOTION

Move to (attorney)

Image

City Of Palmetto

Image

STATUTORY AUTHORITY FOR IMAGE ACTIVITY

Florida Statute 163.345 Encouragement of private enterprise

(1) Any county or municipality, to the greatest extent it determines to be feasible in carrying out the provisions of this part, shall afford maximum opportunity, consistent with the sound needs of the county or municipality as a whole, to the rehabilitation or redevelopment of the community redevelopment area by private enterprise.

STATUTORY AUTHORITY FOR MARKETING/IMAGE ACTIVITY

Florida Statute 163.370 Powers

(i) To develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income.

City Of Palmetto

Image

STATUTORY AUTHORITY FOR IMAGE ACTIVITY

Florida Statute 163.459 Eligible activities

- (3) Developing local programs and home ownership housing projects to encourage the participation of financial institutions, insurance companies, attorneys, architects, engineers, planners, law enforcement officers, developers, and other professional firms and individuals providing services beneficial to redevelopment efforts.*
- (4) Providing technical, accounting, and financial assistance and information to businesses and entrepreneurs interested in locating, expanding, or operating in the service area.*

City Of Palmetto

Image

NEED FOR CRA IMAGE

1993 Community Redevelopment Action Plan

Mentioned at least 49 times in the action plan

Downtown Palmetto and the CRA district has an image problem; it is perceived as a declining area. (Pg 46)

If Palmetto's negative image persists, it could be expected that the current level of Downtown use and patronage will deteriorate. Private sector reinvestment will also deteriorate. (Pg 47 related directly to FS 163.345 Encouragement of private enterprise)

Overcoming "past Images" of Palmetto has been a problem... (Pg 51)

The City commercial/retail districts lack a visual theme which is uniform, or creative in the form of signage, lighting... (Pg 54)

An image of safety needs to be created to attract people and business. (pg 53)

City Of Palmetto Image

TWO PART IMAGE STRATEGY

Part #1 What is the "Image" of Palmetto?

What do we sell to people, organizations and potential investors?

Palmetto is our product, how do others see it (Palm-ghetto)?

What new-investment opportunities have we missed?

Part #2 How do we promote our "Image"?

What are our current modes of "Image" communication?

Optimizing our current efforts...

Finding the best methods of communication...

City Of Palmetto

Image

WHAT IS THE IMAGE OF PALMETTO?

Survey:

What are your three defining (selling point) images of Palmetto?

City Of Palmetto

Image

PART 1: AMENDMENT TO CURRENT CRA "IMAGE" STRATEGY (2009-2010)

CRA institutes "imaging strategy"

Hire consultant

Acquire COMMUNITY based imaging data

Historic/Agricultural

Commission/CRA Advisory Board

North East Community

Business Advisory

Evaluate collected data

Develop multiple "Image" concepts

Presentation to Commission/CRA Advisory Board

City Of Palmetto

Image

HOW DO WE PROMOTE OUR IMAGE OF PALMETTO?

WEBSITE



PHYSICAL IMAGE



BILLBOARD

FAIRS/FESTIVALS/ADVERTISING

CONSISTENCY?



City Of Palmetto

Image

PART 2: AMENDMENT TO CURRENT "IMAGING" STRATEGY (2010-2011)

CRA institutes "imaging use" strategy

Develop CONSISTENT "image use" of CRA/City activities

Billboard(s)

2009-2010 – replace existing billboard image until mural image

2010-2011 – Use of new image/Set billboard use policy

Website

2009-2010 –

Analysis of Civicplus (in process)
Update and maintain CRA content

2010-2011 –

Develop new CRA website canvas
Use new image
Update and maintain policy

City Of Palmetto

Image

PART 2: AMENDMENT TO CURRENT "IMAGING" STRATEGY (2010-2011)

CRA institutes "imaging use" strategy

Develop CONSISTENT "image use" of CRA/City activities

Fairs/Festivals/Advertising

2009-2010 – Use mural images, short term consistency (in process)

2010-2011 – Develop new "image" strategy, long term consistency

Physical (streets, buildings)

2009-2010 –

Store fronts (in process)

Develop 8th Ave/10 Street streetscape plans

Continued road/sidewalk cleaning & maintenance

2010-2011 –

Integrate new "image" into storefronts

Integrate code enforcement into redevelopment

Budget and implement Streetscape plans

CRA Street maintenance policy

City Of Palmetto IMAGE

AMENDMENT TO CURRENT CRA BUDGET

2009-2010

Create "IMAGE" budget item

Under 6905598214

Transfer \$10,000 from 6905598214 "CRA fitness" to IMAGE

Transfer \$40,000 from 6905598221 "Residential Improvements Prgm"
to IMAGE

Create and approve Image Consultant sub-item of \$25,000.

Create and approve Billboard sub-item of \$5000.

Create and approve Streetscape Consultant sub-item of \$20,000.

Move "website" (\$10,000) budget item 6905594111 under IMAGE

City Of Palmetto IMAGE

IMAGE REPORTING

2009-2010

The following progress reports should be generated by the fiscal end of 2009-2010:

Short term CRA website goals

Short term billboard

Short term fairs/festivals and advertising

Storefronts

CRA/City imaging (a completion time certain due to public input)

New CRA website

Streetscape design plan

City Of Palmetto

IMAGE

IMAGE MOTION

Move to (attorney)

PARKS

City Of Palmetto

PARKS

STATUTORY AUTHORITY FOR PARK ACTIVITY

Florida Statute 163.345 Encouragement of private enterprise

- (c) To undertake and carry out community redevelopment and related activities within the community redevelopment area, which may include:*
- 3. Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out In the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan.*

City Of Palmetto

PARKS

NEED FOR CRA PARKS

1993 Community Redevelopment Action Plan

Mentioned at least 14 times in the action plan

Lack of neighborhood pocket parks which are close and easily accessed for Playground use and tot lots. (57)

Site and public amenities along the waterfront area could be strengthened... (Pg 58)

Develop recreation and open space opportunities... (Pg 66)

Promote highest quality recreational opportunities... (pg 68)

City Of Palmetto

PARK

PARK STRATEGY

Develop GIS Map with potential park locations/vacant land
Relate to distance of residential units
Relate to existing land uses

Develop long term potential CRA park plan

CRA recently developed a Riverside Park plan
Modify existing plan to meet budgetary means
Develop multi-year plan to enact modified plan
Hire private consultant to engineer, permit (FDEP) and project manage project

CRA should develop North East section park on CRA/City Property
Hire consultant to perform due diligence (SWFWMD permitting/grants)
Develop site plan and budget
Hire private consultant to engineer, permit (FDEP) and project manage project

City Of Palmetto

PARK

PARK BUDGET ADJUSTMENT

2009-2010

Create "PARKS" budget item

Under 6905598214

Transfer \$40,000 from 6905598221 "Residential Improvements
Prgm" to PARKS

Create and approve Riverside Park Project sub-item of \$20,000

Approve \$10,000 for Planning and permitting consultant

Approve \$5000 for GIS plotter/printer for readable (larger) maps

From 6905598214 – GIS Project

Create and approve MLK Park sub-item of \$15,000

Approve \$5,000 for preliminary SWFWMD due diligence consultant

City Of Palmetto

PARKS

PARKS REPORTING

2009-2010

The following progress reports should be generated by the fiscal end of 2009-2010:

- Progress on modified Riverside Park Plan
 - Multi-year budget and plan
 - Permitting progress

- Progress on modified MLK Park Plan
 - SWFWMD report
 - Preliminary park plan
 - Multi-year budget and plan
 - Permitting progress

- GIS map of potential CRA parks

City Of Palmetto

PARKS

PARKS MOTION

Move to (attorney)

Streetscape

City Of Palmetto

STREETSCAPE

STATUTORY AUTHORITY FOR PARK ACTIVITY

Florida Statute 163.345 Encouragement of private enterprise

- (c) To undertake and carry out community redevelopment and related activities within the community redevelopment area, which may include:*
- 3. Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out In the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan.*

City Of Palmetto

STREETSCAPE

NEED FOR CRA PARKS

1993 Community Redevelopment Action Plan

Mentioned at least 64 times in the action plan

An extensive street and parking lot landscaping program would have a great impact on downtown's overall visual quality (Pg 35 – related to IMAGE)

Pedestrian activity is constructed by narrow sidewalks and sidewalks close to busy traffic... (Pg 53)

High rate of speed traveled on 8th Avenue in areas where sidewalks and Buildings are close to roads (Pg 56)

8th Avenue Corridor Section- (pg 58)

10th Avenue Corridor Section (Pg 59)

City Of Palmetto

STREETSCAPE

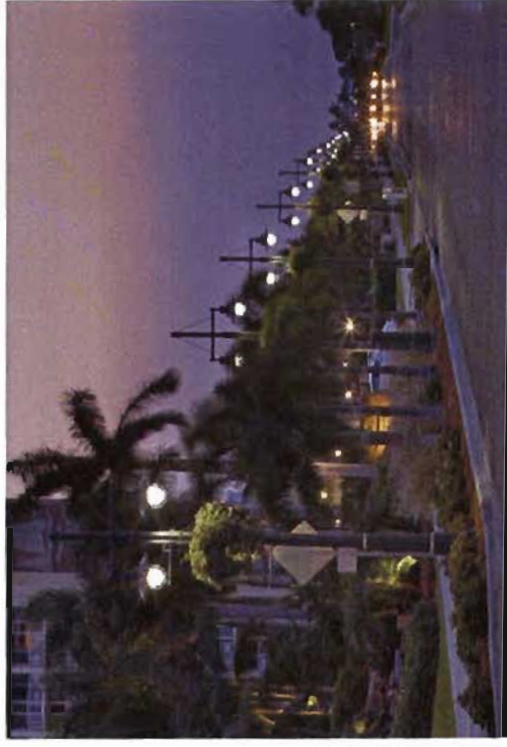
STREETSCAPE STRATEGY

Identify priority of roads

8th Avenue
10th Avenue
10th Street
17th Street

Category of Streetscape amenities

Road
Sidewalks
Landscaping
Turn lanes
Parking
Lighting
Street



City Of Palmetto

STREETSCAPE

STREETSCAPE STRATEGY

Budget

Expect approximately \$100,000 for engineering of full streetscape effect for 30%
Of engineering and design for road the length of 8th Avenue

Road trip

Visit other completed streetscape locations and review the following:

Amenities chosen

Budget

Expenses

Perceived benefit

Florida Department of Transportation

Visit with FDOT and discuss

Proposed work

Allowed work

Grants (aligned with Finance/Grantsmanship)

City Of Palmetto

STREETSCAPE

STREETSCAPE BUDGET

2009-2010

Create "STREETSCAPE" budget item

Under 6905598214

Transfer \$200,000 from 6905598214 "Housing Match with County"
to STREETSCAPE

Transfer \$400,000 from 6905598212 "A-Haben Gateway Resurfacing"
to STREETSCAPE

Transfer \$500,000 from 690556300 "CSX Property Acquisition"
to STREETSCAPE

Create and approve Due-Diligence sub-item of \$5,000

Collect information on completed projects

Further action depends of reporting and CRA policy decisions

City Of Palmetto

STREETSCAPE

STREETSCAPE MOTION

Move to (attorney)

Finance/Grants

City Of Palmetto

FINANCE/GRANTS

FINANCE/GRANTS STRATEGY

Prepare a Financial/Grantsmanship Analysis

Priorities of CRA/City

Probabilities of Grants for CRA/City

Report to CRA

Apply CRA policy Finance/Grantsmanship decisions to Priority projects

City Of Palmetto

FINANCE/GRANTS

FINANCE/GRANTS BUDGET

2009-2010

Create "GRANTS" budget item

Under 6905598214

Transfer \$10,000 from 6905598214 "University Study Funds"
to GRANTS

Approve Finance/Grants Analysis not to exceed \$10,000

Further action depends of reporting and CRA policy decisions

City Of Palmetto

STREETSCAPE

STREETSCAPE MOTION

Move to (attorney)



THE COMMUNITY REDEVELOPMENT ACTION PLAN

for

PALMETTO FLORIDA

COPE ENFORCEMENT

MARKETING/IMAGE

PARKS

STREET SCAPES

BUSINESS DEVELOPMENT

FINANCE/GRANTS

GOVERNMENT/ZONING

prepared by

DSW
DESIGN STUDIOS WEST

and



The
Florida Planning
Consortium, Inc.

for the

**COMMUNITY
REDEVELOPMENT
AGENCY**

Property of:



PALMETTO

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November 1993

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Peggy Johnson - Vice Chairman
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Andy Glendening, Director, Community Redevelopment Agency

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Michelle Scranton
David Gjertson

ADDITIONAL ACKNOWLEDGMENTS

1988 Comprehensive Plan For

City of Palmetto

(prepared by Wade-Trim
and Casella and Associates)

Farmers Home Administration

Jack Sellards

Kendrick Hall, Palmetto Fairgrounds, 17th Street

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INTRODUCTION



INTRODUCTION

Palmetto is a small Florida community located south of Tampa Bay at the mouth of the Manatee River, in the central part of Manatee County and near the intersection of Interstates 75 and 275. The City's existing CRA District contains approximately 650 acres of developed and underdeveloped land and is located midway between Tampa/St. Petersburg to the north and Sarasota/Bradenton to the south.

The City of Palmetto sits on the north banks of the Manatee River and is closely tied to the agricultural community, the Manatee River, bays and gulf that surround it. The City was founded by Samuel Sparks Lamb in 1868, and named for the palmettos that were growing in abundance. It was the waters of the gulf and Manatee River that attracted the first settlers and soon to follow were yachtsmen and shippers that discovered the beauty and importance of the mile-wide Manatee River. Fertile soil and a tropical climate attracted new residents that were willing to accept the challenge of building the community and a prosperous future. The water and climate brought many new residents but the agricultural opportunities kept them here.

Palmetto was incorporated in 1897, and has grown slowly to its present population of approximately 9,410. The importance of quality of life and family ties have remained the focus of Palmetto residents. City officials have promoted their willingness to cooperate with business owners and developers to create a clean and vigorous economy. For years Palmetto was considered a bedroom community to its larger neighbors but the City is now coming into its own as a prospering business center and a unique and affordable community to live in.

Palmetto is at the hub of Manatee County's agricultural industry, ranking eighth in the state in agricultural income. The Manatee County Civic Center offers attractive facilities for business conferences and trade shows. Adequate railroad access, utility infrastructure and low construction fees and taxes add to the potential business climate. Many of Florida's most noted attractions, museums and beaches are located within 45 minutes of the City. With five city parks and numerous festivals, Palmetto offers a variety of recreational and residential opportunities.

Palmetto has maintained its "Old Florida" charm while carefully managing its growth. Mixed use retail and commercial and condominiums have become the focal point of the downtown waterfront area. Many other businesses in the City have found that Palmetto has the qualifications needed for successful development. Located in the center of the City is the community redevelopment district and

enterprise zone, both of which offer tax advantageous development incentives. Establishing or expanding an existing businesses is made easy with the cooperation of the Community Redevelopment Agency (CRA) and Mayor-Council form of government.

Purpose For The Redevelopment Action Plan and the Workshop Process

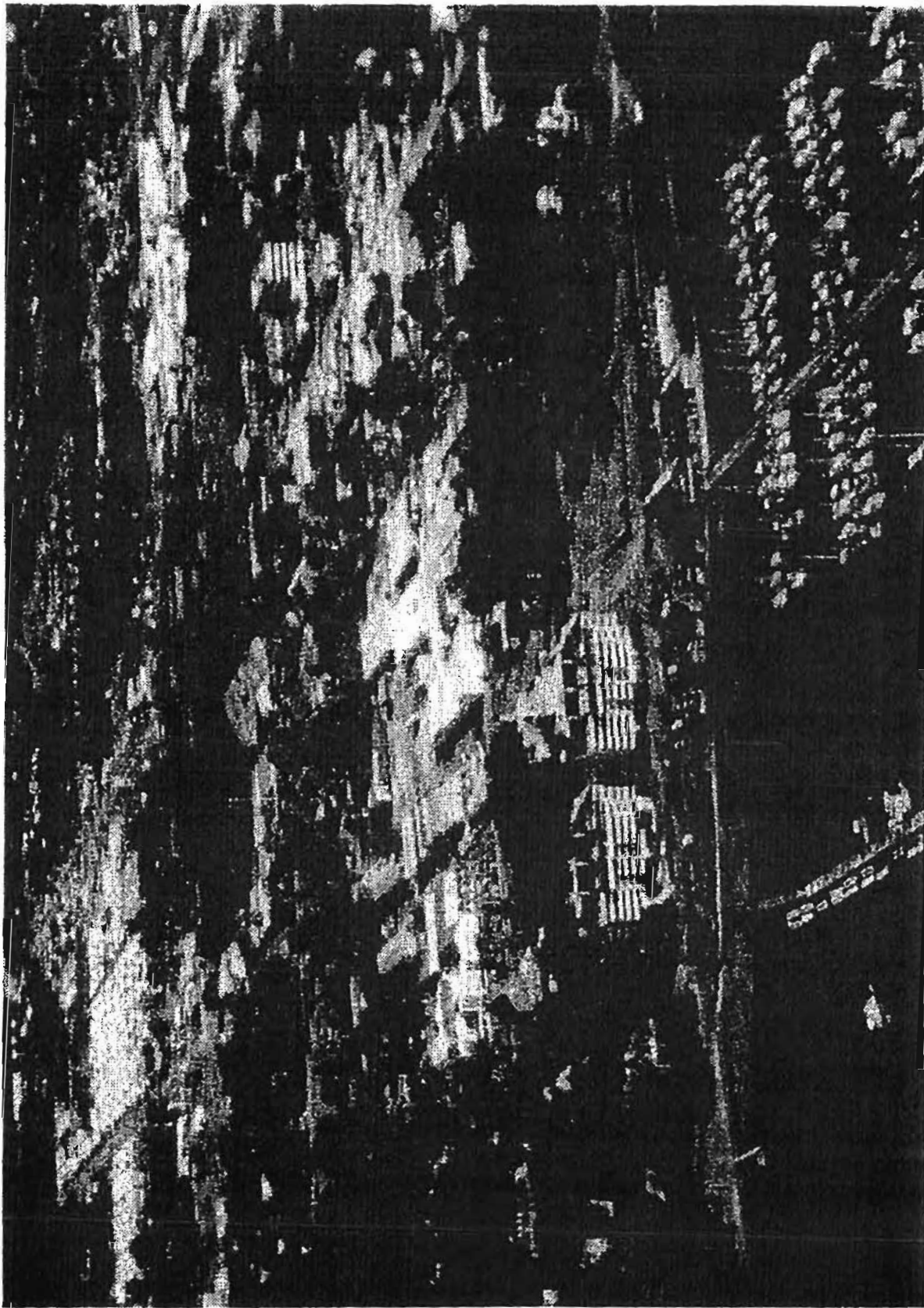
In August 1993, the Community Redevelopment Agency (CRA) members from the City of Palmetto, Florida discussed the need for a preliminary written outline or planning document which would provide a focus for the city in directing future development options. In recent years, several attempts by the City were made to acquire grant funding as well as attract new development opportunities. For a variety of reasons, these progressive efforts were never realized, hence the need for an organized/planning focus.

The City of Palmetto currently utilizes the services of Margaret Tusing, a part-time Contract Planner with the City of Palmetto as well as the Tampa Bay Regional Planning Council in Tampa for technical planning assistance. Beginning in 1986, Casella and Associates prepared the Palmetto Redevelopment Plan which established the boundaries of the Redevelopment Area for the CRA. Several amendments to expand the CRA Redevelopment Boundaries have been made by Casella and Associates. In addition, Wade-Tim along with Casella and Associates prepared the 1988 (and still current) City Comprehensive Plan, which to date, is the only complete planning document. This document contains land use goals and objectives along with various policies, but without a formal written long range plan or redevelopment document, the implementation and usability of these policies are moot.

The City of Palmetto at present needs to explore redevelopment opportunities in order to offer a stable socio-economic base for existing new development as well as employment opportunity considerations. Without an adopted Long Range Plan or VISION, the future economic base of Palmetto is uncertain and unstable. Based upon these concerns, various steps and CRA Board discussions resulted in the decision that a directional plan was needed which addressed the city's current issues and concerns and outlines recommendations along with an action plan to take steps towards developing a better and more stable future for the City of Palmetto.

As a result of those discussions, the Florida Planning Consortium in conjunction with Design Studio's West were retained to conduct a series of redevelopment strategies and general planning workshops. The process selected was designed to obtain quick and concise information for maximum benefit with immediate results.

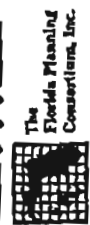
The workshops were conducted during the week of October 19-26, 1993. The results and recommendations developed from those meetings are incorporated into an action plan which outlines step by step each specific element or document required to implement the development and land use changes which are being recommended.



DSW **AERIAL VIEW OF CITY**

DESIGN STUDIOS WEST

**PALMETTO
FLORIDA**



COMMUNITY REDEVELOPMENT PLANNING PROCESS

Purpose:

The planning process for the City of Palmetto, which includes all parcels within the city limits, and more specifically parcels within the CRA boundary, had two essential purposes. First, it sought to create a **long range redevelopment plan** that would provide the general policies and guidelines for both public sector and private sector involvement in the improvement and economic revitalization of the community. Second, it sought to initiate an **on-going process of public-private sector collaboration** within the community that would create a positive climate for improvement of the downtown and riverfront core as well as existing developed and non-developed parcels throughout the city. It is intended that all parties could pursue their development interests in a mutually supportive and coordinated manner.

Precepts:

The planning process for Palmetto was based upon a number of fundamental precepts to assure the creation of a plan that would have broad public support, be economically sound, and be sensitive to its unique setting. The planning precepts were:

- Community involvement within the process
- Collaboration between public officials, business and civic leadership and private citizens
- Input from state government regulatory agencies
- Input from various funding agencies as a reality check
- Open, step-by-step public policy decision-making via public workshop presentations at each design stage.

Steps:

The planning process for Palmetto was composed of six sequential steps:

Step 1: Reconnaissance

Step 2: Goals, Objectives and Strategies

Step 3: Preliminary Development Plan and Funding Sources

Step 4: Regulatory Agency Input and Conceptual Plan Evaluation

Step 5: Final Conceptual Redevelopment Plans

Step 6: Written Action Plan

The Planning Program

Step 1: Reconnaissance

The planning program began with a reconnaissance by the Design Team to identify the key issues and parameters affecting the future of Palmetto. The Design Team conducted an overview examination of the physical, economic and social conditions present within the city limits and the interrelationship of the downtown and riverfront core to the surrounding commercial and residential areas. A personal input program with CRA members, city officials and community leaders was conducted to identify the spectrum of community attitudes about the city and to assess the potential for economic revitalization, land use modifications and entrepreneurial opportunities. Opportunities and constraints upon downtown revitalization were identified in regards to community attitudes and leadership, the natural setting, land use and circulation, building conditions, market trends, utility support capabilities, preliminary regulatory agency criteria and broad brush funding capabilities.

Step 2: Goals, Objectives and Strategies

Preliminary downtown/riverfront core and adjacent commercial and residential goals and objectives, as well as alternative strategies of achieving them, were identified and evaluated. The first two days of the all-day workshops in Palmetto enabled the Design Team to formulate redevelopment priorities, list specific design opportunities and outline a framework for development as the City moves toward the future.

This information was shared with the citizens of the community in two series of public presentations. Participants were asked to evaluate the goals, objectives and strategies with regard to aesthetic appearance of any proposed physical redevelopment, appropriate theme, economic benefit or opportunity to the community and the relationship to the physical characteristics of the various development parcels throughout the city.

The intent of this process was to determine a range of potential development themes and associated funding sources, as well as physical uses and amenities that the community agreed would provide appropriate economic benefits while maintaining the preferred community scale and character.

Step 3: Preliminary Development Plan and Funding Sources

Preliminary plan concepts and revitalization strategies, depicting the physical implications of the selected goals and objectives as well as the findings of the reconnaissance phase, were formulated in a bubble diagram format. These served as a sounding board to focus the scrutiny by the Design Team and community participants during its first two work sessions.

The plan set forth a preliminary development framework including a spatial arrangement of land uses within an improved 8th Avenue transportation network, an illustrative urban design concept, and a preliminary discussion of a phasing schedule. A preliminary overview of funding sources to implement many of the conceptual redevelopment ideas were outlined and publicly discussed. Effective grantsmanship will be required in preparing applications to secure available Federal and State Assistance as well as private foundation grants.

If the public involvement program was effective during this preliminary development plan stage, the community will view the final plan as "their plan". It was crucial to have this community support if implementation of the final plan and the seeking of grant funding is ever to take place. The elected officials responsible for this implementation must be confident that the community supported the plan.

Step 4: Regulatory Agency Input and Conceptual Plan Evaluation

Making the regulatory agencies aware of the redevelopment planning and physical design concepts was a critical first step. This awareness got the agencies talking, thinking and interested about getting involved. By including permitting agencies early in the process, we felt it would be easier to develop support for the proposed redevelopment improvements as well as a better understanding of the needs of the community.

Experience has convinced us that regulatory agencies will participate reasonably and constructively in design and planning processes when afforded meaningful opportunities. Therefore, the preliminary development plan was not developed by any one individual or solely by the Design Team, but represents the convergence of several ideas and efforts to improve and economically revitalize the community.

A Preliminary Redevelopment Plan was subjected to a series of evaluations. A cursory technical and cost evaluation was conducted to assess the functional effectiveness, infrastructure requirements and estimated private and public development impacts of the proposed ideas. A land use economic evaluation was conducted to assess the financial feasibility and physical impact on both the overall plan and its individual development project components. A discussion of appropriate implementation mechanisms was conducted, including potential legal, funding, organizational and promotional tools.

Step 5: Final Conceptual Redevelopment Plans

The City-wide and Downtown Core Final Conceptual Redevelopment Plans for Palmetto, documented in this report, is the result of the third and fourth days of the workshop that built upon and refined the previous plan evaluation stages. The Final Redevelopment Plans incorporate new land use and transportation components, an illustrative urban design plan for key areas of the city, and an implementation program to guide physical revitalization and economic stimulus in Palmetto.

This master plan is intended to give the citizens of Palmetto the direction necessary to immediately implement improvements throughout the City and most particularly in the area along 8th Avenue, 10th Avenue, 10th Street, sidewalks in the northeast district and areas adjacent to the riverfront. **The plan is intended more as a guide for long-term development and the mechanism for pursuing funding than as a specific physical master plan.**

Although the Design Team feels confident in the assumptions and decisions made during the course of the workshop, the intent is that this Final Conceptual Redevelopment Plan is viewed as a proposed development program subject to change based upon the needs and desires of the community, changing market demands and private and public funding capabilities.

Step 6: Written Action Plan

The goal of the Action Plan is to define the tasks, roles and responsibilities to implement the plan. The action plan prepared by the Design Team delineates specific tasks necessary to implement short and long term plans. **The plan addresses financial, regulatory and policy issues** which must be addressed in order to accomplish the goals and objectives set forth in the Final Conceptual Redevelopment Plan. The action plan will be prepared primarily as an internal tool for the City staff, City CRA and City Council to use to guide implementation of projects over time.

It is essential that the current enthusiasm and momentum related to this redevelopment planning and grant funding effort be maintained and put into a systematic and continuing program of implementation. Perhaps the most significant impact on the implementation and action strategy is the ability to successfully stabilize existing businesses attract new business, new visitors and new residents.

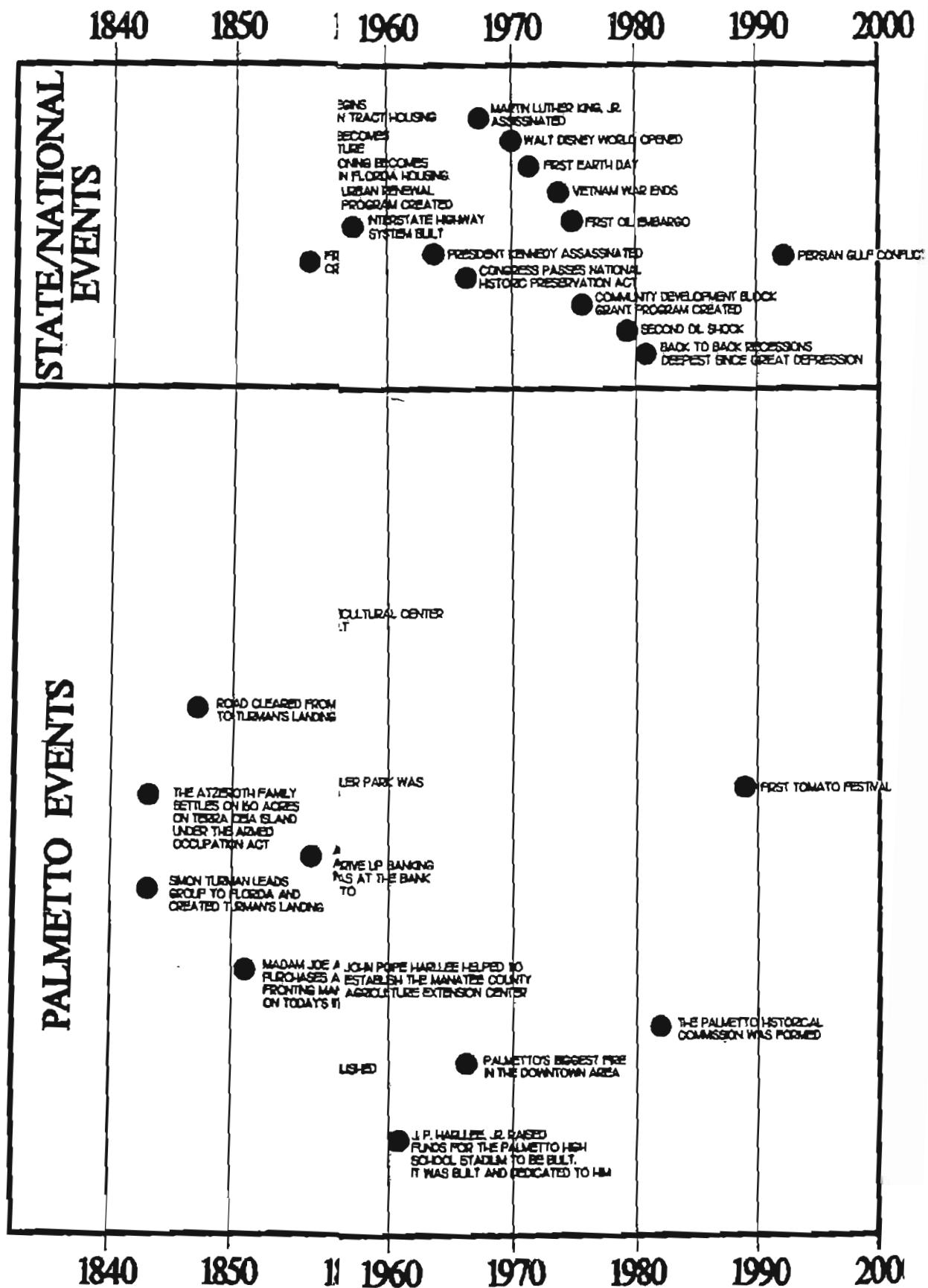
CONTENTS OF THE DOCUMENT

The format of this document is designed to closely follow the redevelopment planning process followed by the Design Team in the four day Redevelopment Strategies Workshop. The remainder of this document is divided into six (6) categories which systematically summarize the research undertaken, citizen and community group input and concerns, identification of redevelopment plan goals and objectives, redevelopment physical design ideas and redevelopment action plans and funding opportunities. Key elements of this document include:

- Historic Development Patterns of Palmetto
- Existing Conditions Inventory and Analysis
- Summary of Public Concerns
- Redevelopment Goals and Objectives
- Redevelopment Strategy
- Redevelopment Action Plan /Work Program
- Urban and Storefront Design Guidelines

HISTORIC DEVELOPMENT OF PALMETTO





HISTORIC DEVELOPMENT OF PALMETTO

The First Palmetto Settlers

Simon Turman, in 1843, was one of the first settlers to arrive in the area that is now called Palmetto. He was a native of Ohio and had made his destination point the Manatee River. Turman claimed 160 acres under the Armed Occupation Act. This acreage was located five miles from the mouth of the Manatee River on the north bank with one mile of waterfront. The Atlantic Coastline Railroad later built a bridge across the river at this point. Turman also built the first wharf structure on the Manatee River although it was far from a wharf. He built a crude cabbage log crib in the deeper water to receive imported goods from ships. This little structure came to be known as Turman's Landing because there was no dock that connected the Landing to the main land.

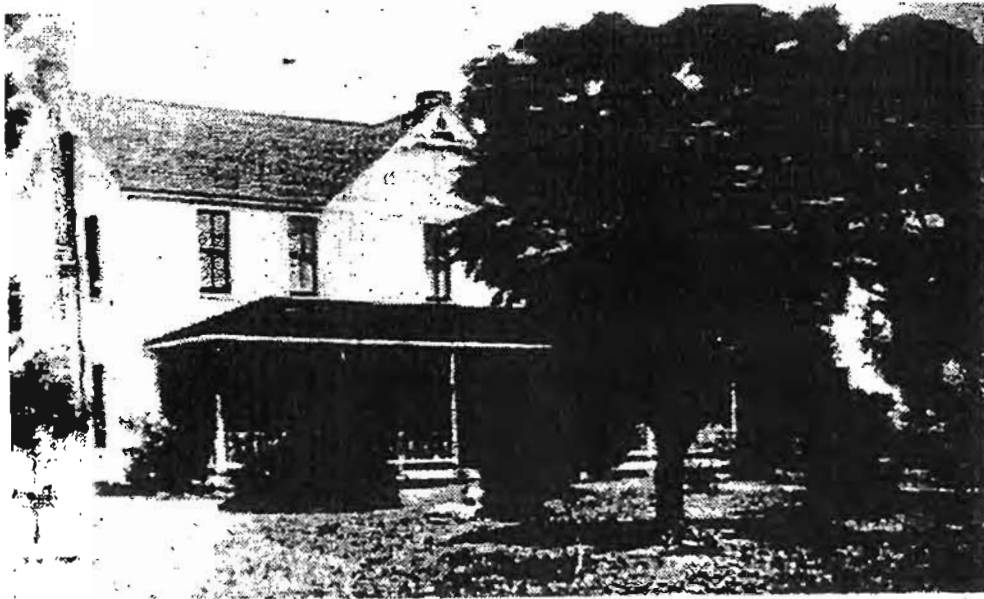
Also in 1843, a family named the Atzeroth's arrived and anchored in Terra Ceia Bay for their first night in Palmetto. With fish and game plentiful, they decided to homestead 160 acres on Terra Ceia Island also under the Armed Occupation Act.

In 1851, the Atzeroth's moved into a log cabin, on a tract of land closer to today's downtown area. The log cabin was situated at the base of today's 11th Avenue. A few years later, the original log cabin was converted into the first store in Palmetto. Their store was a combination residence and lodging place for travelers. They also had a dock built to accommodate people arriving by boat.

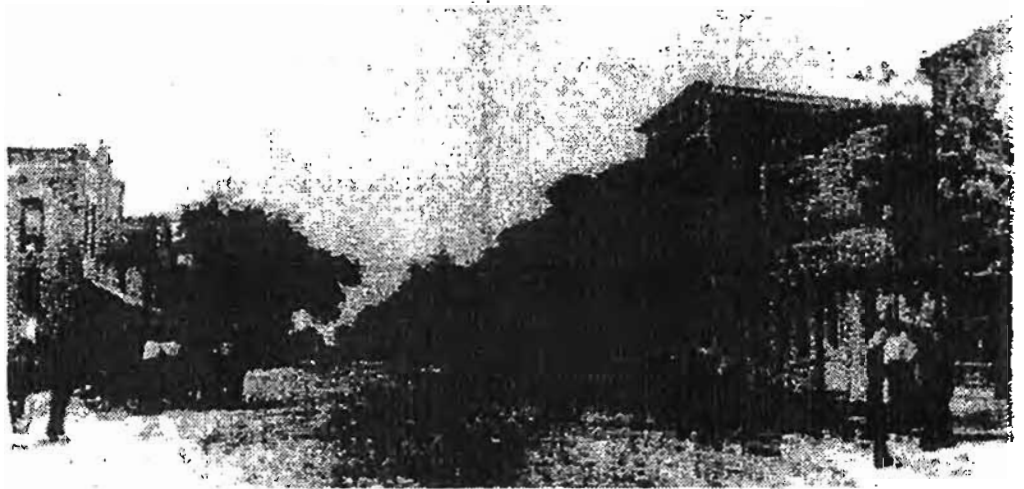
The North Bank on the Manatee River becomes Palmetto

Samuel Sparks Lamb, with wife Sarah and six children (he later has 10 more) arrived in this area in 1868. Lamb purchased many acres and envisioned a village. He proceeded in platting the town and named it Palmetto after his childhood memories of South Carolina, the "Palmetto State", the place of his birth.

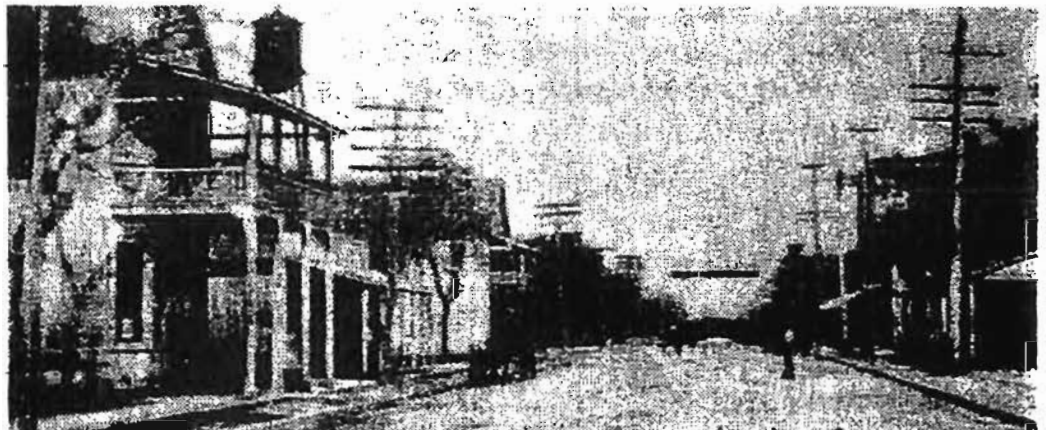
Joel Hendrix was another mover and shaker in Palmetto's beginnings. He came to the area in 1871 and purchased six acres of land from Lamb. There, he built his home and a general store. Lamb has also established a general merchandise store further west of Hendrix's store. By his time, the Atzeroth's log cabin store had become the first school.



*S.S. Lamb and his home
which the Atzeroth's built.*



*Old 10th Avenue (Main
Street) 1900.*



*One of Palmetto's business
streets.*

On September 15, 1873, Joel Hendrix was appointed postmaster of Palmetto's first Post Office. Hendrix located the Office in a corner of his store which was located on the corner of 9th Avenue and 3rd Street. Hervy Curry became the first mail carrier and rowed back and forth to Jacques Creek to deliver mail that arrived twice a week from Cedar Key.

The first wharf on the Manatee River was built by a man named John (Tuck) Richards in 1873. He moved to Palmetto with his brother after serving in the Civil War. He was able to purchase land in Palmetto for \$1 an acre from the Internal Improvement Fund.

Growth and Prosperity

By this point in time, 10 large families had become permanent residents of Palmetto and Palmetto began to experience quick growth due to its climate, abundant rich farm land and excellent fishing.

In 1880, Mary Nettles took over the postmaster position after Joel Hendrix resigned. Mary, as the official postmistress, built the first building to be used solely as a Post Office. This marks the beginning of an 'official' community.

With all of this growth in agriculture and fishing, Palmetto needed Shipping Docks to accommodate this prosperous community. So, in 1887, the Palmetto Wharfage and Improvement Company built a wharf to accommodate the loads of produce leaving Palmetto everyday. This only helped promote Palmetto's growth further. This was also the best wharf on the entire Manatee River.

Tragedy Strikes Palmetto

In August of 1888, a steam boat arrived in Palmetto and a salesman from Tampa was aboard. The salesman had arrived to visit a store owned by James Howze. The salesman seemed ill so James took the man to his home to rest. The salesman left for Tampa that evening and several days later, Mrs. James Howze became seriously ill, followed by her children and Mr. Howze. She died soon after but James and children all survived. It also became known that the man from Tampa died.

It only took a matter of days for the disease to spread through the entire town of Palmetto. Doctors were brought in from everywhere and the disease was finally diagnosed as Yellow Fever.

Many people left town and most others simply stayed away. In the end, the disease had consumed 7 lives and over 66 people had been diagnosed with having Yellow Fever. By the end of the year, however, some people started to return and the quarantine on the city was lifted.

Boom Time

1889 brought new excitement to the area. Agriculture was flourishing and the population now reached 250 people. To serve this large population, there were now four stores, a Methodist Church and one school.

The Palmetto Wharf was a constant buzz of activity and couldn't handle the growth. As a result, a second wharf was finished in 1885. It was located in front of S.S.Lamb and Son's Store and was built by the People's Wharf and Shipment Company.

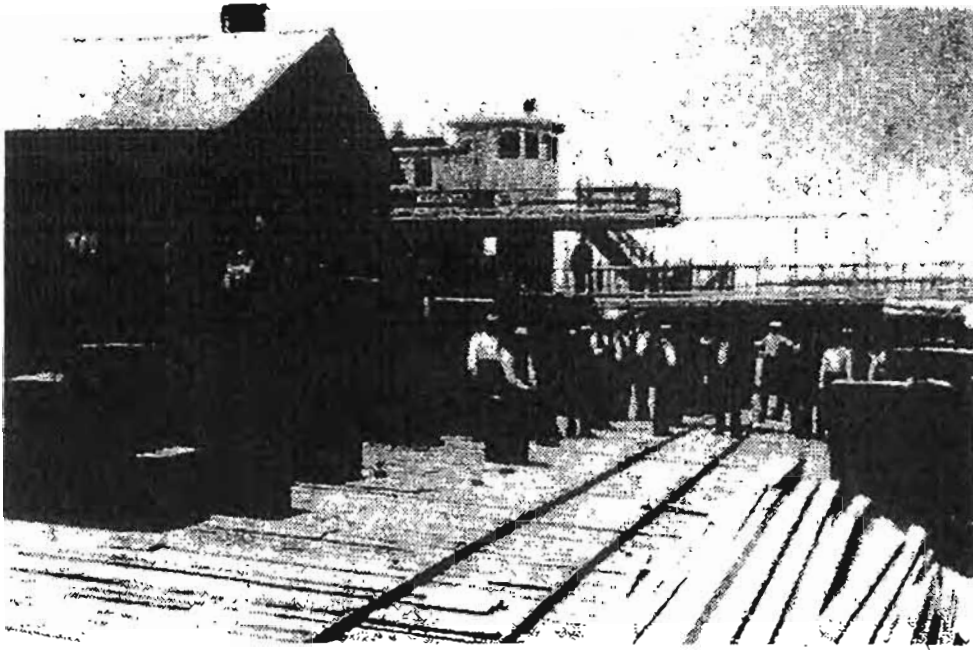
Palmetto was growing. Sidewalks were first built in 1889 and in that same year a doctor named Dr. M.B. Harrison became Palmetto's first resident doctor.

In 1882, the world's largest citrus company at that time formed and was called The Manatee Lemon Company. This company purchased hundreds acres on a tract of land near the Manatee River that extended to Terra Ceia Bay and planted over 300 acres of lemon groves. They also planted celery, potatoes, cabbage and tomatoes, all irrigated by flowing wells. The Manatee Lemon Company was an integral part of Palmetto's growth and economy at this point in time.

Unfortunately, a disastrous freeze in the winter of 1907-1908 destroyed all the lemon trees and forced the Manatee Lemon Company to change its name to the Manatee Fruit Company and replant the acres with more hardy orange and grapefruit trees. The Manatee Fruit Company is still in operation today and have added crops of gladiolas and chrysanthemums which are shipped all over the United States and Canada.

Palmetto Becomes Incorporated and Business Abounds

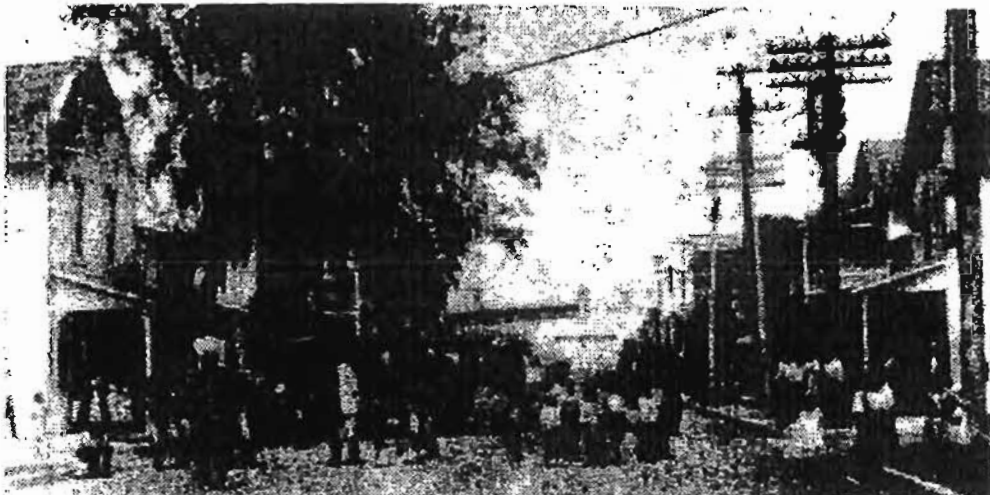
Residents of Palmetto had started meetings fighting for incorporation as early as 1889. However their wishes weren't granted until 1893, almost five years later. It wasn't until July 1, 1897 that Palmetto officially became a city when its charter was signed by Governor Bloxhorn and Secretary State J.L. Crawford.



*Joel Hendrix and
his dock.*



*10th Avenue (Main Street)
after curbs, telephone and
telegraph.*



"The Palmetto News" was the first newspaper in Palmetto and began its publication in 1894. Soon, the name changed to "The News" and then to "The Manatee Record".

Then, in 1895, an event that was planned for years took place; the Palmetto Terminal Railroad Corporation was formed. The Corporation's sole purpose was to construct a total of twelve miles of track in order to haul produce from the farms and groves to dockside for loading aboard ships. At this point, two miles of track had already been constructed that reached Memphis Hammock (north of Palmetto).

The Gulf Coast Telephone Company, which was located across the Manatee River in Bradenton, laid a cable across the mile-wide river in 1897 and gave Palmetto instantaneous communication between Horace E. Harllee's store at the foot of Palmetto Wharf, Atwood Groves, and Ellenton. Palmetto Ice and Power Company became incorporated on November 16, 1901 and not only made ice but acted as commission brokers and merchants. This was big business for Palmetto. They also supplied electricity to surrounding businesses.

The railroad finally came to Palmetto in 1902. The railroad was owned by Seaboard Coastline Railroad and extended to Terra Ceia Island and Snead Island Cut-off to serve growers in that area. Strong competition arose from the new rail transportation by local water shipping companies. They soon were unable to compete with the low cost of rail and most ships left the market.

As Palmetto grew north of the river, S.S Lamb donated land for a park as a Christmas gift to the people of Palmetto on December 25, 1909. It was named Lamb park in his honor. In 1912, Palmetto received its first street lamps and the night life flourished. Soon after, in 1913, a sewer system was installed and the streets were paved.

To mark its further growth, the Victory Bridge was built from Palmetto to Bradentown in 1919. That same year, The Tampa Southern Railroad finished construction of its bridge from Palmetto to Bradenton just east to the Victory Bridge. The Palmetto transportation network was finally fully operating.

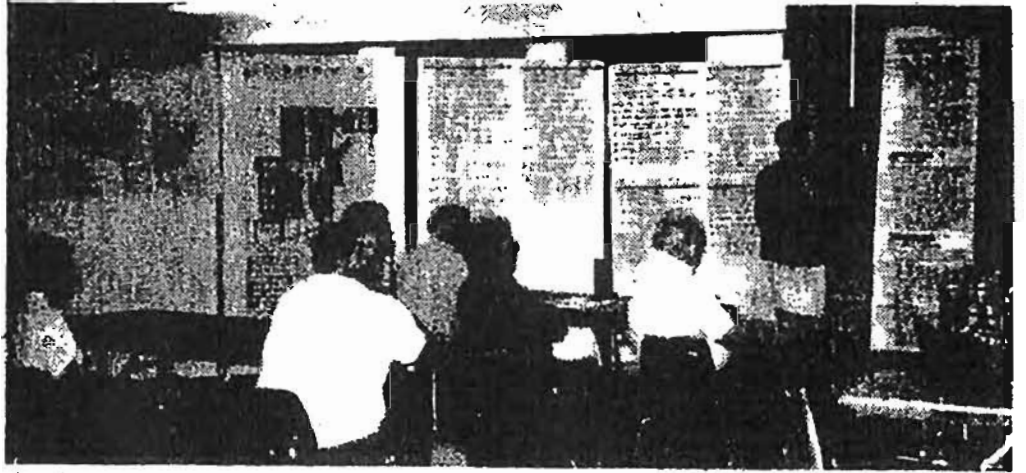
Florida's "Boom Years"

The 1920's were Florida's boom years and exciting tales of the wealth and prosperity that could be obtained in the far south were spread all throughout the north. Thousands and thousands of people arrived by rail and boat to seek its riches.

The 1920's also marked the start of Florida's most popular land use: the mobile home park. The first one in Palmetto, Rainbow Trailer Park, was established in 1926.

Palmetto has slowly grown through the years to the north, and banks, retail shops, light industry, schools, churches and residential neighborhoods evolved to shape the urban area. Palmetto also became famous when J.P. Harllee established the first tomato disease laboratory in 1925, known currently today as the University of Florida Gulf Coast Research.

EXISTING CONDITIONS INVENTORY & ANALYSIS



EXISTING CONDITIONS INVENTORY AND ANALYSIS

REGIONAL SETTING

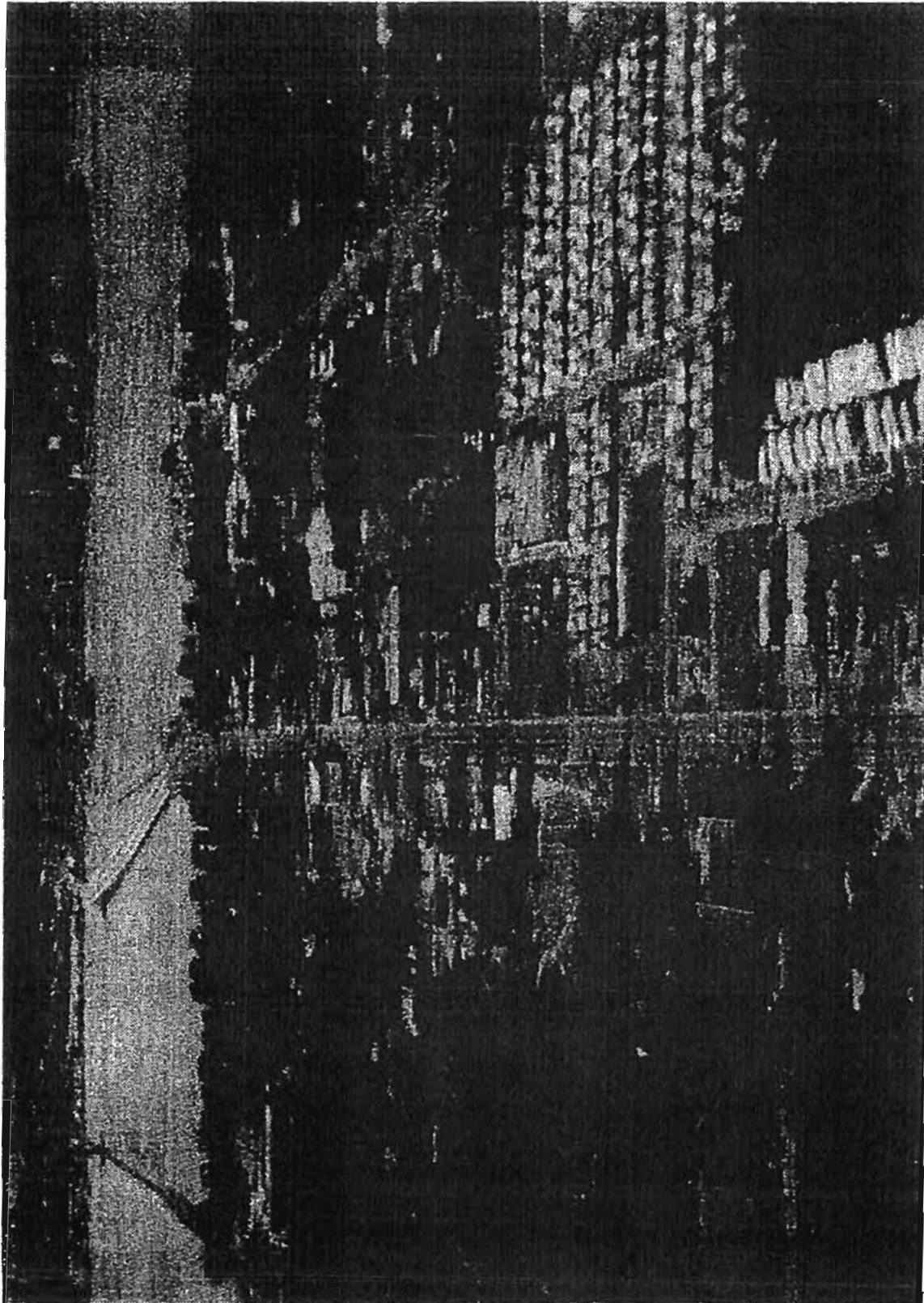
Palmetto, located approximately midway along Florida's western gulf coastline, is the smallest of the three neighboring cities of St. Petersburg, Bradenton and Sarasota. The region is marked by a number of natural amenities and a diversity of communities, each with its own particular character and identity.

Palmetto is located south of Tampa Bay along the north banks of the Manatee River. On the south banks directly across the river is downtown Bradenton. Palmetto is geographically located in the center of Manatee County. Interstates 75 and 275 service as the primary north-south highways to link Palmetto to the Tampa Bay region. Air service is conveniently available through the Sarasota/Bradenton International Airport. Nearby, Port Manatee is a U.S. Customs Port of Entry and operates a Foreign Trade Zone. Direct rail service to downtown Palmetto is provided by CSX.

Palmetto's traditional character within the region has been marked by its smaller scale and relaxed setting along the gulf coast. Its climate, nearby white beaches, canals and gulf breezes have made it an attractive place to live and a popular vacation destination. The City has developed primarily as an urban center to service the surrounding agricultural business of tomatoes, citrus, horticultural nurseries and cattle farming.

In addition, the local urban economy has developed around tourist retirement living, retail trade and real estate development/construction. As the resident population has grown, the citrus groves that once occupied the northern and eastern outskirts of the City have been replaced by suburban development. Retail trade has increased proportionately to serve both the growing resident and tourist population.

Recently, much of this retail growth has occurred on the outskirts of the downtown area in the form of "power centers" such as Wal-Marts and Factory Outlet Malls which has resulted in the weakening of the downtown commercial/core district. Downtown Palmetto had traditionally been the commercial center of the community. In recent years, its vitality as a commercial center has suffered increasingly from age, fragmented land ownership patterns and competition from those modern retail centers around the City. The Downtown



DSW AERIAL VIEW OF 8TH AVENUE

**PALMETTO
FLORIDA**

**DSW
DESIGN STUDIOS WEST**



Core's future role will continue to be an important one and judged by its ability to maintain a strong competitive position in serving the community.

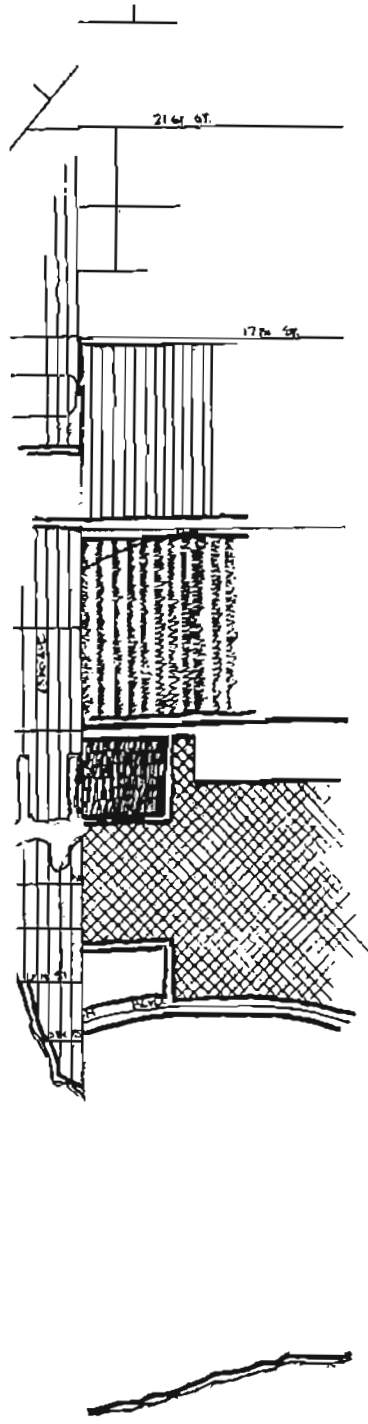
Overall, the regional image of Palmetto is of a smaller downtown with a busy vehicular "main street" (8th Avenue - U.S. Business 41) with very limited on-street parking, overhead utility lines, narrow sidewalks and a mixture of building facades and set-backs. It is typical in the sense that it has developed along 8th Avenue, 10th Avenue, 7th Street and 10th Street, which are automobile dominated; with little in the way of pedestrian amenities. There are few amenities to entice the pedestrians to move along the streets and discover downtown Palmetto.

EXISTING LAND USE

The CRA District of Palmetto contains a variety of land uses whose spatial arrangement, within a public "skeleton" of streets, sidewalks and utilities displays a distinct pattern and structure. In general, commercial, retail and industrial uses dominate the area, and the general intensity of land use is low, with much of the area devoted to traffic circulation and parking. High density uses are generally limited to several relatively new buildings such as Goldome, Regatta Point Condominiums and older industrial uses such as the Taylor and Westcoast packing plants.

Palmetto's downtown retail core has multiple accesses, however, there is no apparent "sense of entry" into the area. The primary entryways from the east and west of downtown are located along 7th Street and 10th Street. Enhancements to these areas have not been made to create a distinct theme and tie to the retail core area. The primary entryways from the north and south of the retail core tie along 8th Avenue from 17th Street on the north to the bridge over the Manatee River on the south. Ample opportunity exists at these access points to provide a "sense of entry" through the use of streetscape elements such as landscaping, lighting, signage, banners and public art/sculpture.

Prevalent among the streets of downtown Palmetto is the overwhelming presence of vehicular traffic generated by State Route 41 (8th Avenue) bisecting the retail and residential core. The volume, speed and noise of through traffic automobiles and trucks detract from the historic context and character of the downtown. Additionally, the fact that the area appears/feels more oriented to vehicles than pedestrians infringes upon the pedestrian comfort level. Minimal efforts have been made to create a pedestrian involvement for downtown patrons through the use of street furniture and landscaping; however, these amenities are few and are diminished by the distractions of vehicular activity.



DSW
DESIGN STUDIOS WEST

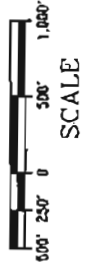


The
Florida Planning
Consortium, Inc.



EXISTING LAND USE MAP

NORTH



SCALE

PALMETTO FLORIDA

The parcel layouts within the redevelopment area typical of traditional city development; a grid street system and rectangular lots. Throughout the area this old pattern remains intact. A multitude of short cross-street intersections occur, particularly along 8th Avenue, which result in poor land use assembly patterns, vehicular cross pattern conflicts and non-pedestrian friendly conditions. Development requirements for setbacks, parking, storm drainage and landscaping have not been well-coordinated over past years.

8th Avenue forms the central spine of the retail and residential core area. Whittle's Plaza is a good example of recent redevelopment and a contemporary architectural style which anchors the retail district. While the retail districts' compact scale and flat terrain lends itself to a good pedestrian shopping district, the retail core area suffers from several factors including the heavy volumes of traffic previously discussed, lack of more retail/entertainment/restaurant anchors along the corridor, and a disorganized parking system.

The waterfront area east and west of 8th Avenue contains a mixture of public, quasi-public, commercial and residential uses that have responded to the dramatic waterfront views along the Manatee River. The Regatta Point Marina area, Regatta Point Condominiums, 10th Avenue historic retail area and older historic single family dwellings form the majority of the land use character that anchors this southern end of the redevelopment district.

A re-emergence of downtown residential uses has not occurred in recent years with the exception of the Regatta Point Condominiums. A mixture of residential uses exist in the redevelopment area, ranging from mobile home, multi-family and single family units. The residential area west of 8th Avenue and south of 10th Street is predominately modest single family residential structures in good condition as well as the new and contemporary high-rise, higher density condominiums of Regatta Point which are along the waterfront.

The residential area east of 8th Avenue and south of 10th Street is a mix of all three types of residential; single family, mobile home and multi-family. Single family homes are modest and somewhat historic along the waterfront and just to the north the residences are also modest but in need of rehabilitation. The multi-family units are in fair to poor condition and need rehabilitation. The two mobile home districts are older in character and very high in density of units. Jet Mobile Home Park along the waterfront accommodates many seasonal residents and has boat ramp and dock access. All of the residential areas are in close proximity to industrial and commercial uses and lack significant buffers to these uses which creates a visual conflict.

The residential area north of 10th Street and east of 8th Avenue is composed of both single and multi-family dwellings which are in fair to poor condition and a majority need rehabilitation. Amenities such as sidewalks and lighting are needed. A weigh station currently exists along 5th Avenue just north of 10th Street. It is directly adjacent to dwellings and needs to be relocated.

Public open spaces are focused along the Manatee River waterfront area including the Regatta Point area, Farmers Market area, Old Green Bridge and the narrow shorelines both east and west of 8th Avenue. Opportunities at the waters edge remain to be tapped as long as passive activities and pedestrian environments are encouraged. Lamb and Sutton Parks are wonderful park space amenities which need to be preserved, made a central redevelopment focus and serve as an example for the future park open space developments. A vacant parcel in the northeast corner of the redevelopment area (east of 301 and south of 17th Street) is an open space area to be evaluated for park space.

The redevelopment area retail uses are those traditionally found in a smaller community CBD location. These uses are generally supported by each other and the adjacent areas of office and service commercial uses. Such uses tend to generate and take advantage of vehicular traffic, and generally do not offer drive through facilities (banks and fast food the exceptions). Typically they generate and depend upon pedestrian traffic as the most desirable and convenient means of mobility among stores which is key to business support/survival. In Palmetto there are few service/office uses interspersed among the retail uses along 8th, 9th and 10th Avenues of 5th, 7th, 10th and 17th Streets. Strengthening this existing retail node with infill retail development will be key for downtown revitalization.

The service/commercial uses generally require significant visibility and automobile traffic for continued success. Although the adequate provision of land area for these uses is important, careful monitoring of proposals for this type of development in Palmetto is necessary to maintain a redevelopment theme and minimize pedestrian/vehicular conflicts.

Several industrial/warehousing uses remain in the downtown core area along with the CSX railroad tracks. Most of these uses are currently viable and provide a strong employment base for the area. Some of the uses are outmoded and need to be relocated to new industrial sectors northeast of the core and therefore provide potential redevelopment opportunity areas in the downtown area.

Vacant land and its presence can indicate the relative health of an area. Depending on ownership and intent of utilization, vacant land can be a strong

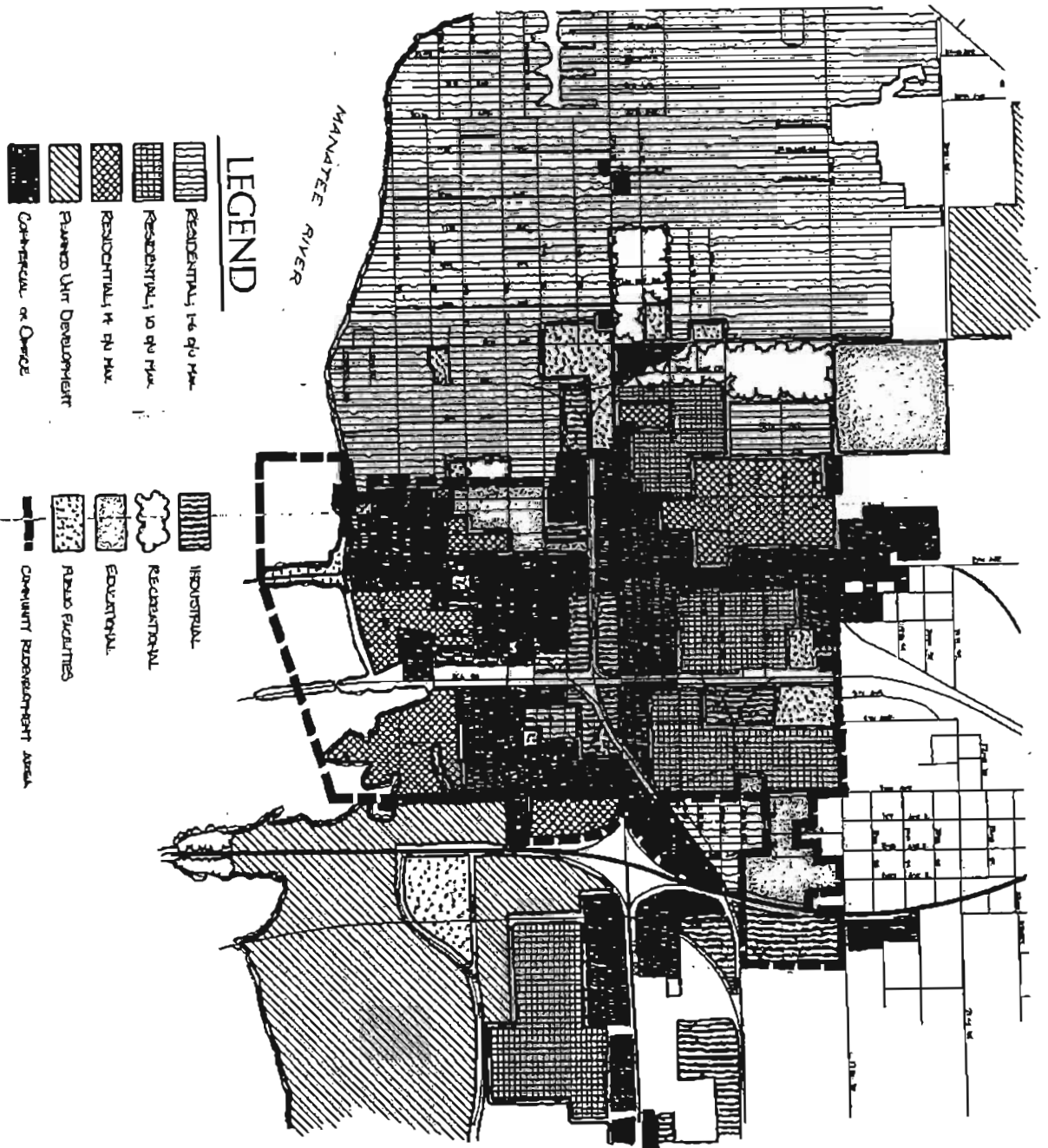
indicator of decline or opportunity. In Palmetto the presence of vacant land is nearly non-existent in the downtown core. This situation impacts the ability to bring in new land uses looking to assemble larger parcels for redevelopment opportunities. The northeast sector of the enterprise zone district does, however, contain larger tracts of vacant parcels which can be utilized for redevelopment.

FUTURE LAND USE

In general, zoning ordinances and land use designations are pyramidal in nature, permitting uses of lesser impact in nearly all zoning districts. For example, single family housing and office uses would be permitted in a commercial zone, which addresses CBD retail uses. The future Land Use Plan, which is essentially the existing document in the Comprehensive Plan, but slightly modified, provides a framework and basis for the establishment of a future redevelopment strategy.

Overall, most of the existing land uses in the downtown area are in conformance with the zoning designations for the area. However, in the residential areas, development is currently at a density that is considerably under the maximum allowed densities illustrated in the Future Land Use Map. Therefore, an increase in residential density is encouraged.

The Future Land Use Plan designates most of the retail, office and service/commercial uses in a corridor along 8th Avenue from the waterfront to 17th Street, 10th Avenue from the waterfront to 5th Street, along 10th Street and a large pocket east of the railroad tracks and south of 10th Street. Industrial uses are congregated along the railroad tracks south of 10th Street and east of 8th Avenue as well as relocated to new sectors in the northeast part of the City. Residential uses are increased significantly in the northeast area north of 10th Street and east of 8th Avenue while other existing neighborhoods are only slightly altered in order to maintain continuity and density.



ECONOMIC OVERVIEW, AND ANALYSIS

The economic activity in downtown Palmetto consists principally, as in most central business districts, of office and retailing. However, land use patterns are unorganized and laid out in an inconsistent pattern. This pattern encourages through traffic, and does not lend itself to be a safe area in which to shop. Current planning activities consist of review and approval of basic site plans. No creative zoning districts have been proposed or are currently under review to promote economic revitalization such as theatre and arts districts or an entertainment core.

Previous planning efforts were mainly reactionary to consultant advice. For example, the Community Redevelopment Agency has had several findings for expansion of their CRA District; however, not until 1993, with the present plan, has the CRA started to review their role in redevelopment to be able to implement ONE project. Future expansions of the CRA District should be coupled with IMPLEMENTATION PLANS AND NOT JUST A PLAN FOR RECOMMENDATION OF EXPANSION.

Economic growth only stems from economic activities. Private investments always follow public investment.

With the placement of a full time CRA Director, these concerns should be alleviated within the next CRA project year. Positive developments for economic recovery have already been undertaken with the initiation of the new housing construction in the northeast neighborhood. With a partnership in the local banking community, as well as TIF financing support, these types of projects will start improving Palmetto's tax base, one project at a time.

The downtown economy is not stable enough to be classified as a genuine central business district. The west side of 8th Avenue, north of 7th Street, is not included within the CRA boundary. This is unacceptable. As the poorest commercial activity from an aesthetic point of view, and most visible within the City, it should be located within a district that can provide some assistance, if expansion is recommended. This should be the first area.

On 10th Avenue, the pedestrian character exists for potential economic redevelopment opportunities. This area is well traveled by the locals and not the visitors. It is one of the most picturesque spots within the City, but no entrance or signage exists to direct patrons and visitors to that area.

On 9th Avenue, the economic climate and commercial activities are hidden, but hereby exists the greatest potential for redevelopment within the city today. Several new businesses have chosen to locate on 9th Avenue within the last few years. This area could, if developed properly, become one of the commercial destination points within the City. With a direct link to the waterfront, this street can be uncovered to expose the existing brick as well as encouraging storefront infill projects to be developed. This

district could be easily developed into an entertainment district or theater and arts complex.

The neighborhood districts within the district boundaries have been neglected by the CRA. Lighting, sidewalks, tree trimming to expose existing lights, as well as the creation of bike paths are just a few of the first projects that could be undertaken today by the CRA. These areas are sometimes forgotten due to the normal primary focus of a CRA ———> commercial activities and growth.. With a bedroom community such as Palmetto, these outlying neighborhoods and ethnic communities may be the heart of the new retail development that can come from new growth and residential construction.

Several areas which have experienced a high unemployment rate are sometimes synonymous with rental housing. By providing more amenities, these neighborhoods may become attractive again so that new families will WANT TO RELOCATE INTO PALMETTO. You can change the direction of the downward spiral which is plaguing the City. The present economic base is eroding, and has recorded little to no growth.

CITY OF PALMETTO TAX BASE AND GROWTH POTENTIAL

The City of Palmetto has achieved minimal growth within the last five years. Presently, the City has several good employers, all of which are in agricultural/commercial warehouse distribution ventures. Seasonal work and low wages do not help the economic base of Palmetto. Future expansion of that base should be focused towards activities which will service the existing population as well as serve as an attraction for new residents. For example:

- Specialty Health Care Centers (Doctors offices)
- Additional Banking Services
- Boat and Marina Service/Sales Operation
- Medical Clinics (Quick Care)
- Grocery Store west of 8th Avenue which is more than a general store.

These types of uses can be established by marketing the proposed redevelopment plan and its approach. Other uses which can stimulate economic growth can be service oriented in plaza type storefronts (Whittles) which provide a convenient and comfortable shopping experience.

Unfortunately the economic base data information has not historically been well developed or documented for our research purposes. A formal "market" analysis should be conducted to fully develop Palmetto's retail/economic infill development possibilities prior to proceeding with implementation efforts.

CITY PERCEPTIONS/VISUAL QUALITY

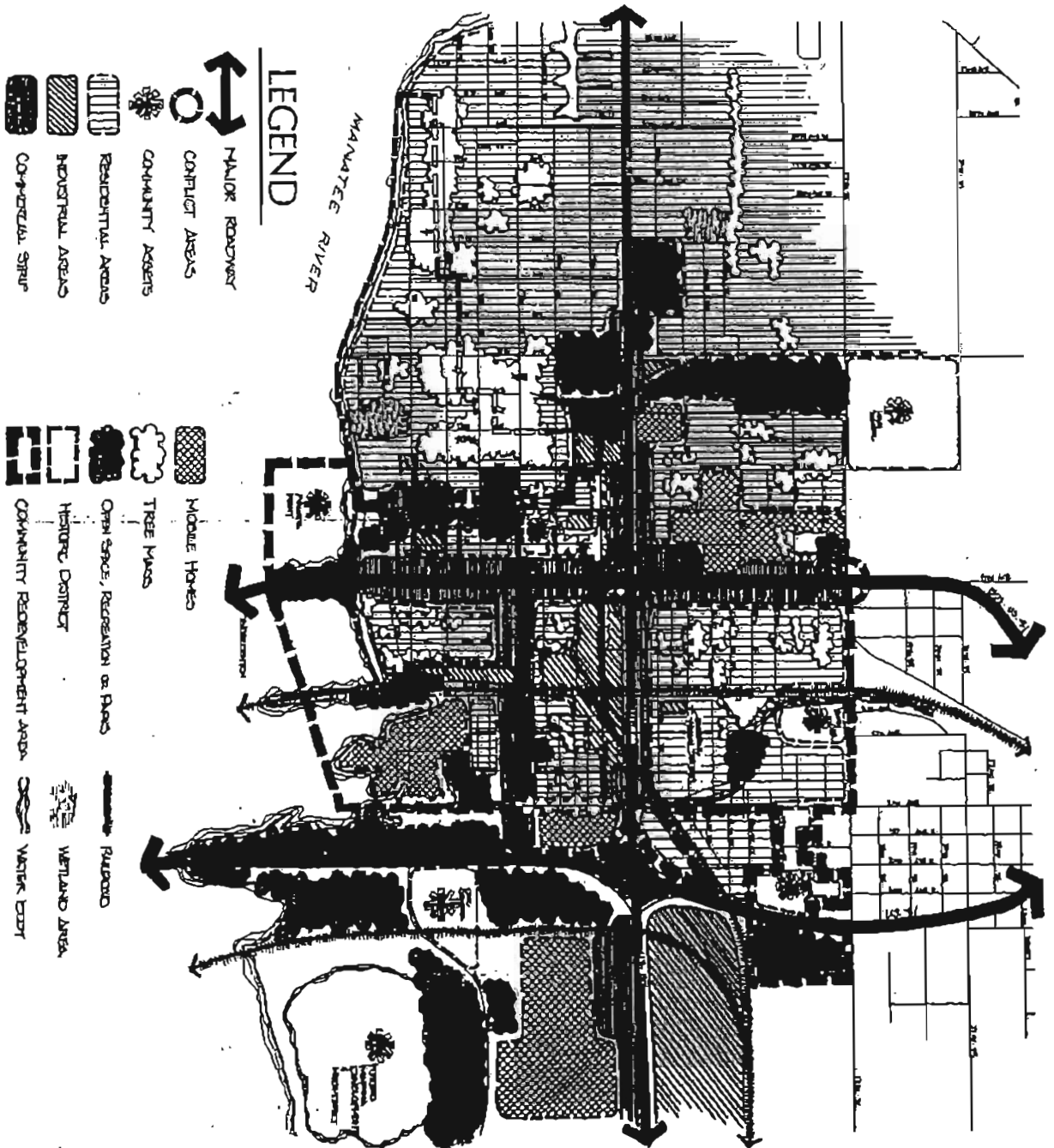
The CRA district and downtown core areas of Palmetto convey mixed impressions in regards to its overall visual quality. Its potential as a uniquely attractive place is great. The City Perceptions Map is a combination of land use, transportation and visual perception. The information takes into account the downtown urban form, outside building appearance, street and pedestrian environment and general appearance of health and prosperity of the area.

The waterfront provides Palmetto's most dramatic natural feature. The U.S. Business 41 (8th Avenue) corridor is the dominant physical man-made feature of an otherwise flat terrain. The waterfront along the Manatee River provides downtown with dramatic vistas and cooling breezes. Other historic residential neighborhoods and downtown's pockets of beautiful mature live oaks and dense landscaping provide an invaluable visual amenity that must be preserved. The majority of the larger tree canopy occurs west of 8th Avenue and south of 10th Street.

Much of downtown is characterized by paving and hard surfaces that accentuate the harsh attributes of the climate, including heat and sun glare. The prevalence of surface parking lots devoid of landscaping, especially in the waterfront area, detracts from downtown's overall appearance. **An extensive street and parking lot landscaping program would have a great impact on downtown's overall visual quality.**

While the general intensity of development within downtown is low, several high-rise buildings such as the Goldome, Regatta Point and Nations Bank buildings have emerged to give downtown a skyline that provides a sense of orientation to and within the area. Also providing a sense of orientation is the "Old Town" district on 9th and 10th Avenues northward from the waterfront. The Regatta Point Mixed Use project and nearby historical residential district provide an important sense of "Old Florida" heritage and set an architectural character. Neighborhood parks such as Lamb and Sutton Park are wonderful visual amenities that need to be preserved, enhanced and duplicated elsewhere in the City.

The lot layouts within the CRA district are typical of traditional city development; a grid street system and rectangular lots with mostly narrow frontage. Throughout the area the old pattern remains intact with a multitude of short intersecting cross blocks. Because modern development usually requires larger parcels, assembly of developable land for either building development or parking facilities can be difficult. Future developments may require the assembly of parcel and road vacating to accommodate redevelopment.



The downtown core area provides mixed impressions of good quality retail, bank and restaurant facilities as well as visually poor vacant and deteriorating storefronts, industrial and warehouse uses too close to retail and residential uses and vehicular corridors which lack visual amenities and pedestrian activity. The highly visible store vacancies convey a declining image that may accurately portray the true vitality of the downtown area.

UTILITIES AND INFRASTRUCTURE

A network of utility systems provides the necessary service to support downtown activities and accommodate future growth. The water, sanitary sewer, storm drainage and solid waste utility systems serving downtown are city-owned utilities. Electrical power and telephone service are public-regulated utilities, supplied by Florida Power and General Telephone, respectively. A utility inventory and analysis was not part of this scope of work and no in-depth inventory was undertaken on the existing status of utilities or the need for future improvements to utilities and infrastructure. Prior to the design and implementation of any streetscape improvements, an in-depth assessment of the location and condition of all public utilities located in the CRA downtown area should be conducted.

The current CRA district and downtown's utility support systems should not pose any significant constraints on future downtown growth. However, several problems currently exist with the storm drainage and sanitary sewer within the downtown core and CRA area. The downtown storm drainage system is old in some areas and has a somewhat erratic and haphazard layout that is in need of major work to replace and increase its line sizes. The intersection of 10th Street and 8th Avenue and 10th Avenue is an important area to improve due to current conditions. 10th Street is the major (only) east-west collector road through Palmetto which links all the City together in an evacuation route. Local ponding occurs at the 10th Avenue and 10th Street intersection and its improvement should be linked to other improvements to be identified in a Stormwater Drainage Master Plan Update. Naturally there are localized downtown drainage improvements which are needed, but again, a detailed study of downtown drainage was not a part of this work scope. By general observation it appears that drainage improvements and upgrading will be needed in some of the existing CRA areas like core alley ways, along the outside (right lane) of 8th Avenue where stormwater ponding occurs, and local side streets with no catch basin areas.

The sanitary sewer system has adequate treatment capacity provided by the existing city-owned sewer plant, but much of the downtown transmission facilities are old and small; maintenance and rehabilitation work is needed over the long-term to improve the system. The implementation of on-going and already planned utility system improvements should be appropriately coordinated with revitalization projects of the CRA Redevelopment Action Plan. The purpose of coordinating these utilities is to alert those involved in downtown revitalization efforts to potential conflicts with utilities resulting from improvement efforts so that appropriate mitigation measures might be taken. An evaluation of capacity and efficiency of effectiveness of these utility systems should be conducted at the time of any proposed upgrades or relocations.

The existing downtown water system adequately serves the area in terms of distribution pressure, main sizes and fire hydrant coverage. The regional water shortage that continues to emerge as the largest potential constraint on area-wide growth is being reviewed by the Southwest Florida Water Management District.

The pressures of redevelopment can result in an increased demand for potable water. The following water conservation techniques can be used to help ensure that an adequate level of service is available to meet demand:

- use of Xeriscaping
- an effluent re-use program (pipe currently being installed in various sections of Palmetto)
- meter replacements
- replacement of defective waterlines
- use of water conserving plumbing fixtures for new construction and retrofitting existing systems
- public education
- leak detection program
- SWFWMD water audit
- water use restrictions in accordance with SWFWMD Water Shortage Plan

Existing power and telephone utility systems adequately serve downtown and the CRA district and have sufficient capacities to accommodate future downtown and CRA district growth and redevelopment. Many of the electric lines are overhead and create an unattractive appearance. If these lines can be put underground during redevelopment it would help the overall appearance of the entire area.

VEHICULAR TRAFFIC

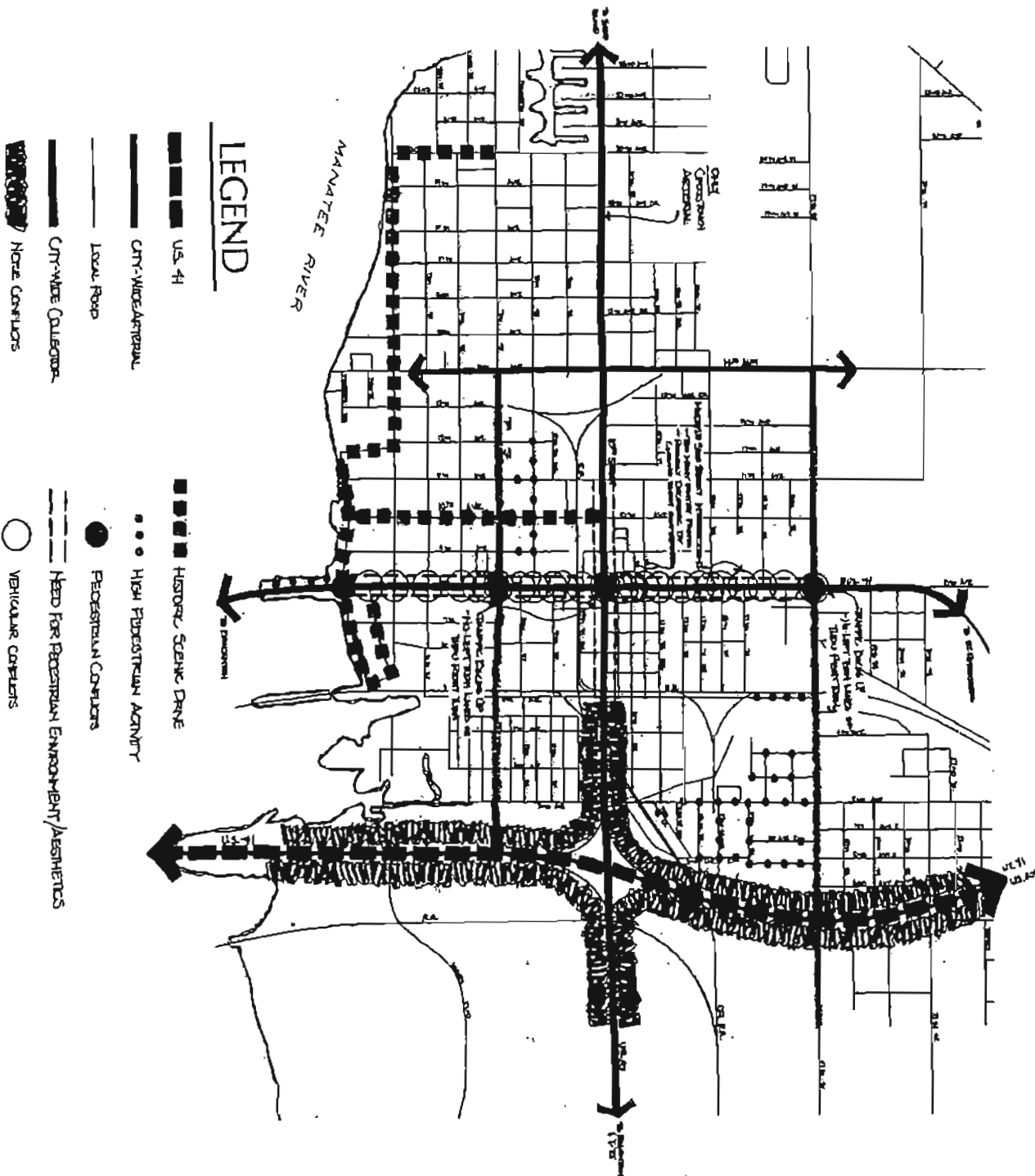
Downtown Palmetto depends predominately on vehicular access to move people and goods to and from the area. In general, there is little evidence of significant congestion within the downtown area except at times during the peak tourist season. There is considerably more space devoted to streets in downtown than is needed for the safe and efficient operation of vehicles within and through the area. It is also clear that major traffic flows on downtown streets are just passing through the area, primarily to and from Bradenton and Tampa area along 8th Avenue and I-75 and Snead Island areas along 10th Street.

There are two major constraints on traffic: the multitude of stoplights and short side block intersections along 8th Avenue and the occasional movement of trains in the downtown area with at-grade crossings.

While existing traffic volumes do not exceed national highway capacity standards along 8th Avenue, the speed at which traffic moves through the downtown area and the noise generated by a combination of buildings set close to the street and semi-trailer trucks create an atmosphere which adversely affects the level of pedestrian comfort. No continuous left turn lane to serve the multitude of side street retail curb cuts or left turn lanes at key intersections exist, thus causing vehicular back ups.

Palmetto's "Main Street", (8th Avenue) is currently being used as a through traffic route and as a local street for downtown business patrons. Because the roadway has little or no expansion potential, unless some building facades are relocated back from the street, "Main Street" is not functioning well as either a through traffic facility or a local street. As previously stated, the numerous east-west street intersections and private drive curb cuts serve to create excess turning movement conflicts. These multiple directions of flow create pedestrian crossing difficulties. In addition, the brick street foundation below the asphalt has settled unevenly and the roadway needs to be rebuilt.

East-west traffic throughout the downtown area is generally of local origin and destination within the CRA district. The packing plants however do not fit the category, their movement being to the outlying agricultural areas.



PARKING

The principal problems with Palmetto's downtown parking include poor visibility and signing to direct people to them and an ineffective and disorganized distribution of parking facilities. Many parking lots are high trip generators. Many parking facilities that are adjacent to each other do not have a coordinated design or a common internal circulation system. The great majority of spaces available to the public are labeled for short-term use which inconveniences and discourages downtown shoppers. In particular, parking facilities serving the retail core area are in need of the greatest improvement. An improved signage system is needed to direct patrons to the available off-street parking lots.

Surface parking lots are a major consumer of downtown land. The downtown redevelopment area parking spaces are of a good surface quality. While there is a perception of a lack of convenient and ample parking spaces, in reality this is not the case. One area that does however lack convenient parking for the retail establishments along 8th Avenue. Many of the stores here could benefit from on-street parking directly in front of the storefronts. Curb space parking is more abundant in other parts of downtown such as 10th Avenue, 5th and 7th Streets.

PEDESTRIAN CIRCULATION

It is very difficult for pedestrians in the downtown area to cross 8th Avenue (Main Street) due to the speed and volume of the traffic. Additionally, the narrow sidewalks and lack of street trees for shade between the roadway and buildings discourage prolonged pedestrian activity. More frequent handicapped ramps, better pedestrian linkage from parking areas to buildings, slow speeds on 8th Avenue and more recognizable pedestrian crossing areas could make the area more pedestrian friendly.

ENVIRONMENTAL INFLUENCES

Palmetto's natural features, most specifically the river's waterfront edge and live oaks and palms, provide the setting for the majority of the outdoor human activity. The most important natural and environmental features are the City's location and climate. The area is characterized by the semi-tropical conditions of high humidity, high annual rainfall and mild seasons. The most significant climatological features include hurricanes, tropical storms and tornadoes. Periodic flooding occurs in drainage canals and low depressions due to existing stormwater management infrastructure, however, severe flooding has not been a significant problem in the CRA district study area. From a development standpoint, the southern most areas along the waterfront and western most areas will require maintaining a base flood elevation of 12 feet or greater to minimize flood hazards.

Most of the vegetation in the downtown core was introduced after the area was settled. Previous to settlement the area was primarily native Live and Water Oak trees, Palmettos, Cabbage Palms and Wax Myrtles. The plant materials today are a product of the environment, formed by the City's drainage improvements, topography alterations, climate changes and residential settlement. Major vegetation classifications now include Live Oaks, Myrtles (Crepe and Wax), Australian Pines, Long-leaf Pines, Cabbage, Queen and Washington Palms.

Two special sites that represent a unique vegetation resource include the wetland/hammock west of Regatta Point at the end of the bend in 4th Street and adjacent to the riverfront and the waterfront edge directly east of 8th Avenue which is lined with nature oaks and palms. Both sites can be enhanced for pedestrian access and passive recreation in the form of scenic native interpretive walks and urban open space.

The marine life (salt water and fresh water fish, manatees, etc.) and wildlife (wading birds, cranes, tortoises, etc.) in and around Palmetto today are dependent upon the vegetative communities which form their natural habitat. It will be important not to alter or eliminate the wildlife and marine habitat due to their importance to the local economy based on tourists, outdoorsmen and naturalists. Any new tourism, commercial and recreational development can be complimented by incorporating the wildlife/marine theme. The natural environment factors can aid in creating a downtown plan that is more comfortable and healthy for people. Some of the factors most critical to downtown are the wind directions, solar access, pollution corridors and vegetative cover.

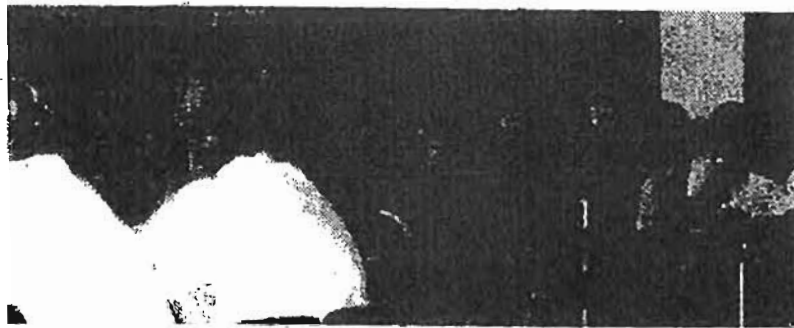
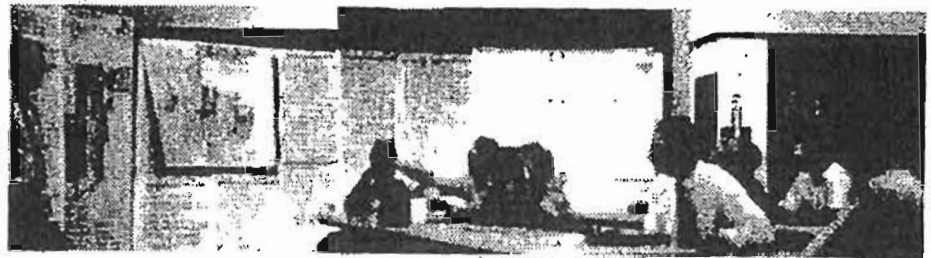
The central portion of downtown, from approximately 5th Street to 17th Street and from 10th Avenue to 5th Avenue, shows a marked absence of tree cover with a

high density of paved surfaces. Due to this lack of vegetation, there can be excessive heat build up and a loss of human comfort during the summer months. Along these streets car pollutant buildup is the highest in the downtown and will continue to increase as traffic increases. The highest concentration of car pollutants is within 25 feet of the road with a lesser concentration, yet still an impact, within approximately 150 feet of these streets. To insure these more concentrated areas of pollutants are absorbed, groundcovers that can be cut often and trees and shrubs with large green leafy surfaces should be used as much as possible.

The downtown is designed on a grid pattern with the majority of the commercial buildings facing east and west. Winter storm winds generally come from the northwest and should be blocked from the buildings and the pedestrians whenever possible. Prevailing winds generally come from the southeast and should be channeled up to the 8th, 9th and 10th Avenue corridors to provide cooling summer breezes.

Due to the water and existing vegetation along the riverfront, this area provides a cooling relief in the summer to the hotter, more concentrated and less vegetated central downtown area.

SUMMARY OF PUBLIC CONCERNS



SUMMARY OF PUBLIC CONCERNS

PERCEPTIONS OF DOWNTOWN

A substantial consensus of attitudes and opinions about downtown and the CRA district was revealed in the workshop program conducted as part of this redevelopment study. The essential conclusions drawn from these workshops were:

1. **Downtown Palmetto and the CRA district has an image problem; it is perceived as a declining area.**
2. **Downtown's major problems are especially prevalent in the retail and entertainment sector and include a lack of convenient parking, a lack of patronage, and a lack of investor confidence.**
3. **Shopping and restaurants remain a major downtown attraction.** The downtown retail area's major strength is convenient retail and establishments such as Whittles Plaza, Mr. C's and the Clock Restaurant. Its major weakness is in specialty retailing. Important factors in revitalizing the downtown retail area and overall CRA district are:
 - a. **attractive stores which have appealing merchandise;**
 - b. **improved parking facilities (convenient, ample, free spaces);**
 - c. **a mix of stores which enables multiple-purpose shopping and pedestrian movement within a compact area; and**
 - d. **stores offering a high quality of service.**
4. **The community has a strong concern for the quality of urban design in downtown and the CRA district. Improving the exterior appearance of buildings was a high priority for downtown improvement. In addition, downtown's waterfront setting is seen as the most important feature of downtown. The role of urban design in properly recognizing the waterfront as well as erasing the negative image of downtown will be critical to the success of downtown revitalization.**
5. **Strong community support exists for cultural events and activities in downtown as a most important way of improving the area.**

6. **If Palmetto's negative image persists, it could be expected that the current level of downtown use and patronage will deteriorate. Private sector reinvestment will also deteriorate.**
7. **Strong community support exists for the CRA and City Council to play an active role in downtown revitalization including the provision of incentives to stimulate private downtown redevelopment.**

LEADERSHIP ISSUES

Two key leadership issues have emerged from the week-long workshop program that will be critical to the success of Downtown Palmetto's and CRA district.

1. **Better Community Understanding of the Role and Importance of Downtown:** Through its leadership, the community must come to better understand that downtown's vitality affects not only those who own property, work or live downtown, but all citizens of the Palmetto area. Revitalization of downtown is important not only in respect to the dollar investment already in place, number of jobs generated and contribution to the tax base, but also in respect to the focus and image of the community that it provides to future investors, tourists and residents. A revitalized downtown is essential to the enhancement of the general quality of life in Palmetto; community leaders must promote this understanding.
2. **Community and Investor Confidence:** Certain negative attitudes of frustration, cynicism and apathy exist within the community regarding the city's ability to accomplish a meaningful revitalization program. These negative attitudes have eroded investor confidence - a critical ingredient in any successful revitalization effort. Through its leadership, the energies of the community must be directed toward constructive accomplishments. A positive atmosphere that "something exciting is happening in downtown" must be established to reinstall not only investor confidence but also community pride.

LEADERSHIP ROLES

Two key organizations exist which can and should play key leadership roles in downtown revitalization: 1) the **City Commission**, representing the public sector of the city 2) the **Community Development Agency**, representing downtown and CRA district property owners and downtown merchants.

Palmetto's revitalization will depend heavily on the ability of these two groups to establish a good collaborative working relationship and provide strong leadership, commitment and continuity to the revitalization program.

ISSUES AND CONCERNS

Palmetto today has its strengths and weaknesses, its assets and liabilities, its problems and opportunities. Certain forces and characteristics contribute to a positive environment for downtown, neighborhood and commercial revitalization. At the same time, many problems exist whose negative effects must be recognized and dealt with accordingly.

Assets

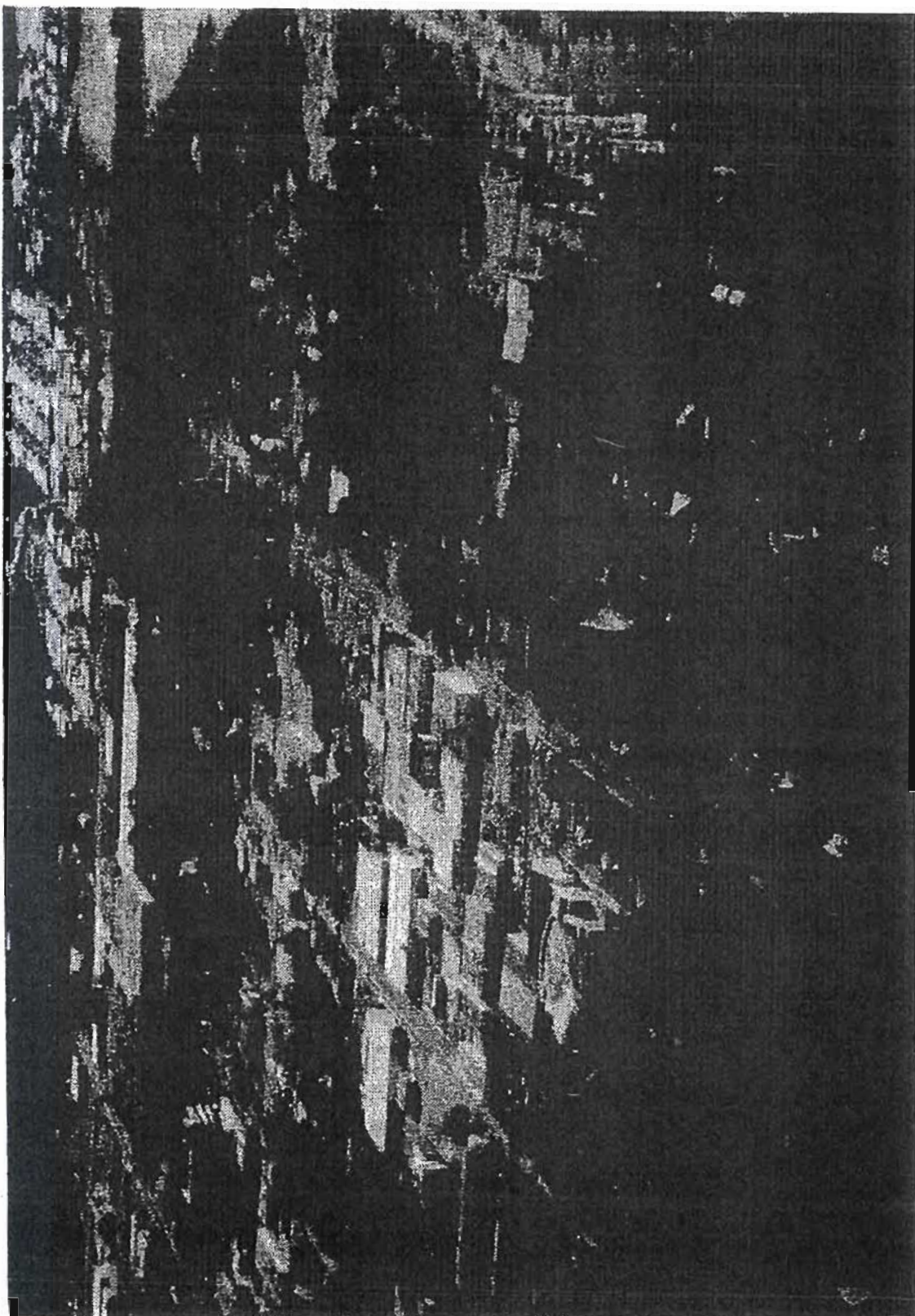
- **A strategic location** in relationship to area road and water transportation network via 8th Avenue (Business U.S. 41), U.S. 301, Interstate 75, Skyway Bridge, Port Manatee (a U.S. customs Port of Entry and Foreign Trade Zone), and Manatee River – within 45 minutes by vehicle of nearly 3 million Floridians and noted attractions, museums and beaches. Central location to Tampa/St. Petersburg and Bradenton/Sarasota.
- **Many tourists** either pass through or are in close proximity due to strategic road and water networks.
- **An attractive natural setting** provided by its waterfront location and pockets of mature live oak trees and dense landscaping.
- **A safe and clean environment** which is relatively free of the social and environmental problems which plague many cities today.
- **A strong existing base** including city government center, retail establishments, banking institutions and agricultural employment base.
- **A strong educational system** and school facilities.
- **A number of architecturally noteworthy buildings**, both old and new.
- **A stable downtown fringe area** with some attractive and affordable residential neighborhoods.
- **General media understanding and support** of downtown revitalization.
- **A strong and well respected law enforcement program.**

- A small town atmosphere with community parks.
- Strong community activities including the Farmers Market, Tomato Festival County Fair and historical and cultural festivals.
- A number of volunteer/non-profit service clubs.
- A good foundation of community facilities such as Girls Club, Boys Club, Youth Center and library.
- A regional Civic/Conference Center which draws users/visitors on a monthly basis.
- A strong foundation of churches spread throughout residential districts.
- An active Community Redevelopment Organization (CRA) with an adopted Historic CRA district and Enterprise Zone.

LIABILITIES

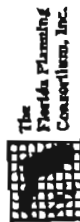
- Business community is physically ill-defined by lack of streetscape themes, district signage and storefront guidelines and vacant parcels.
- Business community is organizationally ill-defined by lack of a merchants association.
- 8th Avenue is "Main Street" of City but lacks a uniform appearance, has no continuous visual theme, limited off-street parking, traffic congestion due to lack of continuous left turn lanes, and ever present dirt, weeds, litter and paper in various locations.
- A lack of pride of ownership in commercial establishments and residential dwelling.
- The deterioration of older pockets of single family neighborhoods.
- Percentage of absentee property ownership and transient population is high in certain sectors of community.
- A shortage of middle income rental property exists.

- A concern exists over the location, quality and quantity of migrant housing for the agricultural community exists.
- A low tax base exists due to homestead exemption and property values.
- Loitering and vagrancy continues to exist along 8th Avenue from 10th to 17th Street.
- Code enforcement problems are identified but follow-through on fines and corrections by City officials has been lacking.
- Businesses have not been successful enough in drawing support from Palmetto residents.
- Utility rate prices for some services are cheaper in Manatee County though businesses and developers often locate outside of Palmetto.
- Overcoming "past images" of Palmetto has been a problem on a Regional basis.
- City lacks availability of large developable parcels to attract new businesses needing larger assemblages of acreage.
- The sanitary sewer system may be close to capacity and the conditions of existing lines need to be upgraded in several districts.
- The vehicular entrance from the north along U.S. 41 to the City is visually bad due to exterior building conditions and poor landscape character.
- A lack of follow-through has occurred on grant funding in order to implement community projects planned in the past.



DSW **AERIAL VIEW OF 10TH STREET**
PALMETTO
FLORIDA

DESIGN STUDIOS WEST



KEY FINDINGS

IMAGE AND DESIGN

- The image of the CRA district and downtown Palmetto is currently one of a mix of uses and conditions.
- The downtown area has not been able to capitalize on its proximity to Bradenton/Sarasota and St. Petersburg/Tampa with respect to new business relocations, retail development and residential market share.
- New infill and facade upgrades for retail development could use the Whittle's Plaza as a basis for architectural style or character, at least for the mid-section of town between 5th and 13th Street.
- There is an exciting view of the Manatee River and Bradenton skyline from various developable parcels within the City.
- The views of Palmetto's waterfront when approaching from the west on Business U.S. 41 are picturesque and positive.
- Pedestrian activity is constructed by narrow sidewalks and sidewalks close to busy traffic throughout downtown.
- The visual gateway entry's by vehicle to the City from the north, east and west are non-existent and those key points need to be cleaned up.
- The Regatta Point theme (or similar) should be carried up through the core downtown area.
- The historic downtown area lacks a theme and defined visual district boundary.
- The downtown core needs to be better defined via a specific theme or character.
- The Old Green Bridge could use more activity-stimulate activity by adding shops or artsy-craftsy theme.
- An image of safety needs to be created to attract people and business.

- The City commercial/retail districts lack a visual theme which is uniform, or creative in the form of signage, lighting, architectural materials and landscaping.
- Physical improvements (both private and public) have not been implemented in order to get results and increase the tax base.
- Past City beautification projects (10th Avenue for example) have not had a maintenance program implemented to preserve the investment.

Economic Base

- Merchandise appeal is limited in retail/commercial core of CRA boundary.
- Most consumers view downtown as a convenience center - not as a specialty retail and anchor retail zone.
- Downtown lacks a major anchor to fulfill shopping and/or entertainment needs.
- Competition from other convenience centers outside CRA district may limit potential of downtown as a convenience center.
- Annual sales are stable or declining slightly.
- The downtown needs a better mix and quality of stores.
- The variety of goods and services needs to be expanded.
- Attractions of store facades and windows needs to improve.
- There is a need for remodeling downtown to attract more business; possible more specialty businesses, capitalizing on a uniqueness or a theme for shops and entertainment.
- Leakage of local goods and services is occurring outside of city limits to other areas like Bradenton, Sarasota, Ellenton, St. Petersburg and Tampa.
- Ad valorem tax base has declined.
 - Partly due to poor housing stock condition.

- Poor commercial stock condition in certain districts.
- Businesses unable to maintain profits are leaving city limits.
- No target marketing to draw consumer base from Port Manatee which is within 6 miles of downtown.
- Limited new residential housing starts.
- Development projects approved but still not built.
- No developer follow-up for financial assistance.
- No major new light industrial, corporate or retail employees.
- Growing migrant population which leads to a non-stable base of consumers:
 - Care of housing units.
 - Density of residents per dwelling.
 - Property appearance and maintenance.

Housing

- Lack of consistent code enforcement follow-through by City Council.
- Poor maintenance of older historic home sites in various sectors of City (primarily eastern).
- The abuse of homestead exemption.
- Unsafe building/home environment has led to significant public health issues. (primarily in migrant housing and low income sectors)
- No clear neighborhood definition which leads to further decline of housing conditions and values - protection of property values is key.

- Seasonal residents and retirees have been a stable draw for new and existing housing stock - could continue if 'property values' are protected and made a priority.
- Regatta Point condominium project has been a positive market niche and could serve as an example for future housing development.

Transportation and Infrastructure:

- Any proposed Florida Department of Transportation improvements impact the existing central business district. How will a business relocation or store setbacks plan affect city? Will some relocation occur within historic downtown core?
- High rate of speed traveled on 8th Avenue in areas where sidewalk and buildings are close to road - Can vehicular traffic be slowed down in order to benefit commercial establishments and overall quality of life for the town? Number of side street intersections to 8th Avenue reduced?
- Parking to efficiently service retail establishments along 8th Avenue must occur in future via new infill development and parking scenarios or public parking to the rear.

Land Use/Zoning:

- Incompatible residential land uses.
 - Mobile home and single family detached dwellings directly adjacent to one another – again, "protection of property values".
- Urban design ordinances.
 - No landscaping codes.
 - No signage codes for storefronts.
 - No historic preservation codes and guidelines.

- Housing decline.
 - Could initiate more direct contact or access to Federal HUD Programs for residential rehabilitation.
 - Comprehensive Plan does not address transition of office and commercial areas into adjacent neighborhoods east and west of 8th Avenue for professional office or small "cottage" retail uses.
- Residential development densities within the CRA study area are relatively low with most development of a single family nature. Future increased densities for single and multi-family development could be accommodated in new land assemblage areas (i.e. along waterfront east of 8th Avenue) and similar sites like the current CRA housing project in northeast sector.
- Existing industrial uses in downtown historic core should be relocated in future to northeast enterprise zone (or similar parcels). Replacement infill uses should then be compatible with new theme of specialty retail and entertainment.
- Industrial uses such as the tomato packing plants and fertilizer plant are located in the middle of town (CRA district) and directly adjacent to commercial/retail uses and single family dwellings. Buffers and future long-term relocation alternatives should be established.
- Along 8th Avenue, two characters on non-residential development have evolved:
 - Retail and Office: 4th Street to 10th Street
 - Service, Retail Mix, Fast Food and Auto Services: 10th Street to 17th Street
- Property ownership (with many small businesses) and residential in the CRA is very unconsolidated, making organized efforts at development, property improvements and maintenance very difficult.
- Recreational and Cultural uses.
 - Lack of neighborhood pocket parks which are close and easily accessed for playground use and tot lots.

- Site and public amenities along waterfront area could be strengthened-- water fountains, strolling plazas, shoreline walkways, lighting, etc.
- Portions of City owned land throughout neighborhoods and commercial districts could possibly be used as civic open space - parks.
- No defined corridor entrance/open space exists along major arterials from north and east; i.e., lack of landscape gateways.

8th Avenue Corridor

- Add lighting for safety, theme and visual aesthetics
- Trees with protective grating would provide streetscape theme, shade for pedestrians
- Clean up businesses via storefronts, signage and architectural materials
- Entry signage 4th Street & 17th Street is needed for north/south "gateway" statement to Palmetto
- Redo sidewalks and road surface from 4th Street to 17th Street
- Draw people via character of storefronts, retail mix and streetscape character
- Attract new businesses - promote Merchants Association
- Add parking, if possible along storefronts in key locations and adjacent/rear of buildings
- Beautify corridor from 4th Street to 17th Street
- Reduction in minor arterial access points from side streets with 'short block' distance is needed
- 8th Avenue surfacing and R.O.W. to be resolved
 - 3 lanes?
 - 6 lanes?
 - 2 lanes with angled parking?
- Get rid of perception of crime
- Overcome lack of visible parking
- Find solutions for more off-street parking
- Slow down traffic speed to encourage pedestrians to walk along/among storefronts
- Determine ultimate governing power of U.S. 41 8th Avenue roadway
 - City?
 - State?

10th Avenue Corridor

- Lighting (with theme) for safety and visual continuity
- Parking - add more @ key locations - there is room
- Street tree planting for image and shade for pedestrians is lacking
- Improve sidewalks and consistency of materials
- Infill businesses - match in storefront character and theme
- Palmetto identity signage and graphics from U.S. 301
- Upgrade visual character of 8th Avenue & 10th Street intersection
- Maintenance program for existing and any new landscaping needs to be implemented
- Resolve image that 9th Avenue is tucked away in middle of nothing between 10th and 8th Avenue

North-East Residential Area

- Remove truck scales on 5th Avenue from neighborhood
- Extend 5th Avenue to the north of 10th Street along railroad to funnel traffic off 8th Avenue then up a new 5th Avenue to neighborhoods
- Provide more single family H.U.D. housing like the current CRA housing project being built
- Improve housing conditions with grant assistance
- Build new and rebuild existing sidewalks
- Need neighborhood parks (active & passive) are needed
- Work with County to clean up housing just outside city limits (pocket area along U.S. 41). This is a key visual gateway and image for City.
- Code enforcement needs to be continued to upgrade conditions
- Catalyst is needed to promote positive image (fairs, festivals, parades, parks)
- More pleasing entrance from 10th Street down 2nd Avenue is needed

Waterfront

- Focus on beauty and architectural character of Regatta Point and park area. Link up into core of downtown.
- Capitalize on waterfront opportunities/sites which could be put to higher and better use in future.
- Mobile home opportunity sites might be long-term conversion to new multi-family land use.

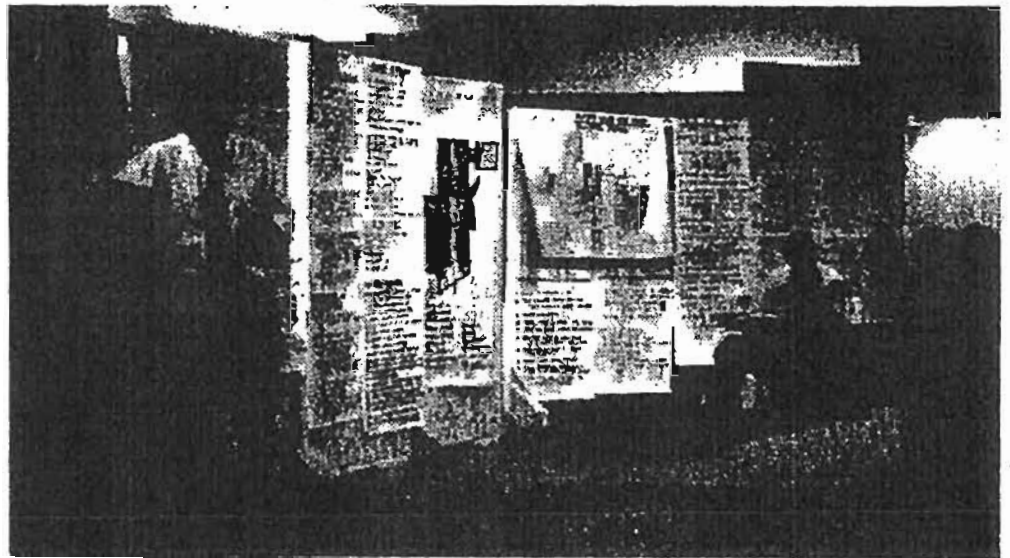
East Of 8th Avenue

- Create "Nature Walk" along waterfront edge from Riverside Park to 5th Avenue
- Develop area with quality housing, infill residential development

West Of 8th Avenue

- Maintain and enhance Green Bridge Area/Riverside Park

REDEVELOPMENT GOALS & OBJECTIVES



REDEVELOPMENT GOALS AND OBJECTIVES

PRELIMINARY GOALS AND OBJECTIVES

The goals and objectives of the Redevelopment Plan provide the general framework to guide future growth, development, visual character and physical improvements. Their formulation has been based on direct community input from the third public meeting in a series of four public workshops. They represent the common area of community agreement regarding the future direction of Palmetto's development. They have provided the foundation upon which the Conceptual Redevelopment Plans and written Action Plan and preliminary funding strategy has been based.

CRA DISTRICT PLANNING GOALS

1. Function

Strengthen Core Area of Palmetto as a multi-use center that will attract and serve the people of the Palmetto area.

Downtown Palmetto should improve its competitive position as an attractor of people and business based upon the quality and diversity of interrelated activities which it offers. The revitalization of the core area should strengthen the traditional activities of retail, finance, government, professional and business services, residential, lodging, recreation and culture to create a center which will attract and serve those of all ages who live, work, shop, and vacation in the Palmetto area.

2. Regional Context

Strengthen Palmetto as a unique place within the Tampa Bay Region.

Downtown Palmetto's potential for uniqueness is derived from its relative size, setting and location. Its size enables a greater diversity and choice of activities than in smaller communities within the region and less congestion and impersonality than in larger cities. Its setting along the Manatee River overlooking the waterfront provides a distinctive natural setting for its activities. Its location makes the Downtown the gateway to the vast natural, scenic, and recreational resources provided by inland canals, the river, the bay, the gulf and its coastal beaches. The revitalization of Downtown should build

upon these potentials to create a unique place which reflects the distinct quality of living offered within the Palmetto area.

3. Community Role

Strengthen Palmetto's contribution to the general well-being of the community.

The CRA District should be strengthened to play a more vital role in maintaining and enhancing the quality of life in Palmetto. The revitalization effort should be directed toward increasing Downtown's contribution to the well-being of the community through a) focusing on serving the community, b) expanding employment opportunities, c) improving business and investment opportunities, d) increasing tax revenues by means of stimulating private redevelopment and e) upgrading and expanding the residential neighborhoods.

4. General Environmental Character

Improve the physical image within the CRA District.

Downtown Palmetto's physical image must be improved to convey a strong sense of place for high-quality activities. An attractive and personable setting must be created that respects both the heritage and natural environmental features of Downtown. The Downtown setting must be conducive to a high level of personal service, comfort, safety, and enjoyment. A pleasant pedestrian-oriented environment should be created within the downtown core area. Special environmental features such as the waterfront, the canals, mature live oak trees, and historic landmarks should be properly recognized, preserved, and enhanced.

5. Implementation

Enable revitalization of CRA District to be a successful and on-going reality.

Revitalization of Downtown Palmetto must be successful and on-going. A workable planning/decision-making/implementation program must be established and institutionalized on a continuing basis within the community. Success will require establishing an on-going program which has community support, public/private sector cooperation, realistic market (economic) support, creative design solutions and effective implementation mechanisms. The

current planning study must initiate such a program and the community must carry it on.

General Development Policy Goals and Objectives

1. To preserve the unique small town atmosphere of Palmetto.
2. Recognize and build upon the basic strengths of the existing downtown area.
3. Focus on improving existing downtown activity centers and, secondarily, on the introduction of major new land uses.
4. Establish a compatible relationship between development, natural features and climatological conditions.
5. Recognize significant historic and architectural landmarks.
6. The reduction of confusion and visual clutter through the control of the size, placement and related aspects of signage.
7. The establishment and implementation of performance criteria to assure high site design standards and environmental quality and other design elements which provide unity and integrity to the entire CRA Redevelopment Area.

CRA CATALOG
→

Economic Goals and Objectives

8. The elimination of the physical deficiencies in the Redevelopment Area, which constitute either social or economic liabilities, or both, and require redevelopment of small and/or irregular lots, obsolete and aging building types, economic and social deficiencies, deteriorated public improvements, inappropriate vehicular circulation systems, inadequate parking facilities and inadequate utilization of land and public facilities.
9. The strengthening and diversification of the economic base of the Redevelopment Area and the community by the installation of needed site improvements to stimulate new commercial expansion, employment and economic growth.
10. The establishment of financial mechanisms to assist in the upgrading and/or redevelopment of properties in the Redevelopment Area.

11. The recognition of the role of the Central Business District as the cultural and entertainment focal point of the City.
12. To maintain the area's low taxes and moderate housing costs.
13. To provide a variety of goods and services in the downtown area which serves the entire community.
14. To encourage a diversity of uses for the entire length of the downtown business district.
15. To provide for better public participation in the economic revitalization process.

Transportation Goals and Objectives

16. Make downtown highly accessible from all parts of the metropolitan area.
17. Provide a safe, efficient and convenient downtown vehicular circulation system.
18. Provide pedestrian accommodations within downtown that minimize pedestrian/vehicular conflicts.
19. Provide convenient and attractive downtown parking facilities.
20. Provide convenient and sheltered public transit stops.
21. Provide for truck delivery and service that does not conflict with pedestrian and vehicular circulation.

Land Use Goals and Objectives

22. Achieve a mix of mutually supportive land uses in a compatible and functionally-related arrangement.
23. Create a vital and attractive downtown shopping environment.
24. Promote downtown as a center for government, banking, professional and business services.

25. Promote additional residential, entertainment and hotel/motel accommodations.
26. Develop recreation and open space opportunities as a special feature and attraction of downtown and the neighborhoods.
27. Create a development pattern which reinforces existing activity centers and provides an attractive interplay of building masses and open spaces.
28. Relocate conflicting industrial uses close-in to commercial and residential; long term relocation to northeast sector industrial zones.
29. To provide a walkable downtown which is pedestrian friendly; attract them more frequently and hold them longer.
30. To utilize existing vacant land as an opportunity for redevelopment.
31. Residential development, both multi-family and medium to high density is encouraged in the downtown core area.
32. Improve the physical image of the neighborhoods to convey a strong sense of place and respects both the heritage and environmental features.

REDEVELOPMENT STRATEGIES



REDEVELOPMENT STRATEGIES

In order for the Redevelopment Action Plan to be successful it is imperative to address the needs/desires of the Palmetto community via a set of strategies for economic and physical design issues. To achieve the previously outlined goals and objectives for Palmetto, a strategies framework (by category) has been developed. These strategies then lead to the creation of the City-wide and Downtown Core conceptual plans. Implementation of these strategies will result in the development of a CRA district that will more effectively serve the governmental, cultural, entertainment, infrastructure, social and economic needs of Palmetto.

CITY-WIDE STRATEGIES AFFECTING DOWNTOWN LAND USE/PHYSICAL DESIGN

- Historical preservation element should be integrated into comprehensive plan that would discuss appropriate types of land uses in "Old Town" historic districts as well as fringe areas.
- Focus location of arts and culture events and facilities in downtown waterfront area.
- Comprehensive plan should address inclusion of new residential development areas for middle income, retirement and executive citizens to increase the local consumer market for downtown area.
- Promote highest-quality recreational opportunities for all ages of population as a quality of life incentive for new residents and visitors. (neighborhood parks and nature interpretive walks along waterfront to nature areas)
- Preservation of regional quality of life.
- City should establish criteria for office development opportunities adjacent to the downtown and transitional zones into the neighborhoods without adversely impacting stable residential neighborhoods.
- Comprehensive plan should encourage the gradual relocation of heavy industrial uses out of town to more appropriately designated industrial park sites to the northeast.

City-Wide Strategies
Downtown Core
1/24

- Preservation design codes should be established in order to have appropriate rehabilitation of significant architectural structures and integration of new buildings.
- Implement a comprehensive transportation corridor plan for City entry way strip commercial/industrial development.

CITY-WIDE STRATEGIES AFFECTING DOWNTOWN ECONOMIC

- City and regional area should continue to be strategically marketed as a cultural and convention/conference/tourism area to increase consumer traffic to the downtown.
- Encourage marketing of regional area as second home and retirement opportunities.
 - promotion of regions quality high-end golf course communities for executive residential opportunities which increases consumer traffic to downtown.
- Encourage marketing of regional area as quality and family oriented affordable housing.
- Overall City-wide economic development strategy that focuses on specialty household goods and services begin offered downtown for consumers in the suburbs.
 - don't compete, create a niche!
- Build on legacy of waterfront as a visitor attraction and retail generator strategy.
- Chamber of Commerce and CRA need to continue to promote light and clean industry in order to attract white collar and middle income residents.
 - further promotes quality of life and retail opportunities/demand.
- Grants and Subsidies should be sought to implement upgrades to sub-standard housing stock in selective neighborhoods.

DOWNTOWN STRATEGIES

PHYSICAL DESIGN & IMAGE

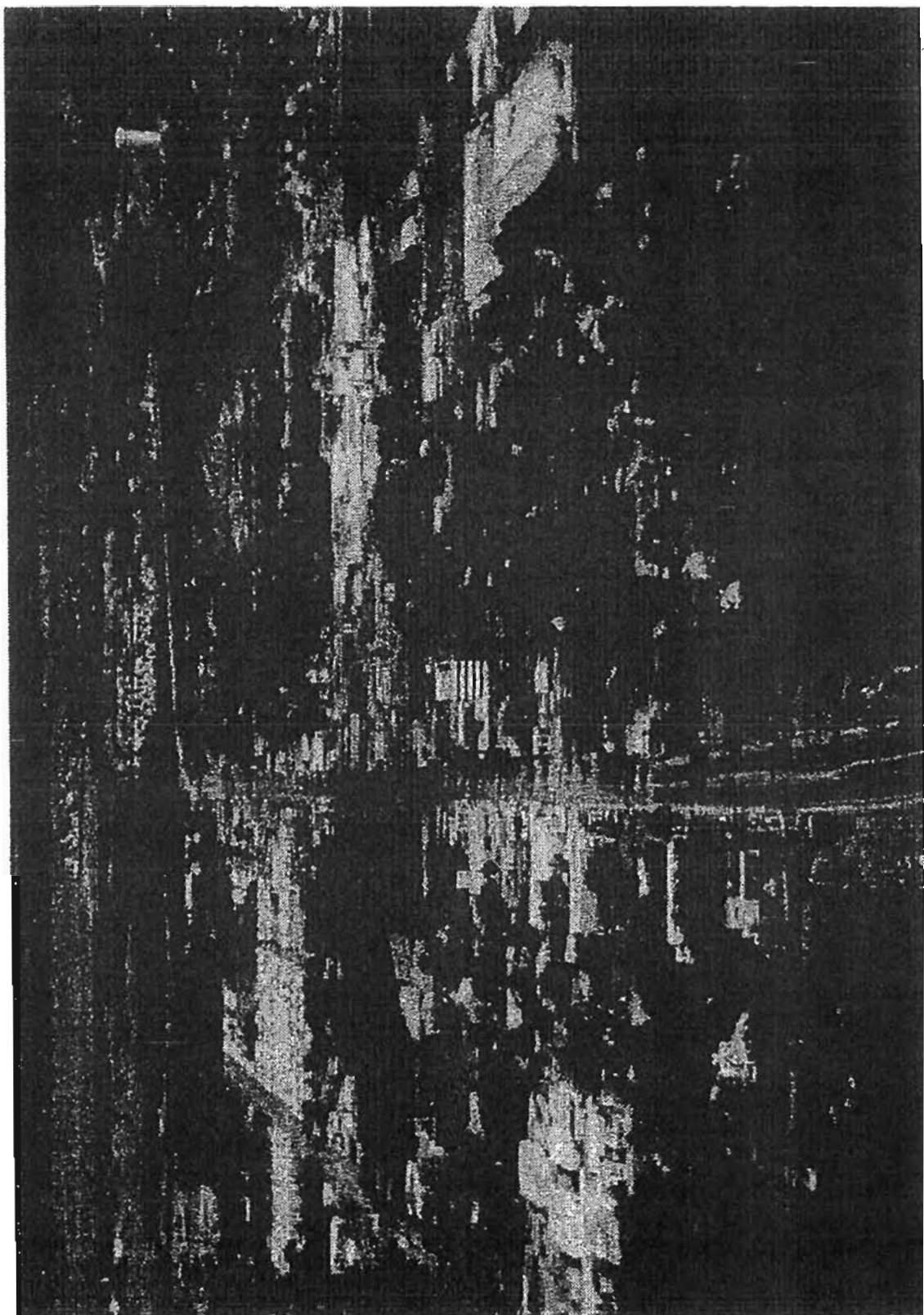
- Create peripheral downtown district entrance treatments with signage and graphic theme as you approach from all directions
 - "Palmetto is worth the trip". Theme should be capitalized on.
 - Signage and graphic theme updated throughout CRA area.
 - Wayfinding
 - Directional art (8th Ave. near 17th Street, 10th Street East near 2nd Ave., 10th Street West near 10th Street and 8th Ave. near 4th Street)
- Street tree plantings, undergrounding of utilities and new theme light posts might be phased in with new sidewalk improvements and infill development
- Open up the waterfront; tie downtown to marina via pedestrian spine corridor up 9th Avenue to 5th Street and Sutton/Lamb Park
- Create a quaint downtown core; focus on term quaint
- Create consumer/entertainment destination points

DOWNTOWN STRATEGIES

ECONOMIC

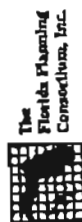
- Restructure CRA boundaries to incorporate new areas of redevelopment as well as potential tax base sources.
- Prepare grants feasibility study for public infrastructural public projects.
 - utilities
 - roads
 - parking
- Investigate cooperative road improvement projects with State Highway Department along state roads, i.e. 8th Avenue
- Solicit support from private foundations and individual donors to sponsor public building facilities.
- Research bond feasibility for major public facility projects.

- Form public/private development agreements to assemble properties and develop key private business activity centers.
- Institute an economic development strategy for the downtown that promotes increased sales and development by attracting a larger consumer base by incorporating the following major activity generators:
 - Village Square Events Plaza
 - Waterfront Public Sculpture Fountain
 - Agriculture/Horticulture Museum
 - Mixed Use Entertainment Retail Complex
 - Medical Complex/A.C.L.F.
 - Antique Mini Mall
 - Theater
 - Living accommodations in-town
 - Specialty retail anchors
 - Public events space
 - Infill Industrial
 - Office/finance core
 - Retail Farmers Market
 - Continued storefront infill
- Attract key niche market retailers, both local and regional, to downtown; then recapture local residents back downtown.
- Work with existing merchants to tailor their goals to the specialty market niche.
 - strive for after 5:30pm/nightlife mix
- Work with existing retailers in joint venture marketing.
- Work to increase quality and quantity of major downtown public events:
 - Festivals
 - Jazz in the Park
 - Antique Fair
 to increase frequency of downtown users.
- Encourage the art industries (studios and galleries) to locate in downtown area.
- Develop strategies to rehabilitate and create new living opportunities in the downtown core similar to Regatta Point Condominiums.



DSW
DESER STUDIOS WEST

AERIAL VIEW 8TH AVENUE
PALMETTO
FLORIDA



- Recognize competition from malls and outside retailers like Wal-mart and Factory Outlets.

DOWNTOWN STRATEGIES

TRANSPORTATION/INFRASTRUCTURE

- Utilize ample availability and affordable rates of water, gas, sewer and affordable electric as a downtown development incentive for downtown marketing of new development.
- Master storm drainage improvement plan for downtown area and phased installation plan concurrent with streetscape improvements.
- Devise a sidewalk and roof drain plan and phased reconstruction schedule.
- Phased plan for undergrounding of overhead utilities on 8th Avenue, 10th Street and 7th Street.
- Analysis of 8th Avenue traffic composition and feasibility of incorporating parking and sidewalk improvements.
 - make pedestrians feel safe and stroll along and among retail and restaurant establishments.
- Preparation of long term parking strategies to accommodate existing and long range development needs in core area.
 - encourage rear building parking
 - make it visible, accessible & convenient
- Continuation of truck traffic management plan to re-route volume away from neighborhood districts.

STRATEGIES FOR GATEWAY MARINA - MULTI-FAMILY PARCEL (TOURISM, RECREATIONAL, CULTURAL AREA)

- Marina Development, Civic Center, Hotel/Office

- Expansion of CRA development area is recommended to encourage and control development opportunities along undeveloped waterfront. To include:
 - 400 Slip Marina
 - Hotel - Office Mixed Use Retail
 - Shopping - Entertainment
 - Multi-family Residential
- Opportunities could include a Wellcraft Marine Center, a major flag hotel, new shopping and dining area, etc...
- Future gateway visual vista and theme can be created along U.S. 301 to enterprise zone
- P.U.D. Parcel on West side of U.S. 301 - Encourage multi-family residential development along U.S. 301, adjacent to Jet Mobile Home Park (similar to St. Pete.). Existing vegetation and waterfront views are a positive.

STRATEGIES FOR ENTERPRISE ZONE (NORTHEAST SECTOR)

- Expand existing enterprise zone to include flea market area
- Create a formal antique mall
- Relocate 10th Avenue warehouse along railroad tracks in the enterprise zone
- Encourage relocation of selected industrial zone tenants to enterprise zone
- Create an attractive vista from roadways to encourage visitors and tourists to patronize the area
- Expansion of enterprise zone should include commercial strip on south side of 10th Street East

STRATEGIES FOR NEIGHBORHOODS

- North/East Quadrant

- Lighting improvements to be installed at key intersections and along key sidewalk zones.
 - Weigh Station to be relocated to an appropriate industrial zone site.
 - Sidewalks improved and added (17th Street, East of railroad tracks near 5th Avenue W.)
 - New neighborhood park with bike trail access to Lincoln Middle School
 - Entrance at 2nd Avenue - Neighborhood beautification & identification program to be implemented (@10th Street East)
 - Continue CRA housing involvement; use current project as good example.
 - FMHA program involvement
 - CDBG assistance
 - Continued code enforcement, strive for follow through on penalties and recommendations.
- North/West Quadrant
- Outside of T.I.F. district
 - CDBG - Use funds for new neighborhood park area only
 - No annexation into T.I.F. Annexation into CRA is recommended.
- South/East Quadrant
- Jet Mobile Home Park - Long-term annexation into CRA for future land use alternatives.
 - Residential opportunity east of 8th Avenue on river; site development to be encouraged similar to Regatta Pt. Condominiums (5 year plan)

- New public park at end of 5th Avenue is an opportune site with great views to waterfront

-Fronted

STRATEGIES FOR 9TH AND 10TH AVENUE

- Encourage relocation of warehouse district and existing industrial tenants to enterprise zone
- Create a specialty community space at Riverside Drive and 10th Avenue West (festivals, cultural events, pedestrian zone)
- Need tomato packing plant involvement
- "Agricultural Museum" and training center to spotlight citrus, vegetables and tomatoes and horticultural/nursery industry
- Lower 10th Avenue merchants may be able to construct reverse facade to capitalize on new public space which is a spine up 9th Avenue from waterfront.
- Create a theme for "Old Town"
- Restructure and add parking which is pedestrian convenient to storefronts.
- Pedestrian activity area around agricultural center village square will encourage pedestrian related business along both 9th and 10th Avenue and potential pedestrian movement to/from 8th Avenue.
- Implement streetscape improvements (sidewalks, crosswalks, street trees, graphics, lighting)

STRATEGIES FOR 8TH AVENUE CORRIDOR

- Encourage utilization of alternate routes for through traffic.
- Entrance treatment at waterfront and at city line when arriving from the south to define visible boundaries and announce city pride and theme.
- Discourage excessive traffic flow from side streets by closing access to short blocks.

- Streetscape program (sidewalks, seating, shade trees, lighting, signage) should be implemented from 4th Street to 17th Street.
- Stormwater drainage and pavement resurfacing improvements should be made. Stormwater ponding to be improved with new inlet placements and in conjunction with resurfacing improvements.

SHORT TERM

- 3 lane recommendation (one northbound lane and one southbound lane with a turn-lane in the center).
- Sidewalk reconstruction and lighting plan with accommodations for on-street parking where possible.
- Speed limit to be maintained at 25 MPH.

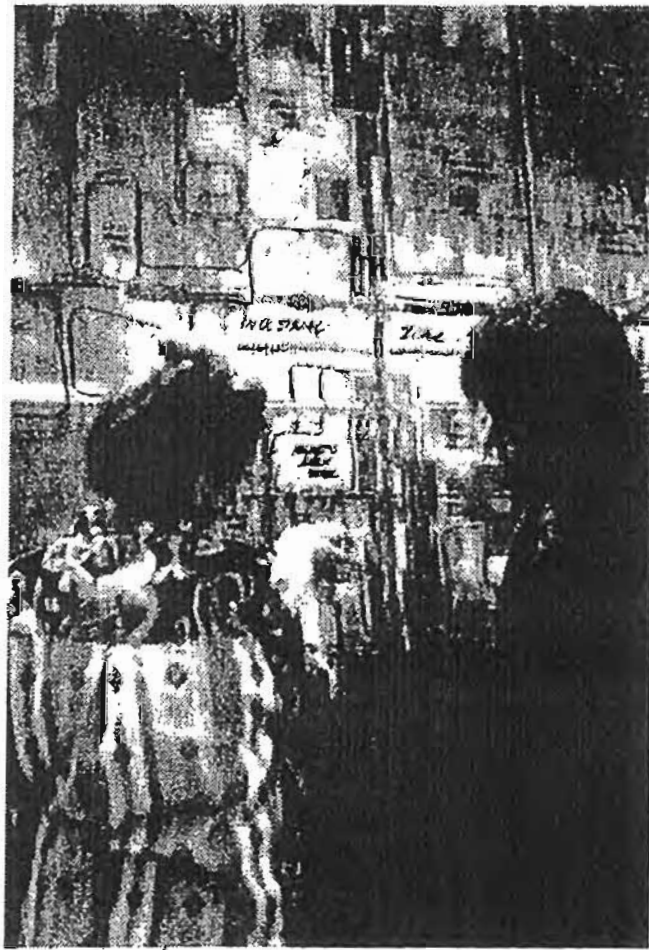
LONG TERM

- To accommodate 5 lane (2 north bound, 2 south bound with center turn lane).
- Interim development for storefront will be viewed as "superblocks" with unique character and themes.
- This provides means for demolition where appropriate and parking opportunities in front of retail business.
- For businesses on West side of 8th Avenue which have visible access to 9th Avenue:
 - Reverse facade improvements are recommended
 - Parking improvements, signage and landscaping are recommended.
- Expansion of T.I.F. district is necessary north of 10th Street, West of 8th Avenue, to include Video Library.
- Retail development north of 10th Street should be more homogenous in storefront and signage character and pedestrian compatible and friendly.

change to two lane
 remove on street parking
 8th Ave

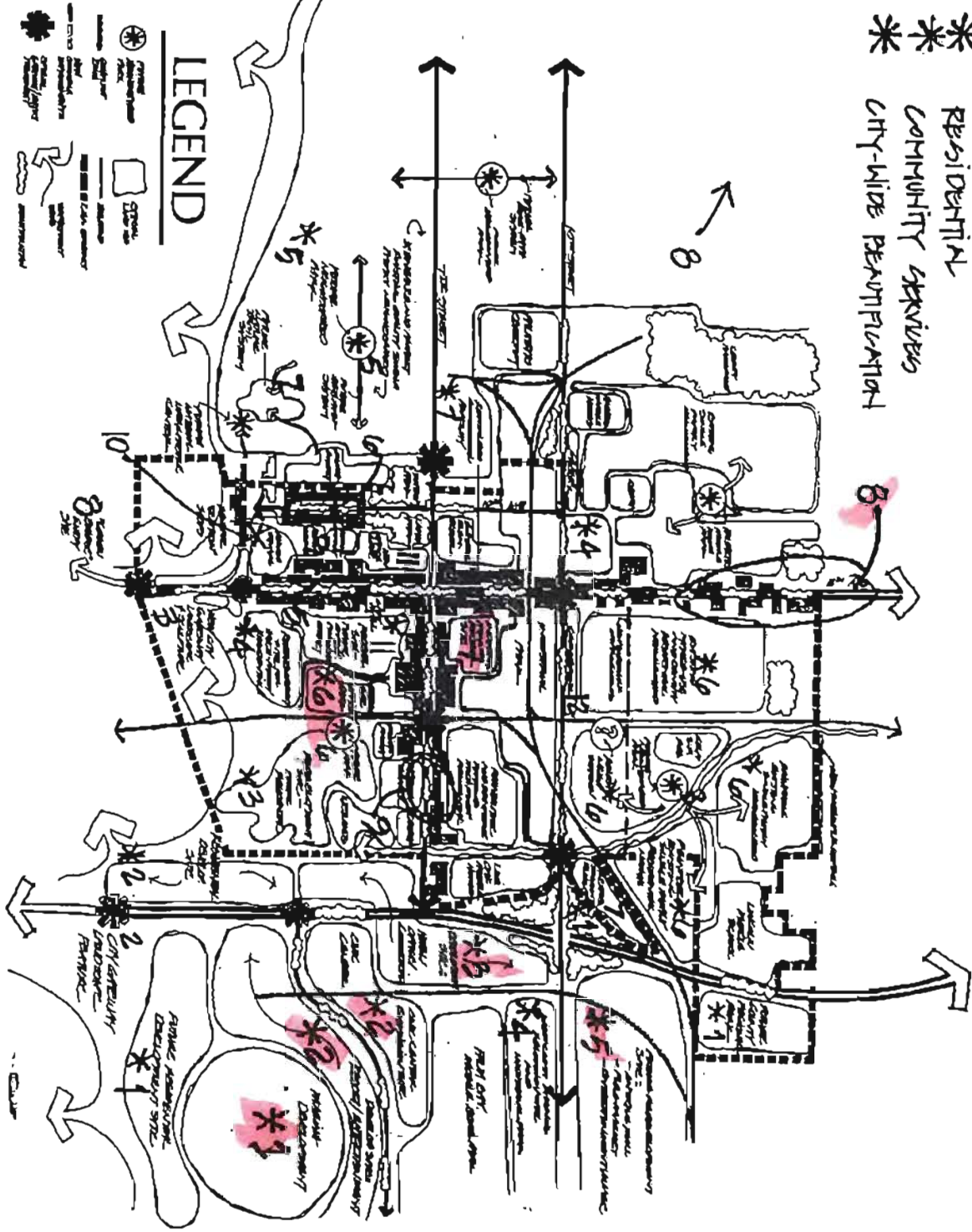
- Median treatments should include safety pads for mid-cross block pedestrian access.
- City-wide convenience commercial areas should be encouraged south of 10th Street along 8th Avenue.

CITY-WIDE REDEVELOPMENT CONCEPT PLAN



KEY

- OFFICE - COMMERCIAL - INDUSTRIAL SITES
- RESIDENTIAL
- COMMUNITY SERVICES
- CITY-WIDE REDEVELOPMENT



SUMMARY OF THE PLANS

The City-wide and Downtown Core Conceptual Development Plans that have evolved from the Palmetto planning process is the city's own plan; it reflects the desires and aspirations of the community, as expressed in their participation and input into the workshop process, which, in turn, have been translated by the Design Team into a conceptual plan. The intent of the plans is to create an environment that will distinguish downtown Palmetto as the heart of the community; as a place where one can comfortably and conveniently work, shop, play and reside.

The Conceptual Redevelopment Plan is an ambitious but achievable plan. It is closely tied to the realities of economic feasibility. It provides a long-range vision of downtown that can be bitten-off one piece at a time. It will require further effort, commitment and initiative by the community to be implemented successfully. Its ultimate product will contribute positively to the economic well-being of the community, as well as rekindle a sense of civic pride and investor confidence in downtown. It will project a positive image of downtown that befits its heritage as the heart of the community and reflects the concerns and aspirations of the citizens of Palmetto for their community.

CITY-WIDE REDEVELOPMENT LAND USE CONCEPT

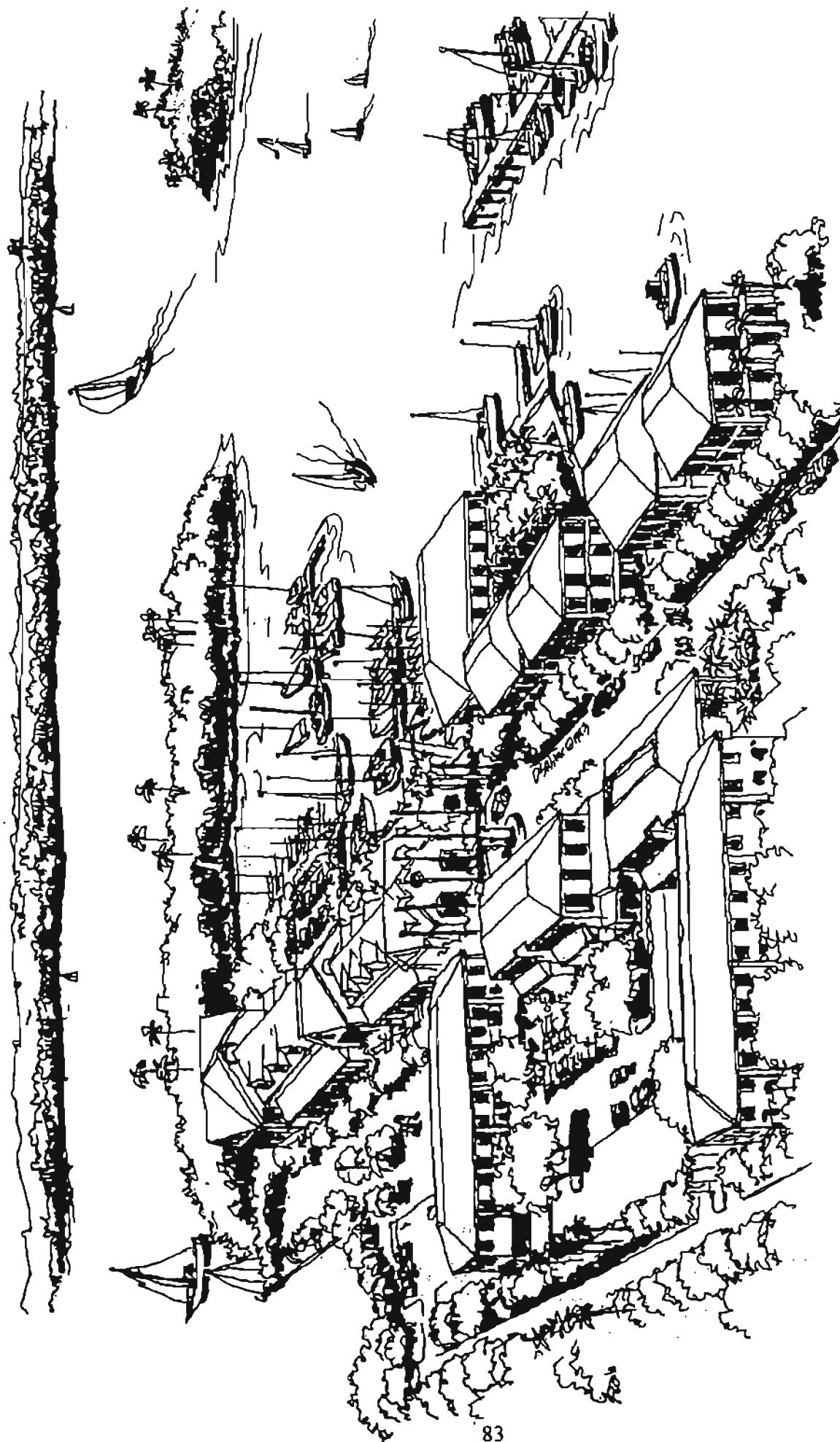
I. OFFICE/COMMERCIAL/INDUSTRIAL SECTORS (Red Numbers on Map, pg. 81)

1. Marina Development

- a. Planned 400 slip marina and mixed use/residential with existing permitting.
- b. Key future development parcel for east sector of City along waterfront.
- c. Character to be nautical/contemporary with a focus on attracting year-round facility anchors such as a Wellcraft sales and exhibition area.
- d. Physically link to Civic Center and Resort/Entertainment district with pedestrian amenities.

2. Resort/Entertainment District

- a. New hotel, restaurant and specialty shops/arcades developed with a resort theme east of 301.



DSW **GATEWAY MARINA MIXED-USE PARCEL**
DESIGN STUDIOS WEST
PALMETTO
FLORIDA



- Town
Palm
Hwy 301
Walmart
- b. Capitalize on adjacency to Civic Center and Marina Development.
 - c. Develop as a waterfront orientation.
 - d. Market as attraction to Civic Center and Marina and waterfront.

3. **Waters Parcel**

- a. Develop as an Office, Hotel, Commercial site.
- b. Link new development on both sides of Rt. 301.
- c. High-rise density with mixed-use specialty retail.
- d. Strong highway orientation with contemporary theme.
- e. Link with 7th Street as a strong eastern anchor to downtown.

4. **10th Avenue Industrial Park**

- a. Excellent opportunity site for relocating industrial uses such as Packing Plants and weigh stations.
- b. 10th Street is major east-west connector providing access to regional transportation network.
- c. Opportunity for reorganization and congregating industrial uses in Palmetto.

5. **Antique Mall Entertainment Village**

- a. Build on Enterprise Zone opportunities for this parcel.
- b. Large land acreage are which can accommodate market flexibility for long-term theme development.
- c. Regional draw for users/tenants.

6. **Westcoast Packing Relocation and New Medical**

- a. Long-term scenario for redevelopment into uses more appropriate for adjacent residential and nearby downtown core.
- b. New anchor uses such as medical facility or office park.
- c. Creates a homogenous commercial/office/residential district.

7. **8th Avenue and 7th Street Expanded Industrial**

- a. Builds on existing industrial uses adjacent to the north.
- b. Character to be simplified massing.
- c. Area is screened behind existing and new commercial uses.
- d. Relocation site for some other existing industrial uses.

8. **Revitalized 8th Avenue Commercial**

- a. Concentrates active retail uses in a corridor which generates a greater chance of business success.
- b. New streetscape improvements based on common theme.

- c. Infill commercial/retail uses - new construction to be sensitive to small town scale.
- d. Improved signage program.
- e. Resolve R.O.W. width issues and number of vehicular travel lanes with a 3-lane short-term scenario and 5-lane long-term scenario.
- f. Key intersection improvements at 5th, 7th, 10th and 17th Streets.
- g. Initiate a storefront redevelopment program.
- h. Encourage existing through traffic to use alternate routes to the east.

9. **Revitalized 7th Street Commercial**

- a. Streetscape improvement program (landscaping, signage, lighting, etc.) from 301 on east to 12th Avenue on west.
- b. Commercial infill development and storefront improvements along this corridor.
- c. Key linkage corridor to Civic Center and new Marina development east of downtown core.

10. **Revitalized 10th Avenue Commercial Core**

- a. Old Town District between 9th and 10th Avenue and waterfront to 7th Street. Existing commercial and office uses.
- b. Relocate existing industrial uses to other districts in northeast.
- c. Create open space Village Square Plaza adjacent to Regatta Point as a civic multi-purpose space of events, festivals and focal point.
- d. New land uses such as Horticultural Museum, Events Plaza, Entertainment Retail Complex, parking and landscape amenities.
- e. Rehabilitate and infill storefronts with commercial and office uses.
- f. Create antique district theme.

11. **Renovated Residences to Office/Professional**

- a. Transition zone of existing single family residential to office/professional uses over long term.
- b. Geographic location to 8th Avenue, City Hall; existing office development warrants this gradual transformation.
- c. Character to remain quaint with users rehabing residential units to office use with on-site parking.

12. **Revitalized Industrial Core**

- a. Existing industrial uses to be maintained, expanded.
- b. Coordinate master truck routing/delivery plan.
- c. Major employment base that can be expanded adjacent to downtown commercial core and residential areas.

10th Street Duplex
→

- d. Buildings on north side of roadway along 10th Street have little or no setback. Buffers need to be created to encourage private development.
- e. Major entrance corridor to the City and poor image must be corrected with appropriate infill commercial and light industrial development.

II. RESIDENTIAL (Orange Numbers On Map, Pg. 81)

1. Marina Residential

- a. Waterfront opportunity site for higher density mixed residential.
- b. Character to be nautical and contemporary.
- c. Adjacent water access and civic activities are marketing plus.
- d. Low-to-medium rise dwelling units oriented to water views.
- e. New residential district created east of downtown core but linked by 7th Street.

2. Gateway Residential

- a. Waterfront opportunity site for higher density residential.
- b. Excellent regional access by existing transportation network.
- c. Contemporary character with water oriented views on south side of parcel.

3. Jet Park Redevelopment Residential

- a. Long-term transition residential use from existing mobile home park to higher density multi-family dwelling units.
- b. Excellent waterfront location along River with boat ramp and docking facilities.
- c. Parcel location warrants redevelopment to higher and better use due to riverfront amenities and adjacency to downtown core to the west and new potential development parcel to the east.

4. 8th Avenue Waterfront Redeveloped Residential

- a. Existing residential dwellings redeveloped into waterfront multi-family residential.
- b. Medium density units with orientation to River and unified design theme.
- c. Assembly of parcels into single development parcel with buffers to adjacent single family (north) and downtown core district.

5. **Protect and Strengthen Historical Residential Area**
 - a. Historic and older single family residential district which is stable and has pockets of live oak canopy and tropical landscaping.
 - b. Canal access in many locations is unique.
 - c. Strengthen neighborhoods through rehabilitation incentives.
6. **Rehabilitation of Existing Housing**
 - a. Reinforce existing single family neighborhood character.
 - b. Implement sidewalk and lighting improvements.
 - c. Relocate weigh station for packing plants to new industrial district.
 - d. Implement Federal rehabilitation programs - funding for improvements.
 - e. Encourage code enforcement follow-through to eliminate sub-standard housing units.
 - f. Utilize pedestrian connections to link neighborhoods to schools and a centrally located park.
7. **Overpass Apartments Rehabilitation**
 - a. Address the visual appearance of this key location which is an entry point from east to Palmetto.
 - b. Key image area to be rehabilitated in terms of existing multi-family building upgrades and landscape buffers.
 - c. Migrant housing area which might qualify for grant funding for improvements.
8. **Future Single Family Expansion Sites**
 - a. Northwest sector of City has vacant parcel for infill of new single-family residential or development of new residential pods.
 - b. Easily linked back to downtown core by good east-west transportation along 10th and 17th Streets.

III. COMMUNITY SERVICES (Green Numbers On Map, Pg. 81)

1. **Future County Regional Park**
 - a. Northeast sector of City, east of 301 and south of 17th Street.
 - b. Excellent parcel for regional park amenities to be created and easily accessed by transportation network.
 - c. Good anchor for residential neighborhoods in this sector.

Sidewalk and Lighting Improvements

A black and white line drawing of a street scene. On the right side of the road, a car is parked. A person is walking on the sidewalk. A large tree is on the left, and a building is in the background. The drawing is a simple line art style.

**The
Florida Farming
Consortium, Inc.**

NORTH-EAST NEIGHBORHOOD IMPROVEMENTS
PALMETTO
FLORIDA

2. **Civic Center Expansion**
 - a. Growth to the east as market dictates.
 - b. Additional square footage and conference center amenities.
 - c. Character to match existing and link to new Marina development.
3. **Northeast Neighborhood Park and Bike Paths**
 - a. Central site along drainage canal near new C.R.A. single family residences accessed by foot bridges, sidewalks and bicycles.
 - b. Develop neighborhood tot lots and playground amenities.
 - c. Open space areas for free-play.
4. **Northwest Neighborhood Park and Bike Paths**
 - a. Adjacent to Mobile Home Park and existing single family neighborhood.
 - b. Develop neighborhood tot lots and playground amenities.
 - c. Open space areas for free-play.
5. **Southeast Neighborhood Park and Bike Paths**
 - a. South of 17th Street in existing neighborhood.
 - b. Develop neighborhood tot lots and playground amenities.
 - c. Open space areas for free-play.
6. **Southeast Neighborhood Park and Bike Paths**
 - a. At south terminus of 5th Avenue at riverfront.
 - b. Open space opportunity to take advantage of waterfront.
 - c. Stabilizes adjacent neighborhoods and future residential development.
7. **Waterfront Nature Center**
 - a. Existing wetland with large mature canopy of trees west of 8th Avenue.
 - b. Create pedestrian connection along waterfront via a nature trail system.
 - c. Take advantage of environmental setting in downtown core by creating urban amenity.
8. **Green Bridge**
 - a. Entry statement to Palmetto from south.
 - b. Enhance with additional graphics, banners, lighting and small kiosk retail shops.
 - c. Strengthen pedestrian connection to downtown core

AG Museum

9. Horticultural Museum

- a. New infill theme development.
- b. Creates tourism draw and economic generator to downtown and waterfront.
- c. Anchor for redevelopment in "Old Town" district.
- d. Create pedestrian spine from Regatta Point through center of project to 7th Street.
- e. Capitalize on tomato, citrus, nursery agribusiness of Palmetto Area.
- f. Work with local Corporate sponsors such as tomato growers.

IV. CITY WIDE BEAUTIFICATION (Purple Numbers On Map, Pg. 81)

1. Interchange

- a. Route 301 at 10th Street. Implement gateway image treatment with landscaping theme.
- b. Use landscaping to buffer land uses such as overpass apartments.
- c. Width and visual scale of this intersection warrants improvements that speak to future image of Palmetto.

2. 301 Entry

- a. Vehicular entry from south to landscaped with theme plantings and signage.
- b. Gateway visual opportunity - statement of Palmetto image.

3. 10th Street Streetscape

- a. Route 301 to 10th Avenue. New theme plantings to create new image and buffer industrial and commercial uses directly adjacent to the roadway.
- b. Sidewalks, lighting and pavement improvements.
- c. Intersection improvements at 2nd Avenue, 8th Avenue and 10th Avenue.

4. 8th Avenue Streetscape

- a. 4th Street north to 17th Street. New theme plantings to create new image and buffer commercial, office and retail uses.
- b. Sidewalk, lighting, signage and pavement improvements.
- c. Intersection improvements at 5th, 7th, 10th and 17th Streets.

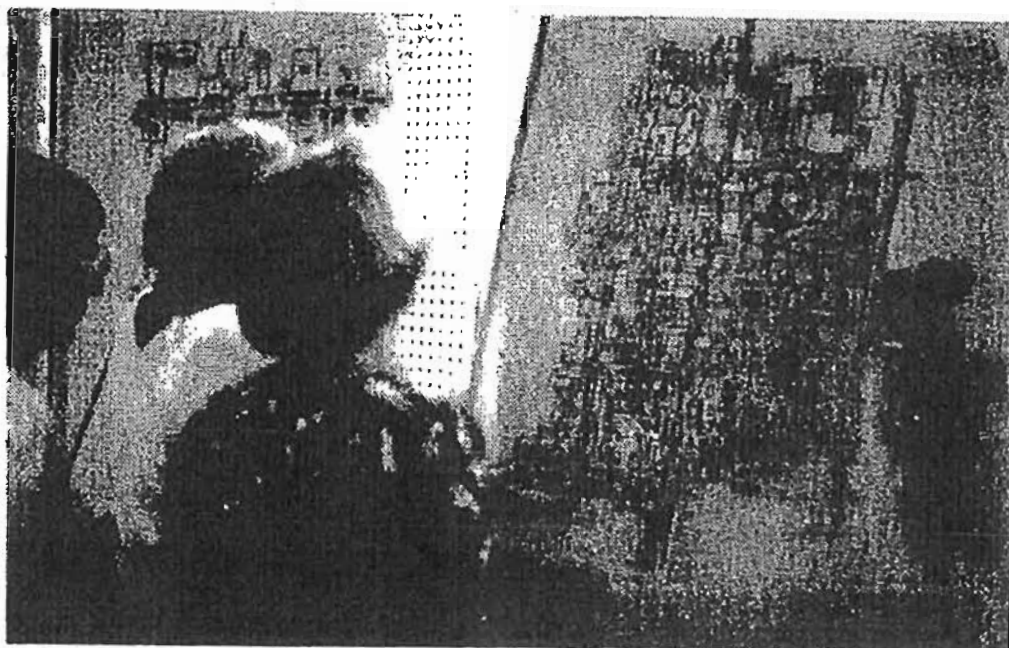
5. 10th Avenue Streetscape

- a. 4th Street north to 7th Street. New theme plantings to create new image and visual scale for pedestrians along commercial/retail corridor.
- b. Sidewalks, lighting, signage pavement improvements and street furnishings.
- c. On-street parking reorganization for efficiency.

6. 7th Street Streetscape

- a. Route 301 west to 10th Avenue. New theme plantings to create new image and buffer commercial and industrial uses directly adjacent to the roadway.
- b. Sidewalk, signage and pavement improvements along this key corridor connection into City to be implemented with a unified theme.
- c. Intersection improvements at railroad tracks, 8th Avenue and 10th Avenue.

DOWNTOWN REDEVELOPMENT CONCEPT PLAN

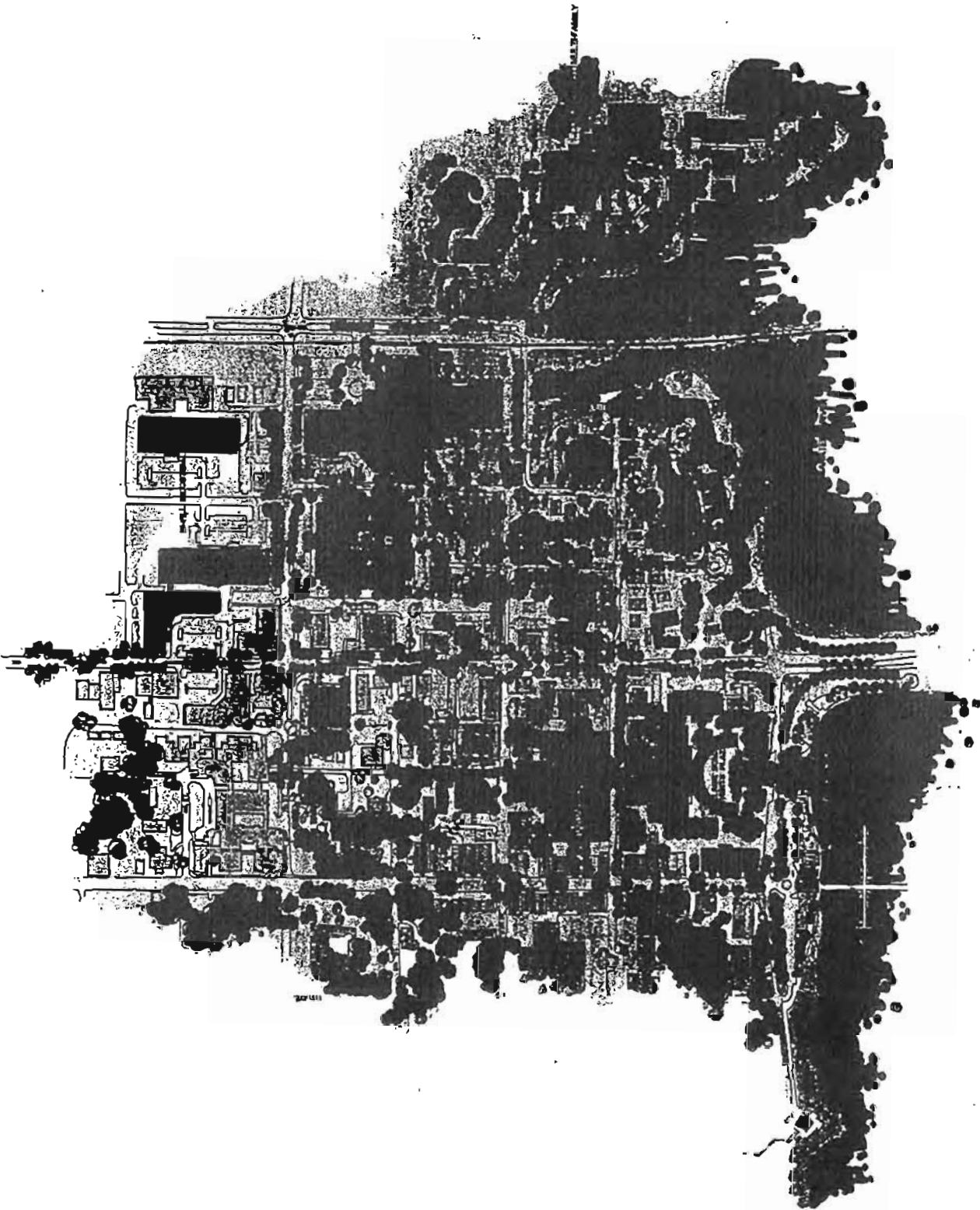


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PALMETTO
 FLORIDA

DOWNTOWN CONCEPTUAL REDEVELOPMENT PLAN

SCALE
 0 100' 200'



DOWNTOWN CORE REDEVELOPMENT CONCEPT PLAN

1. 8th Avenue Corridor

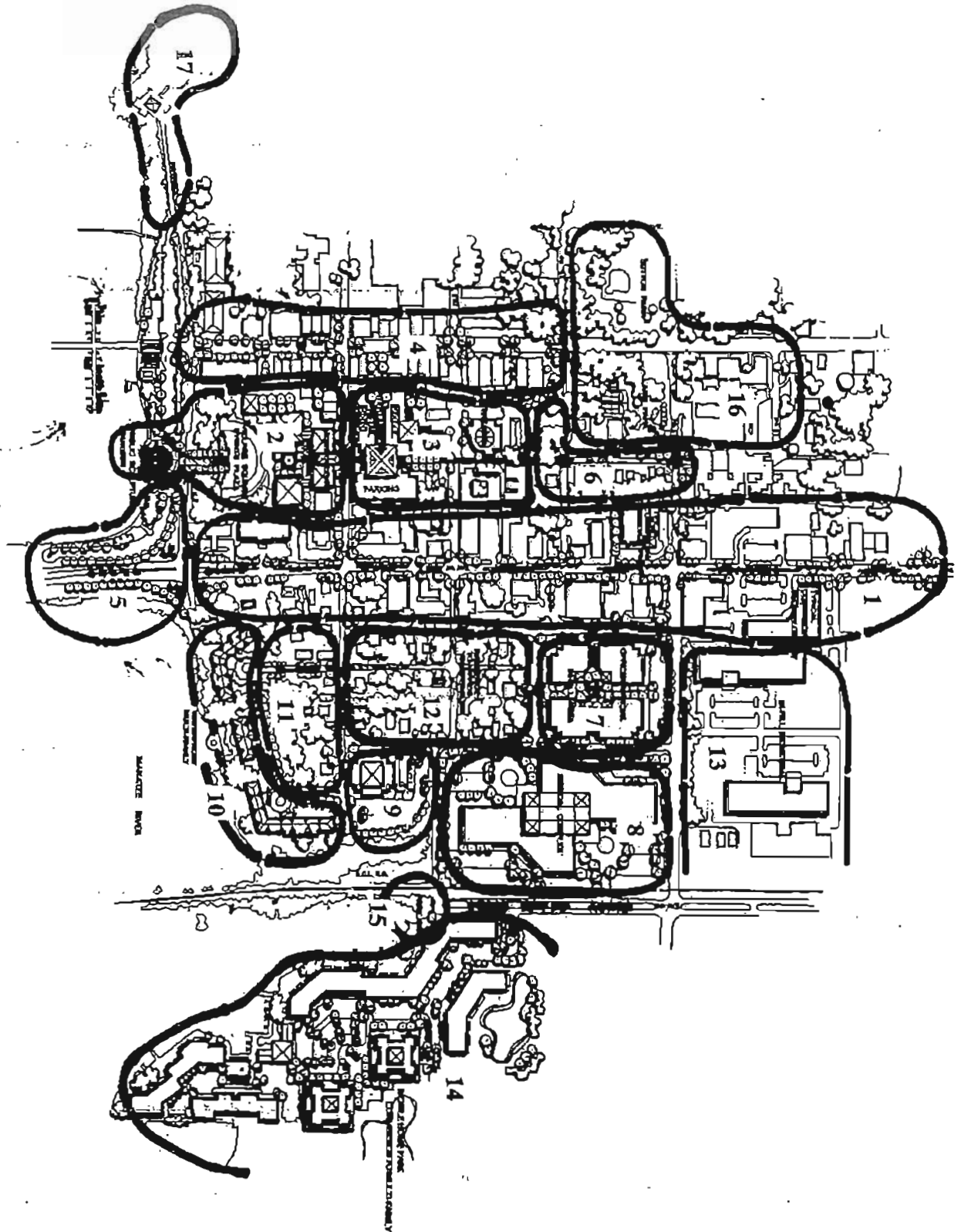
- a. Commercial redevelopment infill along entire corridor. Whittle's Plaza is good example to build upon.
- b. Create streetscape program with theme for landscaping, sidewalk improvements, site furnishings, graphics and lighting.
- c. Improve parking identification and alleviate conditions where some businesses have private driveways backing directly into street.
- d. Discourage through traffic movements to Bradenton and Tampa area by moving traffic east to alternate routes.
- e. Multitude of short block intersections along this corridor. Eliminate some street intersections which have short block distance (depth). Therefore corridor has less turning movements.
- f. Consider option for center turn lane for vehicular efficiency.
 - 3 lane scenario short-term with one lane north, one lane south and center turn lane. Landscape improvements, roadway resurfacing.
 - 5 lane scenario long-term with two lanes north, two lanes south and center turn lane. Facades moved back in some areas for street improvements, landscape improvements and roadway resurfacing.
- g. Storefront renovation improvements with Palmetto small-town theme.
- h. Underground utilities and new drainage improvements.

2. Village Square

- a. Create Horticulture Museum attraction (or something similar) which has storyline of regions tomato, citrus, nursery and farming industry. Anchor for downtown core.
- b. Creates a tourist draw and educational experience for local residents/children.
- c. Public events space which connects to waterfront and creates pedestrian spine up 9th Avenue to additional amenities.
- d. Pedestrian anchor which energizes the retail core along 8th Avenue, 9th and 10th Avenues and Regatta Point Marina area.
- e. Land assembly possible due to current land use pattern.

3. Specialty Retail/Entertainment

- a. Builds off Horticulture Museum anchor.
- b. Provides local entertainment-night time opportunities.



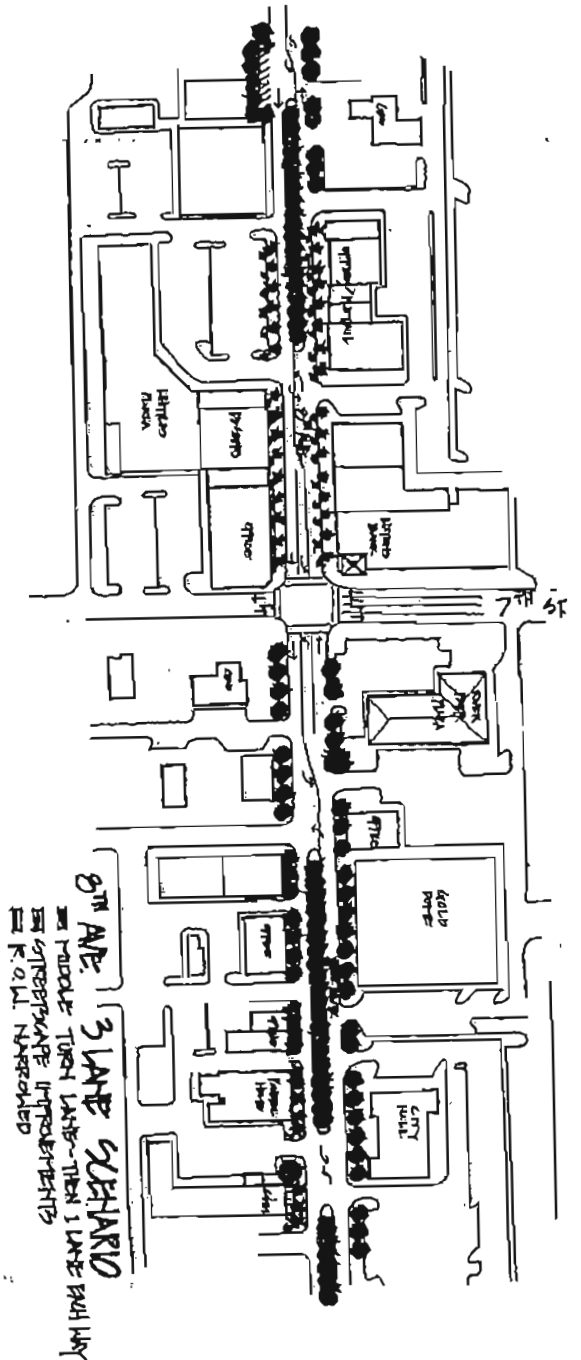
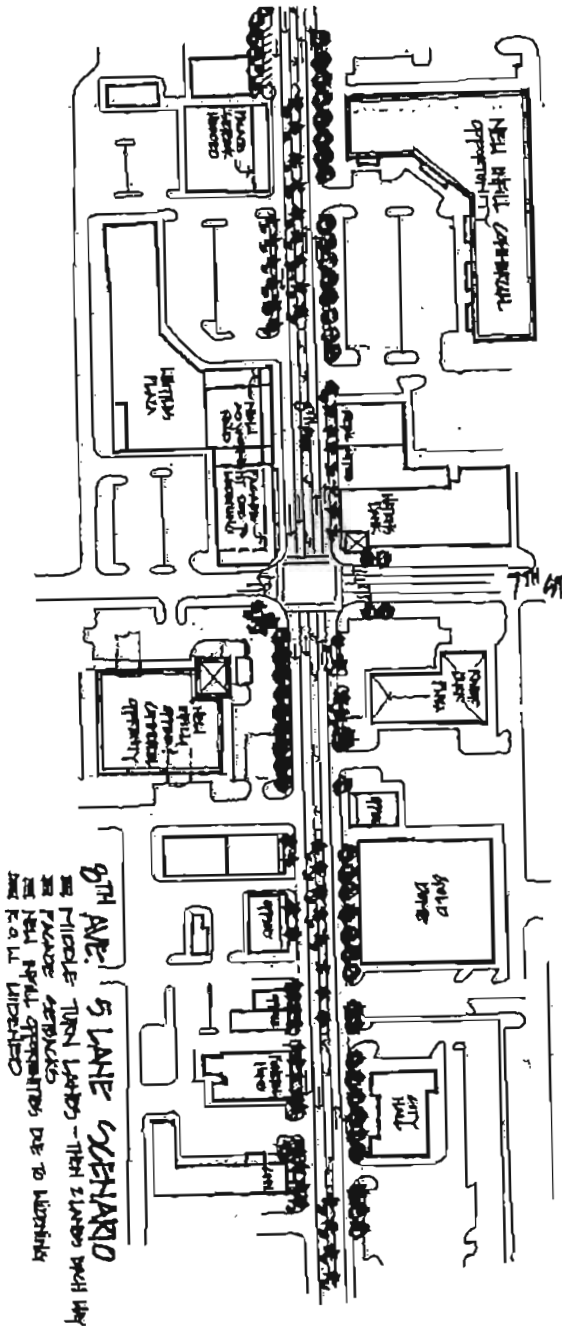
DSW
 DESIGN STUDIOS WEST
 PLANNING CONCEPTS
 1511 SECOND STREET, SUITE 100, PALMETTO, FLORIDA 34291
 813-841-1713 FAX 813-841-1714
 WWW.DSWDESIGN.COM

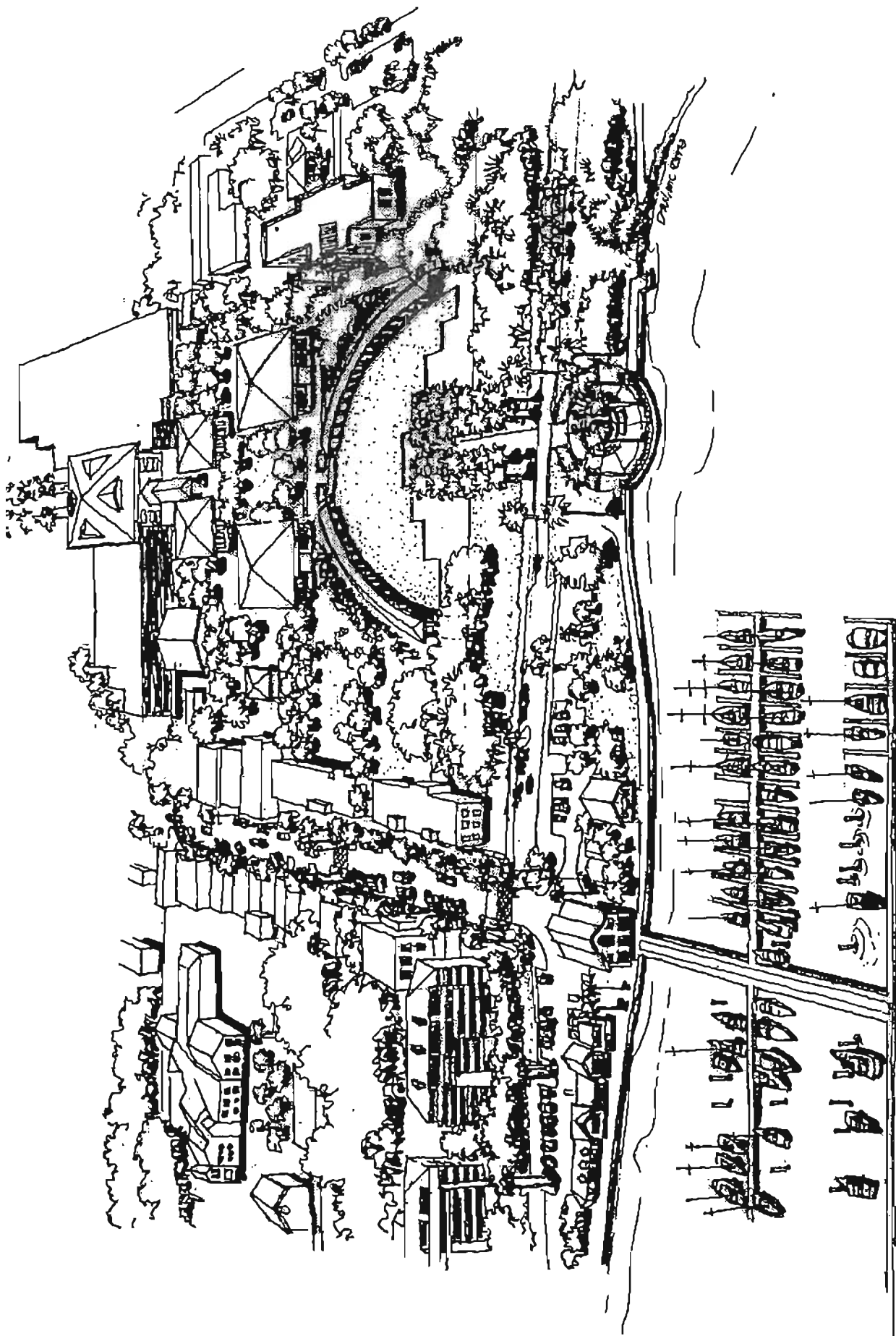


DOWNTOWN CONCEPTUAL REDEVELOPMENT PLAN

PALMETTO



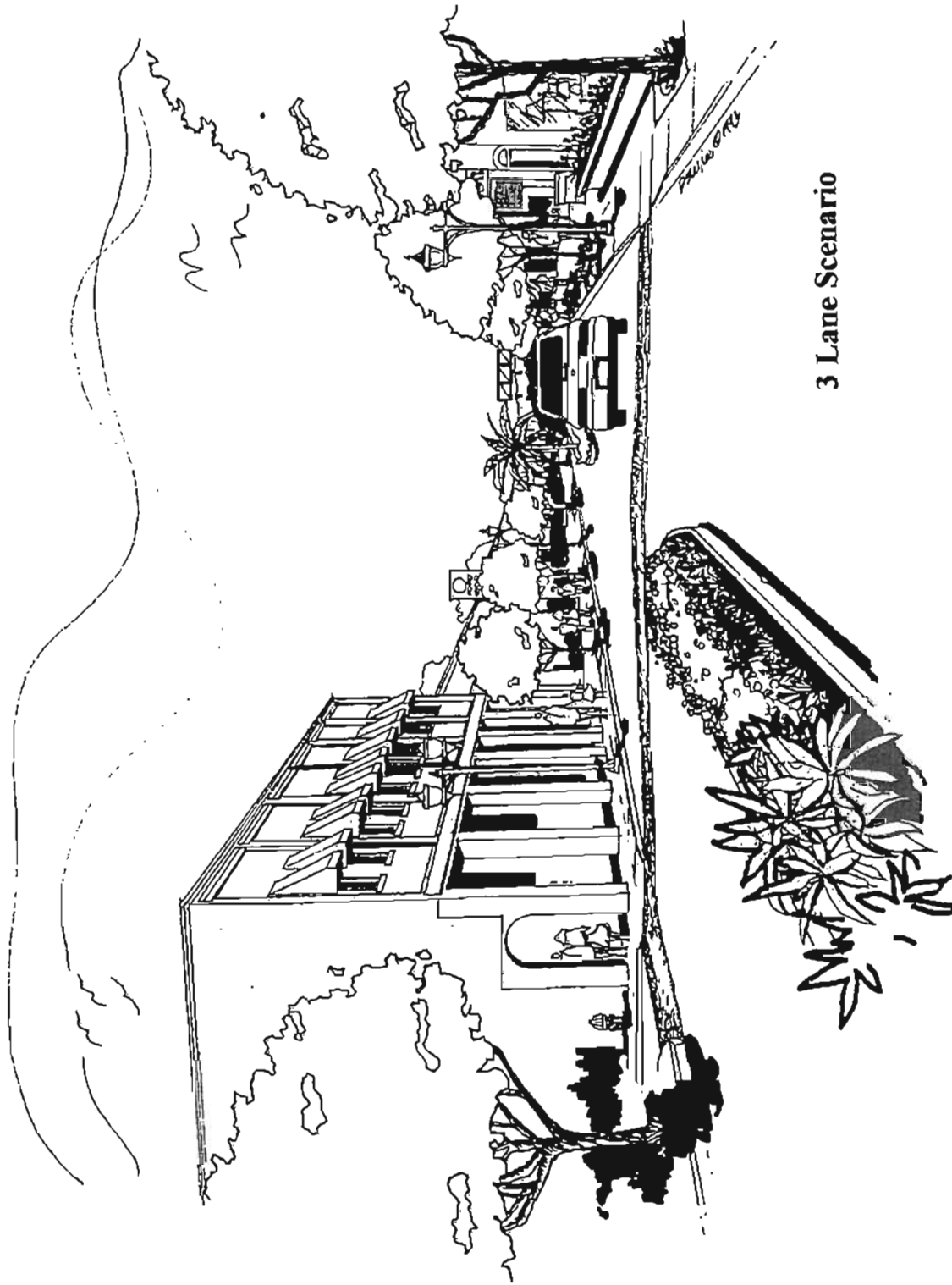




DSW **HORTICULTURAL MUSEUM & VILLAGE SQUARE**
PALMETTO
FLORIDA

DESIGN STUDIOS TEST

The Florida Planning
 Consortium, Inc.

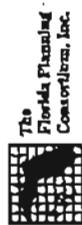


3 Lane Scenario

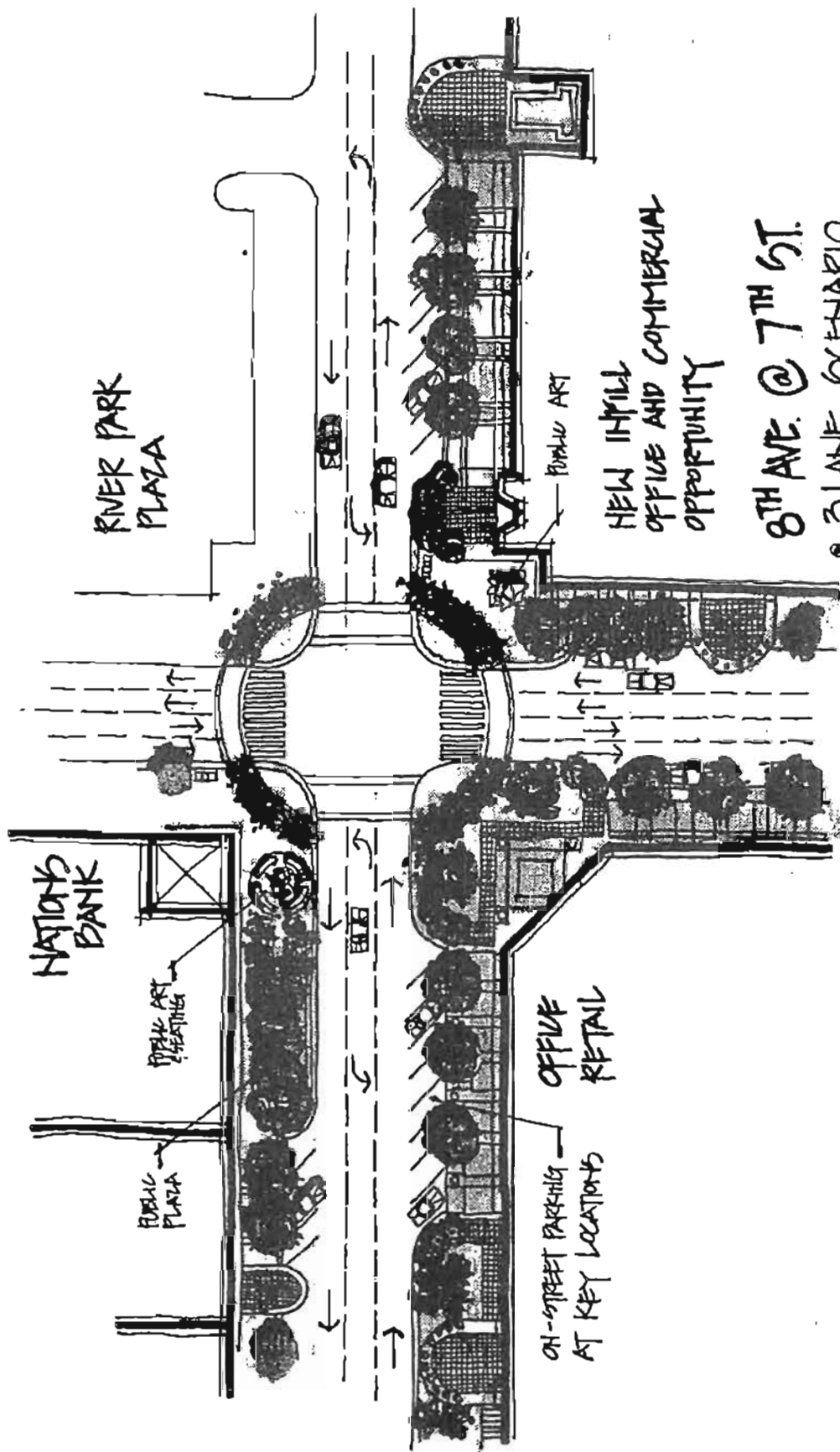
DSW 8TH AVENUE STREETSCAPE

PALMETTO
FLORIDA

DSW
DESIGN STUDIOS WEST

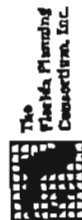


The
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- 3 LANE SCENARIO
- STREETSCAPE OPPORTUNITIES
- PARKING AT KEY LOCATIONS

DSW
DESIGN STUDIOS WEST



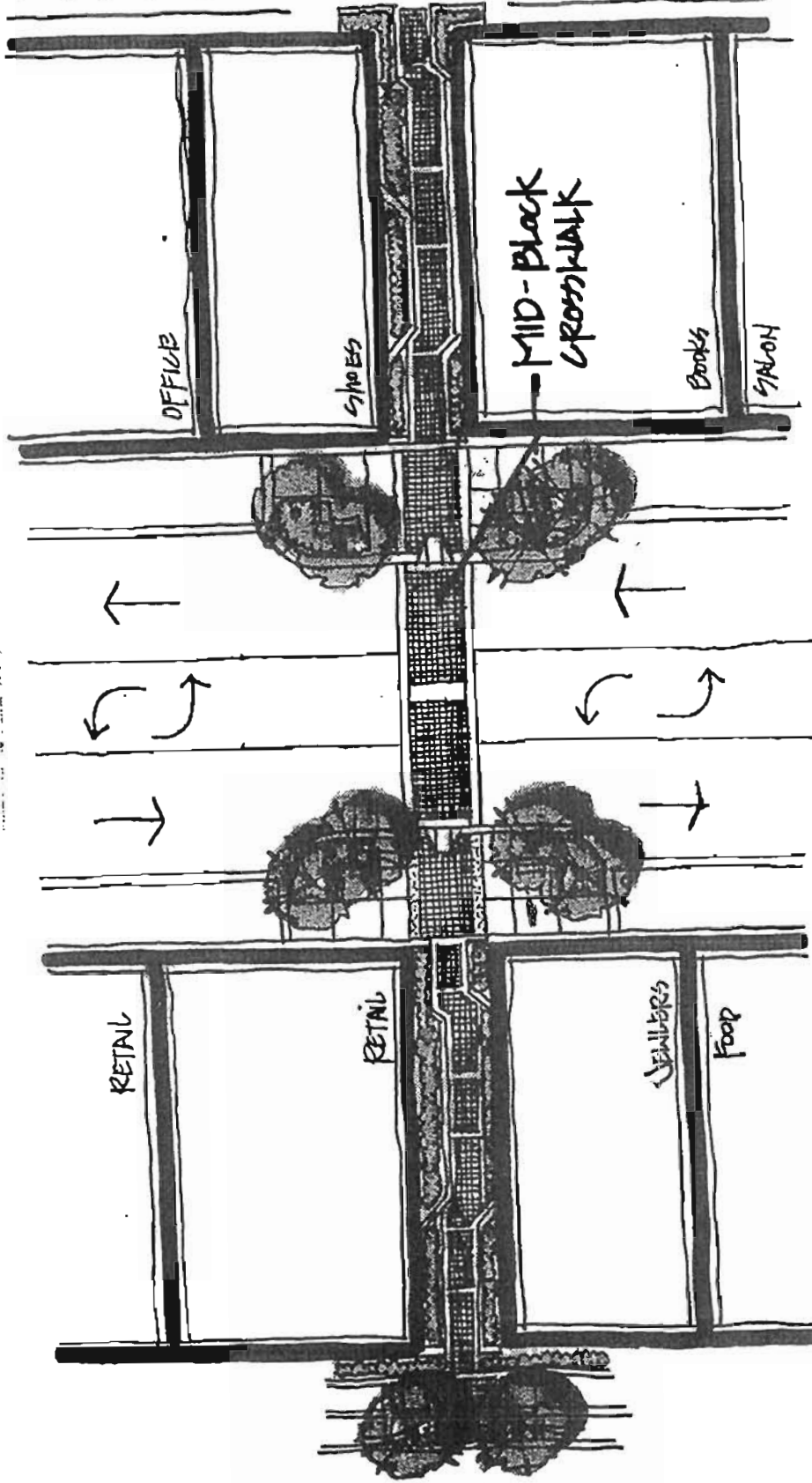
The Florida Planning Consortium, Inc.

TYPICAL INTERSECTION TREATMENT

PALMETTO
FLORIDA

TYPICAL
8TH OR 10TH AVE.

CENTRAL ALLEY ACCESS TO PARKING LOT



PUBLIC
PARKING
LOT

TYPICAL ALLEY DESIGN

PALMETTO
FLORIDA

DSW
DOWN STUDIOS WEST

The
Florida Planning
Consultants, Inc.





GATEWAY ENTRY TREATMENT

PALMETTO

FLORIDA

DSW
DESIGN STUDIOS WEST



The
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Consultants, Inc.

- c. Pedestrian oriented mixed-use center with linkages to 8th and 10th Avenues.
- d. Creates anchor for downtown retail shops and includes parking.

4. 10th Avenue

- a. Historic renovation of facades, Old Town District.
- b. Infill architecture in existing theme and storefront rehabilitation.
- c. On-street parking with alignment improvements.
- d. Streetscape plantings with theme of materials including brick sidewalks, benches, banners, lighting.
- e. Boutique commercial - generates tourism.
- f. Market galleries, arts community.
- g. Incorporate public art in open space areas.

5. Gateway Park

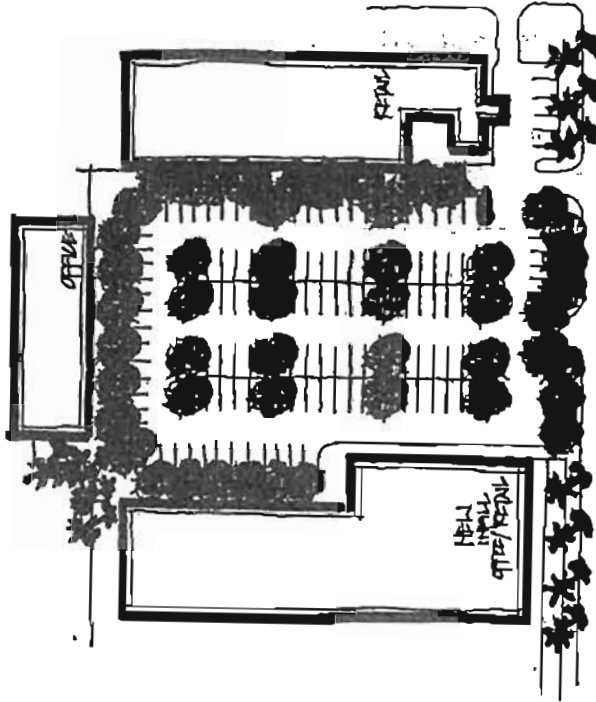
- a. Entry statement/theme when arriving from south.
- b. Beautification improvements in park setting.
- c. Rehabilitation of Park adjacent to Green Bridge - tie this area to Village Square for pedestrians.
- d. Green Bridge Events/Shops emphasized to attract tourist and local residents.

6. Lamb Park Civic/Office District

- a. Historic renovations continued in this neighborhood.
- b. Promote public agencies as land use tenants. This is extension of existing civic land uses (post office, school).
- c. Creates a transition anchor to 8th and 10th Avenues for pedestrians and building uses.
- d. Civic theme is important visual element.
- e. Professional office conversions of existing single family residential.

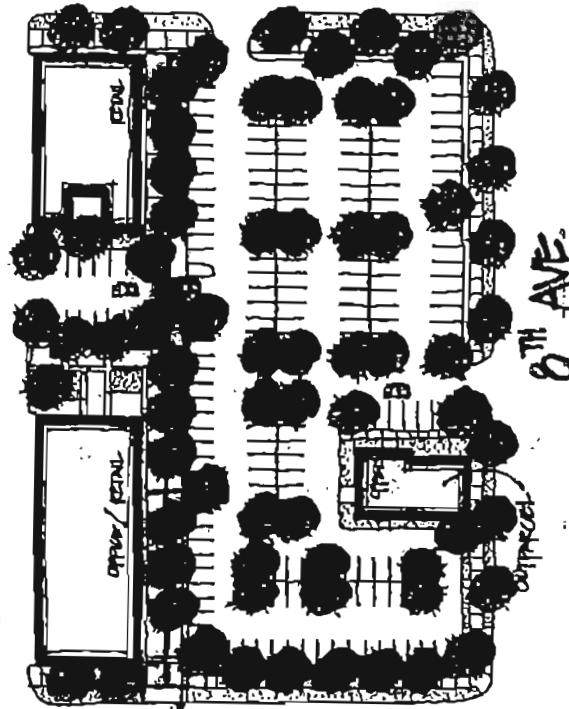
7. Office/Financial District

- a. Future infill area for Office Space Development.
- b. Remove dilapidated residential.
- c. Create buffers to existing residential.
- d. Create pedestrian links to 8th Avenue.



8TH AVE.

- **New Retail Commercial** infill with shared parking and circulation.
- **Better approach for future development.**



8TH AVE.

- **New Commercial infill is setback with parking easily accessed in front.**
- **Setback allows streetscape potential.**

8. Medical Complex

- a. Long-term scenarios for relocation of packing plant to northeast industrial park.
- b. Tailor complex to retirement community and medical specialties.
- c. Provides local medical service as well.

9. ACLF Facility

- a. High-rise residential complex adjacent to medical complex.
- b. Replaces suffering residential and industrial land uses.
- c. Provides new jobs and targets retirement community.

10. Waterfront Residential

- a. Capitalize on view values of riverfront.
- b. Historic architectural character to be maintained.
- c. Assembly opportunities exist for parcel into one development.
- d. Increased density to capitalize on land value.

11. Rehabilitate Residential

- a. Existing residential uses to be upgraded, infilled.

12. Rehabilitate Existing Residential into Professional Office

- a. Transition zone. Long-term conversion of residential to office uses. Insurance, attorneys, accountants, studios, etc.
- b. Some single family dwellings to be upgraded, maintained.

13. Industrial Expansion Site

- a. Remove homes that are code violators.
- b. Expansion opportunity - land assemblage for infill industrial users.

14. Jet Mobile Home Park Site

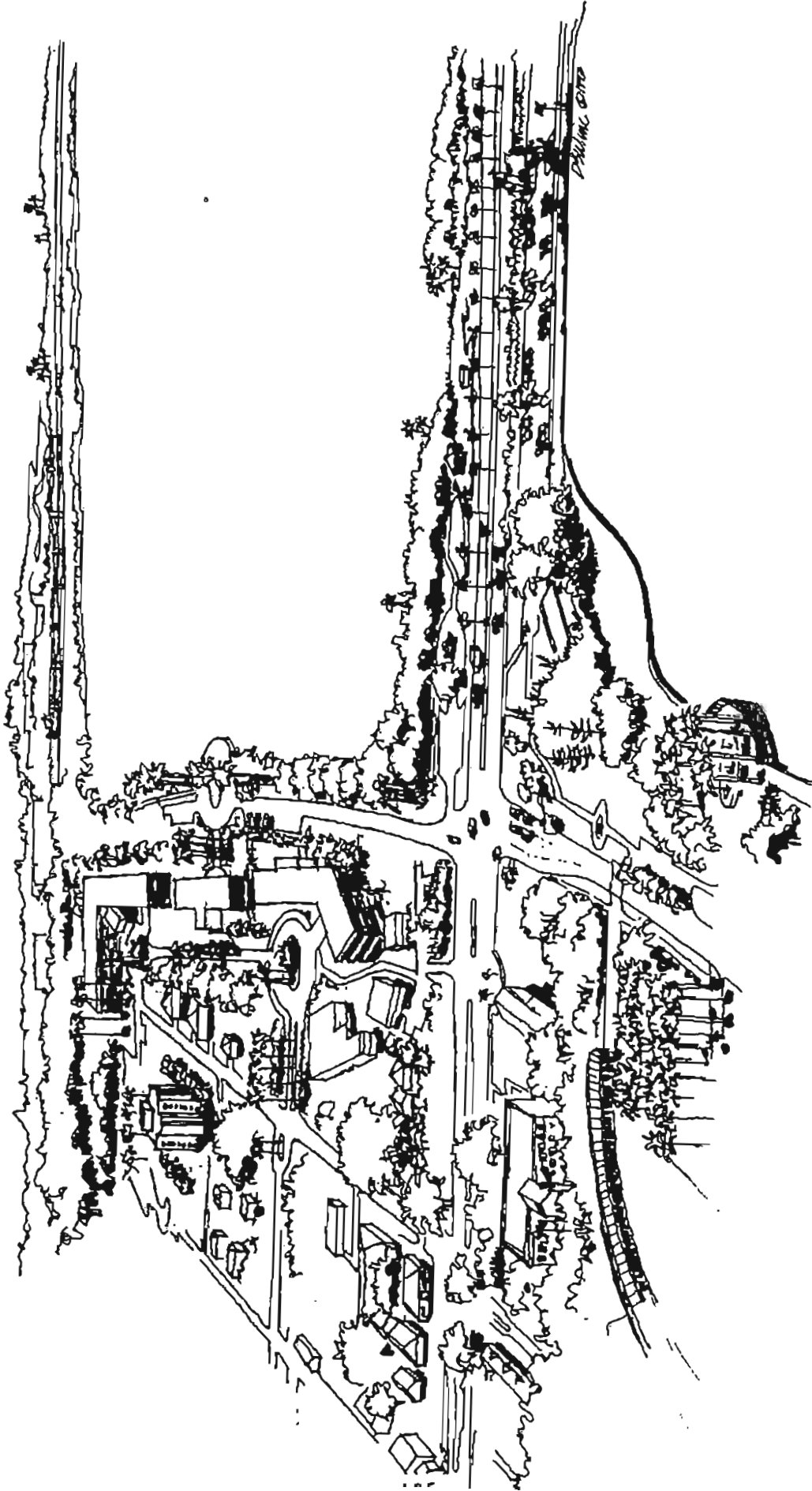
- a. Long-range conversion of land use to retirement/professional housing.
- b. High amenities site along riverfront with boat ramp access and dock facilities.
- c. Market waterfront views, lifestyle.
- d. Assemble as one redevelopment parcel.

15. Waterfront 5th Avenue Park

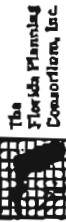
- a. Water related orientation at terminus of 5th Avenue.
- b. Serves new residential uses east and west.
- c. Site opportunity for City to capitalize on.

REDEVELOPMENT ACTION PLAN WORK PROGRAM





DSW **NEW GATEWAY RESIDENTIAL**
DESIGN STUDIOS WEST
PALMETTO
FLORIDA



IMPLEMENTATION PLAN FOR CRA PALMETTO

The implementation of the *plan* for the community redevelopment areas surrounding downtown Palmetto will require the coordinated efforts of the City, the Community Redevelopment Agency and local business organizations. These efforts will be coupled with the employment of various organizational, legal, funding and promotional techniques to successfully implement the *plan*.

While leadership is a highly-intangible quality, it is the single most important factor for successful implementation of the *plan* for downtown Palmetto. This leadership must come from both the public and private sectors. Some projects will require considerably more leadership, effort and collaboration than others because of their difficulty and/or importance to the overall revitalization program. Participation in a particular project will depend upon necessary powers and resources which must be brought to bear on the project for its successful implementation. Key leadership roles must be played by both the City and the Community Redevelopment Agency.

CITY GOVERNMENT

The City's primary leadership role will involve:

- 1) Providing continuity and commitment of public policy to downtown's revitalization.
- 2) Making necessary basic public system improvements to the pedestrian and vehicular circulation systems, utility systems, and parks and recreational facilities.
- 3) Identifying agencies, such as the MPO and Regional Planning Councils, which will have a role in the development of various infrastructure projects.
- 4) Providing and administering public development controls and incentives to promote high-quality private development. This will include supporting the appropriate zoning changes, as well as adopting the urban design guidelines which will be used to shape the character of the development areas.
- 5) Effective grantsmanship in securing Federal and State Assistance Grants.
- 6) Proper research and acquisition identification of private foundations for ongoing support of new public developments.
- 7) Employing its power of eminent domain, if necessary, to accomplish certain key elements of the plan.

COMMUNITY REDEVELOPMENT AGENCY

The Community Redevelopment Agency's primary leadership role will involve:

- 1) Active and persuasive advocacy and initiation of downtown improvements within the redevelopment plan.
- 2) Being the critical interface between the public sector and the private sector.
- 3) Providing, on a day-to-day basis, the necessary continuity of effort and momentum to keep the revitalization program moving toward its goal.
- 4) Embarking upon the Florida Department of State, Bureau of Historic Preservation's Main Street Program. They will assist the CRA in becoming organized on a merchant level. Their focus is on organization, promotion and economic restructuring. This program will be able to provide more specific technical/architectural assistance regarding a storefront program as well as providing \$10,000 in seed money for their improvements.
- 5) Promoting downtown revitalization and informing the community of its progress.

PRIVATE SECTOR

Essential private sector leadership must come from the Community Redevelopment Agency, local banks, real estate and development entrepreneurs within the community.

The Community Redevelopment Agency leadership role will involve a unified downtown merchant's advertising program, coordinated storefront and signing improvements, downtown promotional activities and festivities and a shopper's parking guide.

The leadership role of local banks will involve providing financing for private developments and establishing a consortium to provide a revolving loan pool at below market interest rates for certain downtown improvements.

Private real estate and development leadership must provide necessary entrepreneurial vision and initiative that will create profitable enterprises and an attractive redevelopment of downtown.

OUTLINE OF COMMITTEES AND THEIR ROLE

Storefront Assistance and Design Team

The City of Palmetto has established a Storefront/Facade Renovation Program through the CRA. This program is an excellent mechanism to assist businesses directly in completing their chosen renovation or exterior upgrade, but also it assists the City in maintaining a consistent appearance by using specific design guidelines to grant the funds necessary to complete each project. The City of Palmetto does not have a uniform design guideline or standard for operation. This report supplies the Storefront Assistance and Design Team with a good working framework in which to fine tune the guidelines to fit Palmetto's charm and image. This exercise gives the team a good start to forming a working relationship which will benefit the whole community.

The DATS (Design Assistance Team for Storefronts) should consist of the following membership:

- One member from the CRA
- Two architects
- One interior designer to specify color, theme coordination and appearance
- One contractor

This TEAM should be a sub-committee of the CRA, and report monthly to the CRA on their progress.

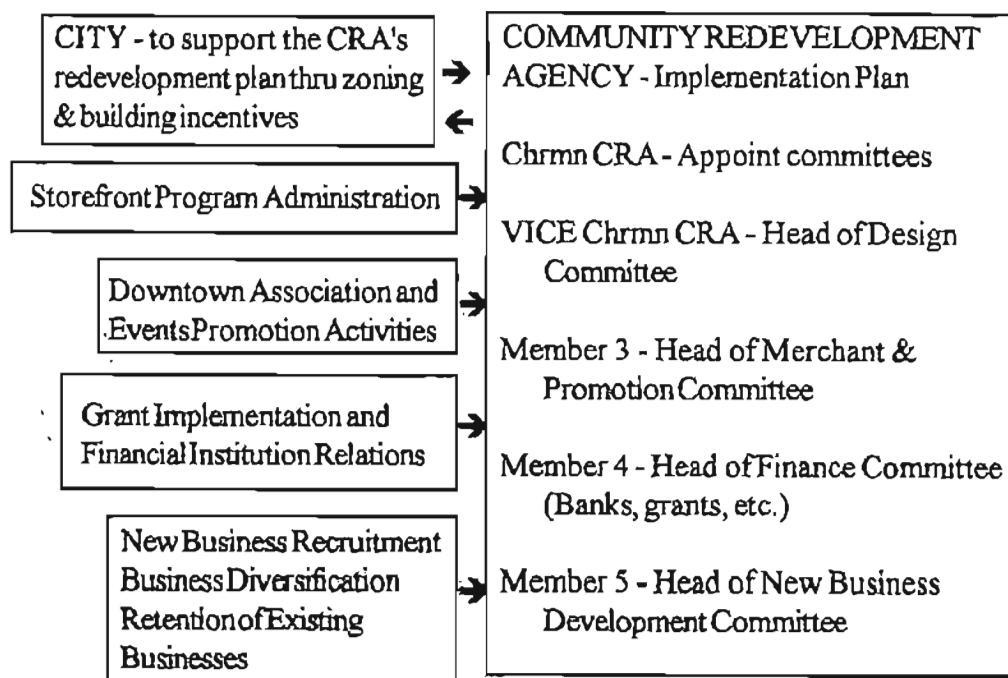
This TEAM, once formed, will be given three months to finalize the specifics of the storefront guidelines for implementation. A design or planning consultant should only be used as a guide in an advisory capacity. Once adopted, the TEAM can revise the guidelines through motion of their group. It's better to keep the structure informal, but accountable.

At the convenience of the CRA, it can be determined whether or not the DATS can approve projects and funding or if the CRA wishes to ratify that action based upon the team's recommendation. Either way works well; however, keep in mind that if the DATS approves the project and their funding, a quarterly review should be given by the CRA to the DATS to determine that its policy and procedures are working well. If the CRA approves the recommendation of the DATS, the applicant for assistance will be making two presentations and possibly will detain the process.

COORDINATION BETWEEN THE CITY/CRA/PRIVATE SECTOR

To have a good strong redevelopment program, you must first establish lines of communication between all sectors and facets of the community. The Community Action Plan starts that relationship, but does not fully develop their roles. First, each of the CRA members must take on a specific area of responsibility which will become one piece of the puzzle in which the redevelopment plan will be implemented. Second, the CRA members must act in a leadership role for each committee to retain their focus. The CRA Chairman will be a member of all committees, as well as the liaison to the City Council on all matters regarding the redevelopment plan. The City Council must support the CRA's activities and provide a good strong framework in which the CRA is able to carry out the redevelopment plan. Conflicting agenda between organizations will not assist in the redevelopment process to positively affect Palmetto. The key is communication and working together.

STRUCTURE OF LEADERSHIP ROLES



(each committee should consist of 5 members)

There is a happy medium . . .

For smaller projects -----> for assistance to \$2,000.00 with a matching amount on the part of the business owner or tenant, a DATS review and approval would be sufficient.

For larger projects-----> for assistance over \$2,001.00 to \$10,000 with a matching amount on the part of the business owner or tenant, a DAT review with a recommendation to the CRA would be more appropriate.

SEE DATS GUIDELINES AND PROCEDURES FOR MORE DETAILS

Downtown Association and Event's Promotion Committee

A Downtown Association and Event's Promotion Committee (DTA) is an essential element of the overall implementation program. The primary mission of the promotion's program is threefold:

1. To provide community understanding and support for the revitalization program.
2. To encourage greater community use of downtown and its activities
3. To recruit potential new development and uses for downtown.

The DTA should have primary responsibility to conduct the Downtown Promotional Program. The recommended basic guidelines for this program are as follows:

1. The DTA should commission a public relation's consultant to prepare a pamphlet and slide show summarizing the plan for downtown Palmetto for use in presentations to the community and potential developers.
2. The DTA should make presentations to local organizations and interested citizen groups to inform them about the Downtown Revitalization Program and its progress on a monthly basis.
3. The DTA should prepare press releases on a regular basis to inform the community regarding the progress of the Downtown Revitalization Program. This allows you to be pro-active instead of re-active.

4. The MERCHANTS DIRECTLY should establish a unified merchant's advertising program, a downtown shopper's parking guide, and promotional activities and festivities to attract more shoppers downtown. This would assist in changing Palmetto's image, as outlined in the public concerns voiced by the citizen participants in our redevelopment workshop meetings.

Develop identifiable slogans for use in ad campaigns. They are not real.
"PICK PALMETTO" *when shopping, Pick Palmetto FIRST!*

"PENNIES IN PALMETTO" *make a contest or shopping campaign by putting pennies in shopping bags in each store. The pennies are painted palm green. Whoever finds one in their bag gets 10% off their next purchase at that store! THEY HAVE TO BUY SOMETHING TO GET A BAG!*

"PALMETTO PRIDE" *a good overall slogan for redevelopment projects and promotional efforts.*

EXAMPLE EVENTS FOR DOWNTOWN

"GET THE POINT" *that's Palmetto's Point!*

"SUNSET STROLL IN PALMETTO" *This could be a cocktail party on Regatta Point or Park area which displays either antiques or art work in conjunction with people coming to enjoy a nice sunset. It denotes a time of day and maybe even an outdoor film event that could be offered in conjunction with the event.*

The Committee should consist of the following:

- One member of the CRA Board
- Three storefront merchants
- One banking representative
- One commercial business person at-large
- Three interested citizens (preferably from the non-profit or museum/library community).

The committee should meet weekly to start and then eventually bi-monthly. The committee should initially outline all the existing events in Palmetto, chart them out, and then determine how best to augment them for more attendance.

Reports should be made at each CRA meeting to update the board on committee activities. This committee is critical for the success of the Implementation Program. This should be enacted immediately.

Grant Implementation and Financial Institution Relation's Committee

One of the most difficult committees to form and maintain, is the Grant Implementation and Financial Institutions Relation's Committee. This committee is the monitoring arm of the Palmetto Redevelopment Implementation Plan.

This committee is responsible for the monitoring of and selection of grants to be applied for by the CRA for infrastructure or operational project costs. Their role is to balance the money needs required to complete a success project in relationship to the completion of same.

For Example: STREETSCAPE PROJECT FOR 10TH AVENUE
FUND SOURCES IDENTIFIED A-B-C-D or E

The committee will determine, at the time of the project, which funding source is feasible and which is not. Funding may be identified in 1993 for a 1995 project. Those funds could be sunset or become restrictive for any number of reasons. This committee would determine continued feasibility.

This committee would be responsible for identifying and developing relationships with the various banking groups in Palmetto. This could involve revolving loan funds, or government grant funds available for businesses.

Also, this committee would be responsible for marketing and offering the Tax Credit Incentives presently offered for the ENTERPRISE ZONE.

This committee would consist of the following members:

- One CRA Member
- One participant within the existing ENTERPRISE ZONE
- Two banking institution representatives
- Two community business professionals (accountant/attorney, etc.)
- One interested citizen

New Business Development and Recruitment

This committee may be formed when the redevelopment process is more developed. For the time being, the entire CRA will undertake this activity until a formal business recruitment program is formalized through a Main Street Program process.

Their role, when formed, will be to monitor community needs and commercial mix and determine market gaps and recruitment to fill these gaps. All other committees will participate in this process because each business, as recruited, will be able to take advantage of each committee's services or grant/loan monies.

PALMETTO'S ENTERPRISE ZONE

The City of Palmetto has an established State approved ENTERPRISE ZONE. The present purpose of the zone is not clearly defined. The existing CRA Board has expressed a desire to expand the zone and recruit new businesses. The Palmetto Enterprise Zone offers five local incentives to induce economic development, growth, and private investments. In an effort to simplify the reviewing process for development projects, the city coordinates with the fire department to review and approve development projects, thereby eliminating this step for the developer. In addition, appropriate qualified City staff are made available to potential developers to answer their questions. The City automatically reduces the amount charged for occupational licenses within the zone. No application is necessary at this time. The City is committed to spending funds or foregoing revenue to encourage business development in the zone for the following incentives.

Incentives Documented

	1988	1989	1990	1991	1992
Occupational License Fee Abatement	\$ 1,374	\$ 2,078	\$ 2,078	\$ 2,462	\$ 2,474
Utility Tax Abatement	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Locally Generated Funds for Capital Projects	\$ 120,000	-	\$ 0	\$ 0	\$ 0
Community Redevelopment Trust Fund	\$ 120,000	\$ 4,266	-	-	-
Industrial Revenue Bonds	\$ 0	-	\$ 0	\$ 0	\$ 0
Credit Against Sales Tax for Electrical Energy	\$ 0	\$ 0	-	\$ 0	\$ 0
Credit Against Sales Tax for Job Creation	\$ 0	\$ 390**	\$ 50**	\$ 700**	\$ 6,150**
Number of Refund Permits Issued for Purchases of Business Property	0	0	0	0	0
Number of Refund Permits Issued for Purchases of Building Materials	0	0	0	0	0
Federal Community Development Funds	\$ 650,000	\$ 0	\$ 0	\$ 0	\$ 0
State Community Development Funds	\$ 10,000	\$ 0	\$ 0	\$ 0	\$ 194,100

Business Investments

Information on private investment in the zone, as reported by the local government, is provided below:

	1988	1989	1990	1991	1992
Businesses in the Zone (Based on Occupational Licenses Issued)	46	55	55	55	59
Occupational License Fees Generated	\$ 1,374	\$ 2,078	\$ 2,078	\$ 2,462	\$ 2,475
Utility Taxes Generated	-	\$ 0	\$ 0	-	-
Number of Building Permits Issued					
New Construction	1	12	0	0	0
Rehabilitation	12	3	6	4	8
Value of Building Permits Issued					
New Construction	\$ 22,000	\$ 67,557	\$ 0	\$ 0	\$ 0
Rehabilitation	\$ 84,060	\$ 2,150	\$ 25,575	\$ 19,265	\$ 275
Businesses Donating to Community Development Projects (Community Contribution Tax Incentive Program)					
Number of Businesses	0	0	0	0	0
Amount of Donations	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

* Not Reported

** Figure given is total for Manatee County

Source: 1992 Annual Report for Florida Enterprise Zones

The City of Palmetto presently under-utilizes its existing district. Expansion of the district at this time may not be approved by the State of Florida unless better utilization or marketing of available incentives are provided by the City. To better illustrate how Enterprise Zones operate, below is an outline from the State of Florida's Annual Summary of Enterprise Zones and their accomplishments.

ENTERPRISE ZONE INCENTIVES AND INVESTMENTS: STATE AND LOCAL

Enterprise Zones are areas that display unacceptable levels of unemployment, physical deterioration, and economic disinvestment. The revitalization and redevelopment for the ultimate benefit of its businesses, residents, and the community as a whole is of critical importance to the individual community and the State of Florida. The Enterprise Zone Program is a state and local partnership. It emphasizes a creative coalition of state and local government, business, and community organizations to encourage economic growth in the enterprise zones.

STATE TAX INCENTIVES

The Enterprise Zone Program offers numerous state incentives to encourage businesses to locate and expand in the enterprise zones, contribute to community revitalization projects, and create jobs for the residents of the enterprise zones. There are seven tax incentives available to such businesses:

Community Contribution Tax Incentive Program

Businesses are allowed a 50 percent tax credit on Florida corporate income tax, franchise tax, or insurance premium tax for contributions made to approved revitalization projects undertaken by non-profit organizations or a unit of state or local government.

Enterprise Zone Jobs Tax Credit

Businesses are given a 15 percent corporate tax credit for wages paid to newly employed residents of enterprise zones, recipients of Aid to Families with Dependent Children (AFDC) or economically disadvantaged persons under the Job Training Partnership Act (JTPA).

Enterprise Zone Property Tax Credit

New, expanding, or rebuilt businesses located in designated enterprise zones are allowed a credit on Florida corporate income tax equal to 96 percent of ad valorem property taxes paid.

Credit Against Sales Tax for Job Creation in an Enterprise Zone

Businesses receive a credit against Florida sales taxes - \$100 per month for each new full-time employee and \$50 per month for each new part-time employee - for newly hired residents of enterprise zones, recipients of AFDC, or JTPA economically disadvantaged persons.

Sales Tax Exemption for Building Materials Used in an Enterprise Zone

A 97 percent refund of previously paid Florida sales taxes is allowed on building materials used to rehabilitate property provided that the improvements increase property value by at least 30 percent.

Sales Tax Exemption for Business Property Used in an Enterprise Zone

A refund of 97 percent of Florida sales taxes paid on business property used exclusively in an enterprise zone is provided to businesses located in the enterprise zones.

Sales Tax Exemption for Electrical Energy Used in an Enterprise Zone

Businesses are exempt from paying sales taxes on electrical energy used in an enterprise zone if the enterprise zone is located in a municipality that exempts not less than 50 percent of the qualified business's electrical energy from the municipal utility tax imposed.

Statewide Use of Incentives

All of the tax incentives offered by the State are available in each enterprise zone (except for the sales tax exemptions for electrical energy - see above). The Florida Department of Revenue is unable to report on the dollar amount claimed on each corporate tax credit by zone. Information on each sales tax credit is listed by zone in subsequent chapters of this report.

The revitalization of enterprise zones can only occur if the private sector can be induced to invest its resources to rebuild the industrial and commercial viability of the zones and provide jobs. The following data is a reflection of the increasing statewide success in indicating businesses to invest in the enterprise zones. Figures provided are from fiscal year 1991-1992.

Any combination of the above incentives would provide more of a "MAGNET" for new businesses to consider involvement and location or relocation of business activities within Palmetto.

City of Palmetto Action Plan 2000

L ORGANIZATION & MANAGEMENT	FUND SOURCE	YEAR 1 1993-94	YEAR 2 1994-95	YEAR 3 1995-96	YEAR 4 1996-97	YEAR 5 1997-98	YEAR 6 1998-99	YEAR 7 1999-00
Develop & Adopt Organizational Approach -		Redevelopment Action Plan						
Organize for Implementation <ul style="list-style-type: none">Hire CRA Director	Gen Rev TIF	Accomplished						
Establish CRA Advisory Committees (Organize) <ul style="list-style-type: none">Storefront (DATS)Downtown/PromotionGrants/Banking RelationshipsNew Business Development	TIF							
Adopt Calendar of Events <ul style="list-style-type: none">various activities which need to occuri.e. Grant acquisitionPromotional CalendarConsultant SelectionMerchants Association	none needed							
Establish Palmetto as a State of Florida Main Street Community	Department of State Bureau of Historic Preservation							

City of Palmetto Action Plan 2000

I. ORGANIZATION & MANAGEMENT(continued)	FUND SOURCE	YEAR 1 1993-94	YEAR 2 1994-95	YEAR 3 1995-96	YEAR 4 1996-97	YEAR 5 1997-98	YEAR 6 1998-99	YEAR 7 1999-00
Develop Parallel Support Activities								
Market benefits of Enterprise Zone	TIF		on-going					
Create promotional/Identity Program	TIF private foundations							
Define Events/Coordination								
• Activities								
• Responsibilities								
• Public								
• Private								
Reorient Funding Approaches								
• Broaden Use of CRA Funds								
• Leverage CRA Funds								
• Use Funds for Grant Maternity Funds								
Have all CRA Board Members Attend May 94 (TIF) National Conference for Training in CRA's								
Establish Design Review Committee (DATS)								
• Design Assistance Team for Storefronts								
Pursue Grants/Funds/Sponsors								

City of Palmetto Action Plan 2000

II. REGULATORY	FUND SOURCE	YEAR1 1993-94	YEAR2 1994-95	YEAR3 1995-96	YEAR4 1996-97	YEAR5 1997-98	YEAR6 1998-99	YEAR7 1999-00
Foster a Positive Regulatory Environment and Market Positive Attitude about Palmetto								
Create a DRC (streamline permitting) <u>Develop Review Committee</u> • Bldg/Plan/Fire/Police Fin/Utilities/Eng City Departments or Reps. available bi-monthly for meetings with developers	Gen. Fund		on-going					
Consider financial incentives to offset development costs	TIF							
Approach County on Impact fee abatement in TIF area	N/A							
Develop comprehensive sign & landscaping ordinances	Gen. Rev.							
Develop Relocation policies & procedures	Gen. Rev.							
Create a CPTED program	Gen. Rev.		on-going					
Become Active in Tampa Bay RPC & FRA	Gen. Rev. TIF		on-going					

City of Palmetto Action Plan 2000

III ECONOMIC DEVELOPMENT	FUND SOURCE	YEAR 1 1993-94	YEAR 2 1994-95	YEAR 3 1995-96	YEAR 4 1996-97	YEAR 5 1997-98	YEAR 6 1998-99	YEAR 7 1999-00
Develop a Coordinated Identification Program - "Image"								
Prepare a "Hometown" marketing effort	TIF		on-going					
<ul style="list-style-type: none"> Create attraction Define market areas Use all media Prepare collateral materials Utilize cooperative referrals (business - business connections) 	Private Funds							
Activity Mechanism: CRA sub committees								
Utilize effective signage and gateway opportunities	Estimated Cost: \$210,000.00	Design/Enjin.						
<ul style="list-style-type: none"> Historic Downtown Districts Gateway Entrys on 8th and 10th Avenues (north/south) 7th and 10th Streets (east/west) 	Grants: ISTE A CDBG FDOT TIF	Grant Acquisition						
	Bonds Gen. Rev.	Construction						
Create a storefront program implement image campaign initiate design review	<ul style="list-style-type: none"> Grants state Main St. Program TIF Private Investment 	on-going						

City of Palmetto Action Plan 2000

III. ECONOMIC DEVELOPMENT (continued)	FUND SOURCE	YEAR 1 1993-94	YEAR 2 1994-95	YEAR 3 1995-96	YEAR 4 1996-97	YEAR 5 1997-98	YEAR 6 1998-99	YEAR 7 1999-00
Develop a Coordinated Identification Program - "Image"								
Provide building space availability (inventory) • Market what you make	Gen. Rev. TIF		■					
Organize funding assistance • Public • Private Financial Inst. - Facade Impr. Proj. - Revolving Loans - Construction Loans - Housing Loans	TIF Grants		on-going					
Continue Housing development initiated by CRA • continue current bldg. projects • create new housing thru FMHA & migrant programs	TIF FMHA CDBG Private Loans	Existing projects ■	Phase II apartments ■	Phase III townhomes ■	Phase IV SFH's ■			
Enterprise Zone Development • market tax incentives • recruit businesses • advertise property • approach existing businesses looking to expand about relocation	TIF	existing district development ■	■					
			new "expansion" district development ■					

City of Palmello
Action Plan 2000

IV. PLANNING NEEDS AND PHYSICAL IMPROVEMENTS	FUND SOURCE	YEAR 1 1993-94	YEAR 2 1994-95	YEAR 3 1995-96	YEAR 4 1996-97	YEAR 5 1997-98	YEAR 6 1998-99	YEAR 7 1999-00
City-Wide Redevelopment Land Use Concept								
8th Avenue Corridor	Estimated Cost: \$4.2 million							
• drainage improvements	CDBG, TIF FDOT/ISTEA	grant prep. & design	construction					
• streetscape	CDBG, TIF FDOT/ISTEA		construction					
• business development	TIF/Bonds			on-going				
• storefront infill	TIF/Bonds Main St. Grant			on-going				
MPO/FDOT/CRA 8th Ave. Configuration Plan	coordination required							
• Intersection Improvements at 5th and 7th Streets	CDBG/FDOT TIF/Bonds	grant prep. & design	construction					
Village Square (includes specialty entertainment district)	Estimated Cost: \$3.4 million							
• Public Square Acquisition & Development	Fla. Comm. Trust Acct.	grant prep.						
• Park Development	TIF/Bonds		design					
• Infrastructure Improvements tied to retail development	TIF/EDA	grant prep.	design					
• Streetscape Improvements to 9th Avenue from 4th St. to 10th Avenue from 4th St.	ISTEA/TIF CDBG/EDA FMHA	grant prep.	design					
• Drainage Improvements	TIF/CDBG/Bonds	grant prep. engineering					on-going	
• Retail Recruitment	TIF							
• Facade Restoration	TIF/MS						on-going	
• Historic District Amendment to Guidelines and/or Creation Thereof								(Funding State of Florida, Bureau of Historical Preservation)

City of Palmetto Action Plan 2000

IV. PLANNING NEEDS AND PHYSICAL IMPROVEMENTS (continued)	FUND SOURCE	YEAR 1 1993-94	YEAR 2 1994-95	YEAR 3 1995-96	YEAR 4 1996-97	YEAR 5 1997-98	YEAR 6 1998-99	YEAR 7 1999-00
City-Wide Redevelopment Land	Use Concept							
<u>10th Avenue Corridor</u>	Estimated Cost: \$2.3 million							
• drainage improvements	CDBG, TIF FDOT/ISTEA		design		construction			
• streetscape improvements	CDBG, TIF FDOT/ISTEA		design		construction			
• business development	TIF/Bonds			on-going				
• storefront infill	Main St. TIF/Bonds			on-going				
• creation of an entertainment district zone	TIF Gen. Rev.		zone/ordin.					
• parking improvements	TIF/EDA	design		construction				
<u>Gateway Park</u>	Estimated Cost: \$1.5 million							
• Entry Treatment	FDOT/ISTEA TIF/Bonds	grant prep & design		construction				
• Beautification	EDA/TIF	grant prep. & design		construction				
• Rehab. Parks & Village Square	EDA/FMHA/TIF Hist. Preserv.	grant prep. planning & design		construction				
• Green Bridge Event Shops graphics lighting signage	WCND/TIF	planning grant prep.	recruitment	design	construction			

City of Palmetto Action Plan 2000

IV. PLANNING NEEDS AND PHYSICAL IMPROVEMENTS (continued)		FUND SOURCE	YEAR 1 1993-94	YEAR 2 1994-95	YEAR 3 1995-96	YEAR 4 1996-97	YEAR 5 1997-98	YEAR 6 1998-99	YEAR 7 1999-00
City-Wide Redevelopment Land Use Concept									
<u>Other Beautification</u>		Estimated Cost: \$200,000							
• 301 Entry at Bridge		FDOT County/TIF							
• Interchange at 17th Street		Estimated Cost: \$250,000							
• Neighborhood Bike Paths		FDOT/ISTEA CDBG							
• NE Neighborhood		Estimated Cost: \$500,000							
• NW Neighborhood		TIF/CDBG							
• SW Neighborhood									
• SE Neighborhood									
• Waterfront Nature Center and Park Area (west of Regatta Point)		Estimated Cost: \$225,000							
• 10th & 7th Street Streetscape drainage lighting signage streetscape		TIF/WCIND CDBG/EDA private foundations							
		Estimated Cost: \$200,000							
		FDOT/County City/TIF CDBG							
		TOTAL \$12,985,000							

URBAN & STOREFRONT DESIGN GUIDELINES



DESIGN GUIDELINES

Description

During the public workshops, considerable attention was given to establishing an identifiable image, or character, for downtown Palmetto. The image desired for downtown Palmetto is one that retains the existing small community feel of Palmetto while capturing the aesthetic advantages of the downtown's proximity to Tampa/St. Petersburg and Sarasota/Bradenton. To accomplish this, the downtown must develop in a manner that retains and even enhances, a pedestrian friendly atmosphere and retains some view of and orientation to the waterfront area.

The urban form of a city consists of the elements that describe how a city looks and feels to the people viewing the place from a distance and from within. It is the physical shape and character of the city and includes the height, bulk, separation of buildings, sunlight access, wind protection, building appearance and the relationships of buildings to the street.

Existing Character

The overall form of the Palmetto Redevelopment Area and visual appeal of the area centers around its old small town rural atmosphere. Buildings are generally small scale, laid out in a relatively flat grid pattern with occasional larger structures such as churches and banks reaching higher into the skyline. The heart of the Downtown consists of concentrated attached one, two and three story historic and contemporary buildings hugging the street.

Overall Future Character

The character of the Downtown should remain much the same in terms of height, scale, texture and materials. The existing positive qualities in each sector of town should be expanded and utilized in new development. In addition a close relationship between adjoining areas should exist so different areas will blend together to create a unified Redevelopment District.

1. Positive Elements to Preserve

- Historic 10th Avenue Retail Core
- Strong street to Building Relationship in 8th Avenue Core Area
- Residential Style Offices with Front Setback Landscaping
- Residential Tree Lined Streets

- Landscaped Parking Lots
- Upgraded Alleys
- New Buildings Siting and Landscaping

2. Negative Elements to Improve

- Lack of Street Trees Along the Primary Downtown and Streets
- Unattractive Alterations of Structures
- Deteriorated/Rundown Buildings
- Lack of Streetscape Amenities (Lack of front setback landscaping, out of date / glaring signage, large blank street level facades, boarded up buildings, unlandscaped parking lots)
- Massive/Out of Scale Buildings With No Neighborhood Integration

General Land Use Recommendations

1. Encourage building integration and compatibility rather than overpowering/high contrast buildings.
2. Protect the existing unique character within each area of the downtown.
3. Insure that new development does not detract from or reduce the existing quality of the surrounding structures or neighborhoods. Every building should be designed to be a good neighbor to surrounding lands and structures.
4. Create and maintain an urban form that ensures a comfortable and attractive pedestrian environment throughout the entire downtown.
5. Create building forms that are visually interesting and harmonize with the surrounding structures and environment.
6. Carefully assess each building site and the surrounding environment to insure the new structure relates to the size, texture, appearance and environmental setting of attractive surrounding elements.
7. Relate the proposed building to the important attributes of height and character in the existing area.
8. Insure that sun access and critical views are not blocked to surrounding lands and structures and that undesirable winds are not created.

9. Insure that proposed structures do not create a negative impact on existing surrounding properties which potentially lowers the value of the adjacent land.
10. Insure that incompatible land uses are well screened from one another or otherwise made compatible.

General Architectural Guidelines

Height

The height of structures should relate closely to the surrounding buildings. Most of the buildings in the downtown consists of one, two and three stories with a maximum height of approximately 35-40 feet. This height should be the overall standard height for new development except on certain specific sites where higher buildings should be considered. See previous text of Redevelopment Plan discussion.

Bulk

Bulk denotes the massiveness or amount of wall surface of a building compared to the surroundings. Buildings can have great bulk without great height and can block views and create disconcerting dominance over an area. The most important bulk guideline for the Palmetto downtown concerns the building's form at the base and how the building tapers or reduces as it rises.

Many of the downtown's bulky buildings are banks or warehouses and are similar in height but massive in comparison to surrounding buildings.

1. Proposed buildings of greater mass than the surrounding structures should be set well back from the street to reduce the massiveness of the structure near pedestrians and traffic.
2. The street level of the building should be carefully designed and well landscaped to reduce the massive feeling of the building and to create a pleasant experience from the street level and to adjacent properties.
3. As a building rises in height, it should reduce in bulk to minimize the overpowering feeling of the building in relationship to its surroundings.

Setbacks

Setbacks in various areas of the downtown are different and give a particular and unique character to specific areas. The existing minimum setbacks of an area should be respected so that the traditional street to building relationship can be preserved.

Building Appearance

Downtown buildings need to be interesting, with special details, yet relate harmoniously with nearby facade patterns to insure overall visual unity throughout the downtown. While new and remodeled buildings in downtown Palmetto are not expected to maintain a specific design theme, they shall exhibit the following architectural characteristics so that the area increasingly becomes more interesting to the pedestrian, residents and tourists:

1. Materials in the downtown consist largely of masonry and wood. The colors are generally light earth tones. These natural materials and earth tones should be respected and utilized for new development. Highly reflective or glaring materials should be discouraged.
2. Color schemes should complement other buildings nearby and should use bright colors only as particular accents.
3. Appropriate architectural detail, projections and embellishments (cornices, belt courses, pilasters and bay windows), should be encouraged. These details should respect and be compatible with the attractive existing architectural character of the surrounding area.
4. Street level details which create pedestrian interest such as attractive signs, artwork, awnings, or special facade features should be encouraged.
5. Large expanses of reflective glass are not desirable.
6. The use of bright colors only as accent colors.

7. Articulation in the building facia doors and windows should not be set flush with the building lines, but recessed to give variation and visual interest to the building.
8. Building roof lines and facia should exhibit architectural interest through the use of angles, overhangs, cornices and parapets.
9. Highly polished granite and marble, polished metals and reflective glass will be discouraged.

General Site Design Guidelines

The Downtown Core Redevelopment Plan provides a conceptual relationship for the street system, buildings and parking areas for downtown Palmetto. The concept, as illustrated, is to develop as much centralized parking to the rear of buildings as possible. All parking should be carefully designed to be safe, convenient and properly identified by adequate signage for the public. As part of this concept, pedestrian improvements must link the parking areas to 8th Avenue. Along 8th Avenue for example, where buildings are added or new buildings remodeled, there should also be small variations in the relationship of building facia to vehicular roadways to permit gathering areas for pedestrians. While most of the new building structures are expected to come from private sector developers, the Community Redevelopment Agency's role will be to aggregate buildable sites and properties for new buildings and central parking areas for the purpose of expediting construction.

The City should develop comprehensive downtown design standards for rehabilitation and redevelopment. These standards should include:

1. Building siting, orientation, massing and facade treatment, proportion, color, scale, materials.
2. The building's affect on existing view corridors, sunlight exposure, wind velocity, the street to building relationship and landscaping and screening.

General Streetscape Guidelines

In order to upgrade the Redevelopment Area image, the City and CRA should establish consistency in public space and public right-of-way development, and encourage and attract private sector investment in the downtown area. The City needs to implement an overall streetscape improvement program along the primary and secondary roadways. The development of an enhanced pedestrian environment is one of the primary objectives of a **Streetscape Improvement Plan** for Palmetto. Whenever possible, an increase in the overall available pedestrian space (sidewalks, public plazas, open space, etc.) will be used to facilitate this goal.

With the elimination of one lane each way of traffic along 8th Avenue, additional space can be made available for sidewalks and other pedestrian amenities. Another method of increasing the available pedestrian space along street rights-of-way is the construction of a curb "neck-out" (or flare). While providing additional space for pedestrian amenities, neck-outs also decrease the width of the street crossing required by pedestrians which provides an additional measure of safety.

Typically, neck-outs occur at street corners and are designed to include pedestrian amenities such as benches, trash receptacles and specialized paving. In downtown Palmetto landscaping in at-grade planters and bollards, which provide a means of separation between pedestrian and vehicular traffic, can also be used in these areas to further enhance the pedestrian environment.

Although neck-outs most frequently occur at street corners, this redevelopment technique provides the opportunity for a mid-block neck-out along the length of a street corridor. In addition to those previously mentioned pedestrian amenities, seat walls may be utilized in these mid-block neck-out areas. While increasing seating and landscaping opportunities, the construction of seat walls also provides an opportunity to incorporate building facade materials/elements into the streetscape, which assists in unifying the overall design of the project area.

While increasing the available sidewalk space is not feasible for the entire project area, an enhanced pedestrian environment can still be achieved. Enhancement areas, new sidewalks, pedestrian lighting and landscaping should be designed to fit within the existing right-of-way configurations.

In addition to those design elements already mentioned, existing traffic signal mast arms and street lights should be refurbished; new regulatory signage poles installed; and a banner and signage program implemented throughout the project area to assist in the development of a unified identity for downtown Palmetto and its enhanced pedestrian environment.

The **Streetscape Improvements Plan** is composed of four categories of elements, as described below:

1. ***Street Furniture:*** The street furniture program will include a variety of elements, including benches, tree grates, bicycle racks, trash receptacles, bollards, including bollards with integral lighting for illuminating intensive pedestrian activity areas and street lighting, both at the pedestrian scale (14-18') height and roadway scale (25-35' height). The light standards will include an integral graphic system that can be changed to present individual banners identifying upcoming events or retail/entertainment advertising themes. All seating will be specially coated to reduce heat transmission in hot summer months.

Additionally, other street furnishings such as bicycle racks, fountains, sculpture, etc. are to be included in the streetscape improvements for downtown Palmetto whenever space and funding permit. In all cases, care must be given to ensure that any additional selected street furnishings are compatible with the previously selected design elements and with the overall design character presented in the **Streetscape Improvement Plan**.

2. ***Paving Materials:*** The paving program will include resurfacing sidewalks, bus waiting areas and roadway crosswalks in decorative paving (e.g., brick, concrete pavers, etc.) with poured concrete bands back-of-curb to facilitate ease in installation and maintenance of electrical, street light and traffic signal cables. In addition, all paving materials and sidewalks shall meet the requirements of the Americans With Disabilities Act.

Specialized paving (i.e., brick or concrete pavers) and concrete should be utilized for sidewalk replacement. Concrete utilized for paving in these areas will have broom, rock salt or other approved textural finish and shall comply with all applicable design specifications as established by the City of Palmetto. Both pavers (brick and/or concrete) and concrete should be utilized to

identify/accent pedestrian walkways, crosswalks and seating areas. Concrete will serve as the primary replacement material with paver accents when feasible.

3. ***Banners and Signage:*** Another primary objective of Streetscape Improvements Plan is the development of an enhanced and unified identity for the downtown area. One of the key design elements that should be utilized to achieve this objective is the implementation of a banner and signage program throughout the project area. The program should include:

- Downtown Banners
- Seasonal/Special Event Banners
- Downtown Entry/Welcome Signage
- Public Parking Signage
- Enhanced Street Name Signage
- New Regulatory Signage Posts

■ **Banners**

Designated banner poles will require field verification before banners. brackets and arms are ordered to make sure that the poles are suitable for banner display (i.e., banners should not conflict with trees, utility wires, traffic signals, signs, etc.).

The Downtown Banner is intended to remain up all year and will provide a consistent identity feature for downtown. Its design will reflect the character of historic downtown architecture and will use images, type styles and graphics which are compatible with Palmetto's historic character.

Seasonal/Special Events banners will stand opposite the downtown banners and will provide the opportunity to announce special events and to celebrate the change of seasons. They will be designed so that the colors are compatible with the Downtown Banner.

■ **Signage**

Colorful Downtown Entry/Welcome Signs should be placed at the entrances to the downtown area to help define the downtown area, welcome visitors, and direct them to public parking areas. On the way to parking areas, visitors will encounter directional signage

and parking area identification signs in the same colorful, historic style as the entry/welcome signs.

Existing street name signs located within the project area could be replaced with signs that display a logo next to the street name and have a blue background to differentiate them from the City's other street name signs.

All signage could be placed on round aluminum posts with ball caps. All posts (and caps) will be painted matte black to match the master plan's other design elements.

4. ***Landscape Specifications:*** Consistent landscape design, installation and maintenance will play a crucial role in the successful implementation of the **Streetscape Improvement Plan** for the redevelopment area. While the intensity of landscaping enhancement may vary among the different districts, the design theme will remain consistent throughout the project area.

A design with a strong repetitive nature which utilizes a limited number of canopy tree species should be utilized for both right-of-way and parking area landscaping. Plant materials should be selected from a list of recommended plant materials. These materials will be selected based on their ability to withstand the urban environment; their ability to enhance the pedestrian environment; and their overall aesthetic value. "Preferred" plant species, based on their success in the Palmetto area, should be selected in a follow-up document. Whenever possible, indigenous plant materials which have low water and maintenance requirements are to be utilized. As is typically the case with landscape design, a thorough analysis of the existing microclimatic conditions will be required to determine plant material suitability.

Right-of-Way Landscaping

When feasible, the average spacing of canopy trees along a typical block face should be thirty (30) feet on center. Additional tree plantings can be used in outdoor plaza spaces, cafe areas and at neck-out locations; spacing in these areas will depend on the growth characteristics of the selected tree species. Streetscape canopy trees should be installed in at-grade planting areas with minimum dimensions of five feet by five feet and located a

minimum of two (2) feet from the back of the curb. All at-grade planters will include an appropriate ground cover and/or shrubs. Irrigation to trees, shrubs, ground covers and flowers will be most efficient when utilizing low volume drip systems, spray, or bubbler emitters. Each system will be designed to provide full coverage of planted areas with minimal overspray to non-planted areas.

During the design of the downtown streetscape program, particular attention will be placed upon locating shade trees to minimize conflicts with any overhead lines (for those that cannot go underground) and views to building signage.

Maintenance

All the proposed streetscape enhancements for a **Streetscape Improvement Plan** will require routine maintenance to ensure longevity. Landscape areas will be maintained to present a healthy and orderly appearance and shall be kept free of refuse and debris. This includes pruning, fertilizing and replacing plant materials as needed as well as taking preventative measures to ensure that plant materials are not damaged due to chemicals, insects, diseases, lack of water or improper pruning techniques. All streetscape trees should be pruned in such a manner so as not to alter their natural form or character. Additionally, street furnishings will require cleaning and paver/concrete areas may require cleaning and resealing on occasion. Maintenance of the irrigation and special events electrical systems and installation and replacement of banners should also be included as part of the maintenance program.

The Palmetto CRA or Public Works Department (or a newly formed entity) will be responsible for providing maintenance for the enhancements implemented under the **Streetscape Improvement Plan**, but may choose to contract with a private firm for this work.

For areas outside of rights-of-way, individual property owners will be responsible for their landscaping. The City, however, may wish to offer maintenance service to individuals on a contract basis to be done with the right-of-way maintenance. This could save money and will ensure uniform landscape maintenance throughout downtown.

9. Eligible Items

The following items are eligible for funding:

- . Awnings
- . Signage
- . Landscaping
- . Painting and exterior renovation
- . Architectural design assistance
- . Pavement treatment
- . Fences, border treatments
- . Ornamental grill work
- . Storeback treatments
- . Creation or repair of impervious surfaces
- . Color analysis for historic reviews
- . Incentives for historic preservation designation
- . Lighting (accent, safety, interior display)
- . Window replacements
- . Sidewalk replacements
- . Door replacements
- . Right-of-way treatment
- . Maintenance Agreements
- . Public art pieces
- . Wall art (murals)
- . Pedestrian amenities (water, fountain, benches, bike racks)
- . Historic residential improvements

6. Building Permits

All applicants will be required to apply for and receive all building permits as required by law, prior to the start of construction as agreed to during the pre-construction conference.

Applicants, not obtaining the proper building permits in accordance with the DATS eligible items will negate the receipt of the storefront grant monies without exception.

Note: An applicant may start construction on any other work, interior or exterior, on the subject property if the work is not under the review of the Storefront Program without jeopardizing their eligible grant monies.

7. Inspections

Upon completion of the approved and permitted work, the applicant will obtain copies of the Certificate of Occupancy and/or the Certificate of Completion and copies of all building permits for submission to the CRA Director.

8. Payment of Storefront Monies

The following outlines the proper procedure for payment to be authorized for a Storefront Assistance Project:

Payments will be issued only twice for each project.

First: Any design monies which are due and payable at the time of design approval for project.

Second: Any balance of monies remaining once inspections are complete.

DESIGN ASSISTANCE TEAM REVIEW COMMITTEE PROPOSED APPLICATION AND APPROVAL PROCEDURES

1. Pre-application Meeting

These meetings will be held on a quarterly basis, approximately sixty (60) days prior to the Design Assistance Team review of applicant's proposal to review and determine eligibility of applicant's proposal. The Review Committee will consist of the following individuals:

- . Storefront Administrator (CRA Director)
- . Building Inspector

Each applicant will be scheduled. Eligibility will be determined and confirmed at that time. A letter will be forwarded to the petitioner acknowledging their preliminary eligibility for the program.

2. Submit Storefront Application

An application will be completed in accordance with the discussions held at the pre-application meeting. Applications must be received by the Storefront Administrator at least thirty (30) days prior to the Design Assistance Team Review Committee (i.e., City staff) (DATRC) Meeting.

3. City Finance Director Certifies that Funds are Available

The City Finance Director will certify to the staff that the funds are available for each project prior to allowing a DATS review of said project.

4. City Approvals Required

The DATRC will perform a technical review of all elements of the proposal. A recommendation from the DATRC will be formulated and submitted to the DATS for review and approval of the funding of specific projects.

5. Purchase Orders Prepared to Encumber Monies

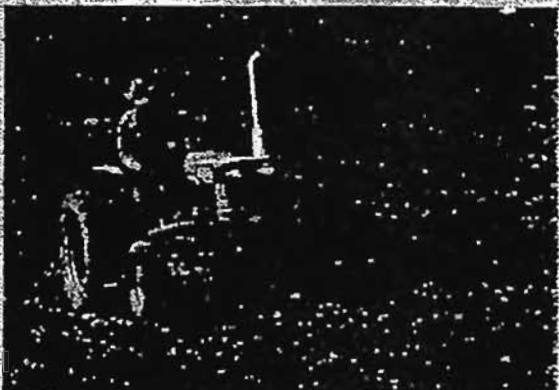
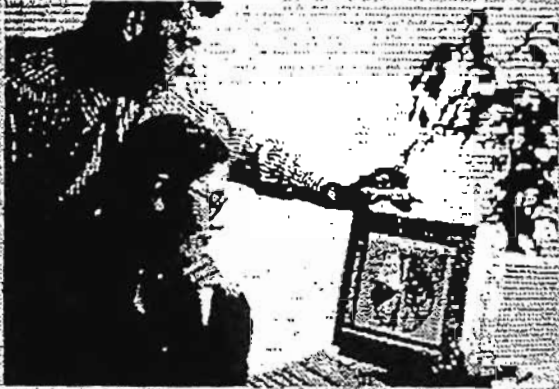
Purchase orders will be prepared to encumber approved project monies.

PRELIMINARY STREETSCAPE COSTS

Based upon current prevailing costs for improvement elements identified in the Palmetto Downtown Redevelopment Plan the following unit costs have been established:

<u>Streetscape Element</u>	<u>Unit Cost</u>
• Curb (remove and replace)	\$20.00 per linear ft.
• Walkway (remove and replace with combination of) <ul style="list-style-type: none">• Brick• Interlocking pavers• Concrete	\$85.00 per linear ft.
• Plant Materials and Irrigation <ul style="list-style-type: none">• Shade trees• Ornamental trees and shrubs• Flowers and ground cover	\$120.00 per linear ft.
• Utilities (conduit only for overhead wires and storm sewer adjustments)	\$15.00 per linear ft.
• Street Furniture <ul style="list-style-type: none">• Benches• Trash receptacles• Bike racks• Lighted bollards	\$38.00 per linear ft.
• Regulatory Signage and Banners	\$7.00 per linear ft.
• Art (water features, sculpture, etc.)	\$15.00 per linear ft.

PALMETTO



FOR ALL THE RIGHT REASONS

*Community Redevelopment Plan
Amendment
July 1996*

City of Palmetto

Mayor Pat Whitesel
Shirley Bryant, Vice Mayor
Jim Biggins
Tamara Cornwell
Joe Hampton
Charles Smith

Margaret Tusing, City Planner

Community Redevelopment Agency

Chairman Keith P. Thomas
Peggy Johnson, Vice-Chairman
Ray Frazier
Stanley Roberts
Ora Lee Murray

Karen Hartman, Executive Director
Darren Gillett, Attorney

Consultant

Benjamin Withers
Benjamin Withers and Associates

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Executive Summary

The location of the community redevelopment area addition is illustrated in Figure 1. This tract (referred to hereinafter as "the Redevelopment Area Addition")

includes the City of Palmetto property and most of this area is geographically located in Census Block Groups 1 and 4 within Census Tract 1502. This area is commonly referred to in the study, dated May 1995, having been performed by Solin

and Associates, Inc. and Benjamin Withers and Associates, and attached (Exhibit "A") as the Palmetto/North County Enterprise Zone.

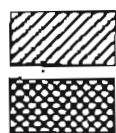
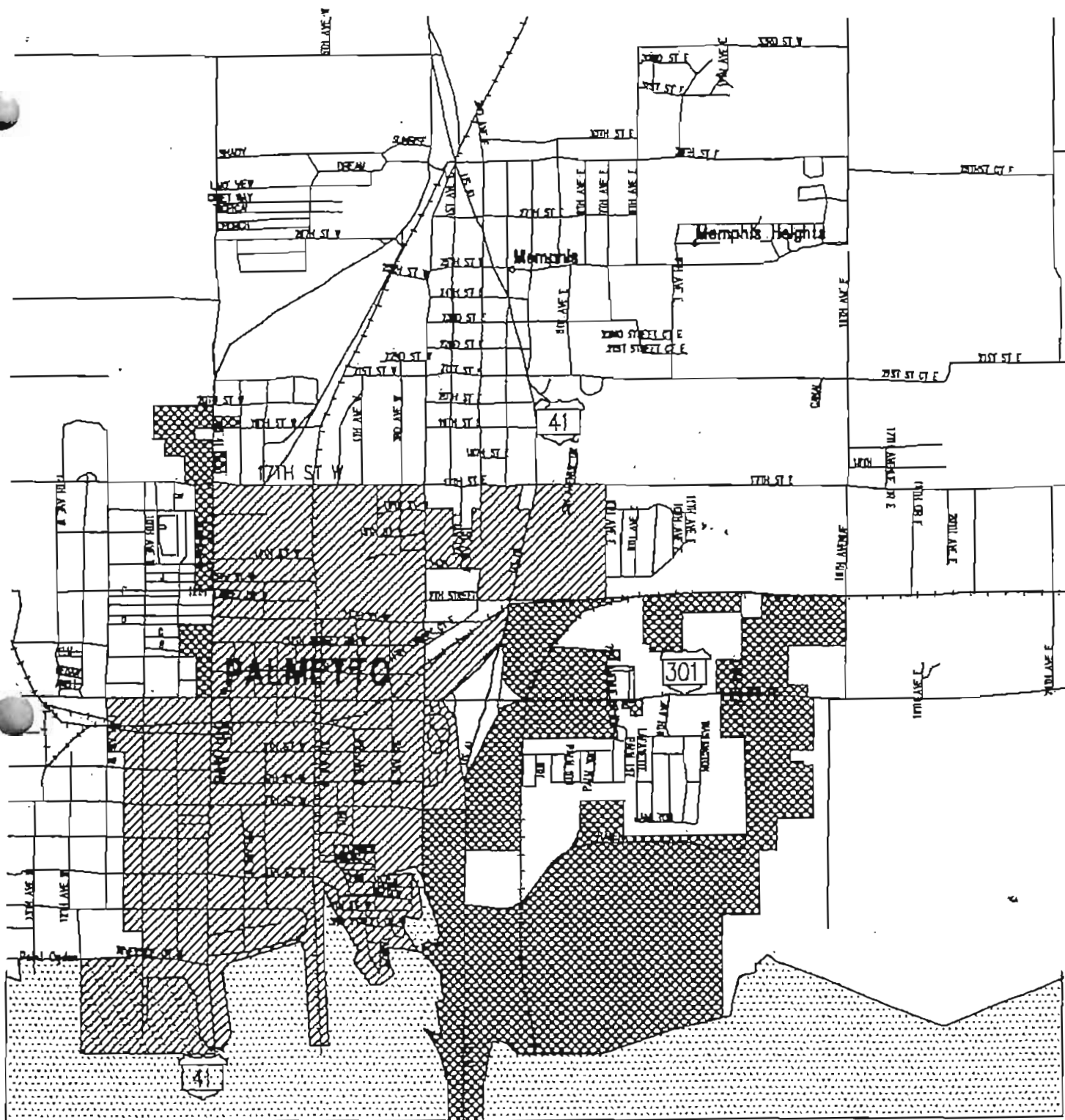


As described in the Executive Summary of the study, dated May 1995, "The Plan is the

result of a community-based partnership that began in 1994 and continued with the development of the Enterprise Zone strategic plan.

This included additional input from citizens during five public meetings, a multitude of public and private organizations in the area, and the collaboration of community volunteers and professionals. Citizen participants were involved in selecting the nominated area, assessing the needs and opportunities, shaping the vision, and developing the strategies, plan and implementation process."

The Palmetto/North County Enterprise Zone required that the Palmetto Community Redevelopment Area be expanded to include potential acreage, creation of a broader potential for use of tax increment financing and other redevelopment incentives administered through the Community Redevelopment Agency during the first year of the zone (see page 102 of Exhibit "A"). The Redevelopment Area Addition implements this requirement set forth in the Enterprise Zone Plan.



EXISTING CRA DISTRICT

CRA DISTRICT EXPANSION



PREPARED BY UGARTE & ASSOCIATES INC. 5/10/86

Figure 1

Findings

The Redevelopment Area Addition is a part of Palmetto/North Manatee County Enterprise Zone. The conditions which were found to exist in the Enterprise Zone include a number of conditions which are essentially the same as those normally defined as slum and/or blighted conditions, or both. Among those conditions are substandard, deteriorated or deteriorating structures and conditions; inadequate utility facilities; overcrowding, unsanitary, and unsafe conditions; inadequate provision for ventilation, light, and open space; conditions which endanger life and property by fire and other causes; predominance of defective and inadequate street layout; deterioration of site and other improvements; and faulty lot layout in relation to size, adequacy, and usefulness.

The Enterprise Zone application included additional data establishing that the zone has the following conditions, but not limited to, in support of a finding of distress:

1. Lowest per capita income in the city.
2. Highest percentage of income below the poverty level.
3. Highest percentage of housing units built more than 30 years ago.
4. Highest percentage of housing units lacking plumbing facilities.
5. Highest percentage of housing units lacking heating equipment.
6. Highest percentage of persons unemployed.
7. Highest percentage of vacant housing units.
8. Highest percentage of population under age 18 and over age 65.
9. Lowest level of educational attainment.

The reasons for expansion of the redevelopment area include:

1. The Redevelopment Area Addition is an integral part of the existing Enterprise Zone and, therefore, is integral to the existing community redevelopment area.

Redevelopment Area Addition

Since the Redevelopment Area Addition is part of the Enterprise Zone in which severely distressed conditions have been found by the city, county and state; and since the pervasive and chronic conditions of poverty and substandard housing which characterize the Enterprise Zone are essentially the same as those normally defined as slum and/or blight, or both; and since the Enterprise Zone forms a major portion of the community redevelopment area, the Redevelopment Area Addition is reasonably found to be an integral part of the community redevelopment area affected by slum and/or blight, or both, and in need of rehabilitation, conservation, or redevelopment.

2. Pervasive and chronic conditions of slum and/or blight, or both, in the Enterprise Zone affect vacant land within the Enterprise Zone.

A pervasive and chronic condition of poverty and substandard housing exists in the Enterprise Zone. The presence of a severe concentration of slum and/or blight, or both, in the Enterprise Zone is capable of affecting adjacent vacant parcels of land and making them unsafe, and/or undesirable for suitable development.

3. Expansion of the community redevelopment area is important to alleviating slum and/or blight, or both conditions.

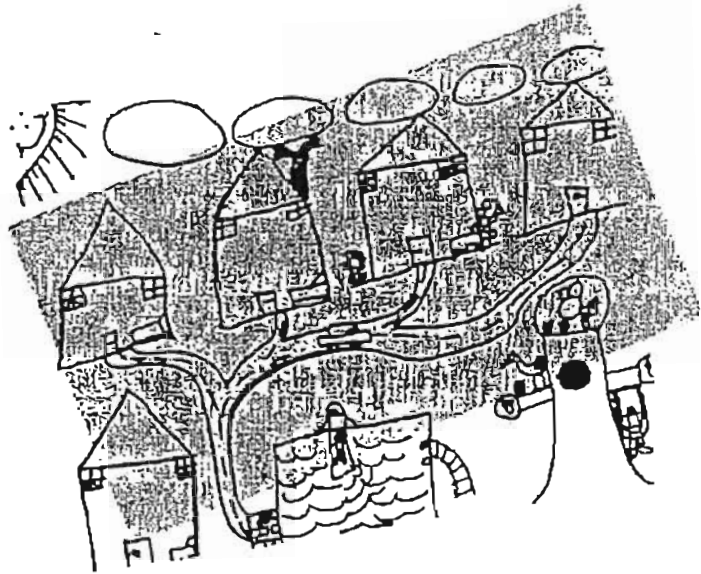
Vacant land east of US Highway 41 is a potential site for the location of an economic development to provide employment and other economic benefits to neighborhood residents. Such employment is important to alleviating the pervasive and chronic condition of poverty in the Enterprise Zone, since it can raise income levels necessary to enable residents to afford decent housing and to eliminate slum and/or blight, or both conditions.

ADDING MORE AREA
CIVIC CENTER

Redevelopment Area Addition

4. Expansion of the community redevelopment area is consistent with establishment of the Enterprise Zone.

Expansion of the community redevelopment area is consistent with the legislative intent expressed in Section 290.0065(4)(c)8, Florida Statute, which provides that evaluation of Enterprise Zones shall include consideration of the level of local government



Artwork by Sandy Mendoza, 2nd grade

participation based on the adoption of a community redevelopment plan pursuant to Section 163.360, Florida Statute, and an ordinance funding a community redevelopment trust fund pursuant to Section 163.387, Florida Statute, for the area authorized to be an Enterprise Zone. Expansion of the community redevelopment area will enable the city to adopt a community redevelopment plan applicable to the city's portion of the Enterprise Zone. In addition, the expansion of the Community Redevelopment Area to encompass the city's portion of the Enterprise Zone effectuates the Community Redevelopment Agency action described in the May 1995 study (Exhibit "A" and attached hereto).

5. The purpose of eliminating slum and/or blighted, or both conditions is served by including all of the city's portion of the Enterprise Zone within the community redevelopment area.

The community redevelopment area provides local government with additional powers and methods of financing capital improvements that are necessary to

eliminate slum or blight, or both in the Enterprise Zone. By including all of the city's portion of the Enterprise Zone within the community redevelopment area, maximum opportunity is provided for the participation of private enterprise in the elimination of slum or blight, or both and assistance in alleviating poverty in the Enterprise Zone. The city and Community Redevelopment Agency are authorized to apply for the capital contribution tax incentive to leverage its ability to meet the demands of this area.

Open Space and Street Layout

The Palmetto portion of the Enterprise Zone includes 629.79 acres (or 62% of the Enterprise Zone) as indicated in the table below. Over 11% of this land area (74.20 acres) is designated for mixed commercial/industrial land uses. Another 11.7% of the total land area (73.63 acres) is designated for new and existing commercial uses. Several strategically located undeveloped sites have access to major federal highways serving the Enterprise Zone.

LAND USE PROFILE

Land Uses	City	Percents
Commercial/Industrial	74.20	11.78
Commercial	73.63	11.69
PUD	249.31	39.59
Residential	179.21	28.44
Public/Semi-Public	<u>53.52</u>	<u>8.50</u>
Total	629.78	100.0%

Limitations on the Type, Size, Height, Number, and Proposed Use of Buildings, in General Terms

The following limitations are applicable to all areas outside of the delineated "Planned Development Area" (PDA) which will be developed according to particular performance standards formulated as part of a specific master development plan for the area. Since the "PDA" development standards will be unique to the final development plan, it is impossible to specify them until a plan concept is formulated. However, this section contains an "intent statement" that defines future development character in the PDA area. The process through which the PDA master development plan will be formulated and approved is described under the following heading of Implementation Safeguards and Controls.

PDA Development Intent

The delineated PDA area is intended to be a future gateway into Palmetto. It will create a strong visual image of economic and investment opportunities through a mixed-use project that capitalizes on the locational amenities created by its waterfront setting. Specifically, key development objectives for the PDA area are as follows:

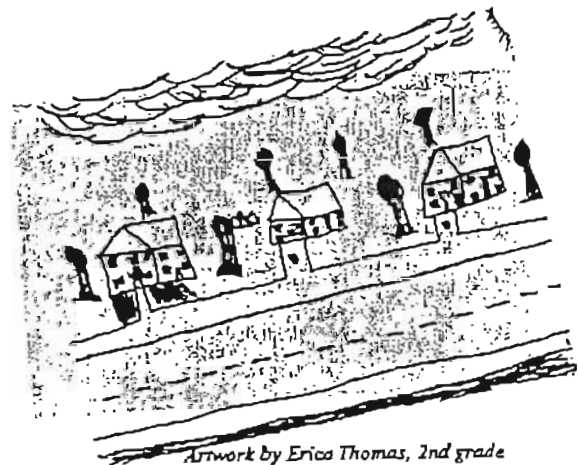
1. Develop the area to its highest and best use, with special emphasis on maximally productive use of frontage on major thoroughfares and along the shore;
2. Create an investment commitment that will enhance the private investment climate in other positions of the Community Redevelopment Area;
3. Develop the area with a land use mix that allocates risk to several segments of the real estate market while maintaining a clear image of residential development; and,

4. Create a support for further private development and cost-efficient public facilities.
5. Control land use and development intensity through use of a formal development agreement that supports the city's adopted Comprehensive Plan and development regulations for the PDA area. The development agreement will supersede other land use regulations, but it must conform with the adopted comprehensive plan. The Land Use Plan classification for the PDA area is 14 to 16 dwelling units per gross acre.

Building Type and Design

Future construction in the Redevelopment Area Addition should be of a type which is sound, permanent, and of fire-resistive, noncombustible, or exterior protected construction. Commercial/industrial buildings are anticipated in the industrial site east of US 41.

Architectural style is not restricted, but new structures should be compatible with existing styles. Evaluation of the project shall be reviewed through the PUD Review Process and shall be based on the quality of its design and relation to surrounding areas. Buildings shall have a scale that is in conformance with permanent neighboring developments. Other criteria shall include, but not be limited to, the following:



- (1) Materials shall be selected for harmony of the building with adjoining buildings.
- (2) Materials shall be selected for suitability to the type of buildings and the design in which they are used. Buildings shall have the same materials, or those that are architecturally harmonious, used for building walls and other exterior building components wholly or partly visible from public ways.

- (3) Materials shall be of durable quality.
- (4) In any design in which the structural frame is exposed to view, the structural materials shall be compatible within themselves and harmonious with the surroundings.
- (5) Miscellaneous structures and street hardware shall be designed to be part of the building and landscape architectural design concept. Materials, colors and scale shall be compatible with buildings and surroundings.
- (6) Lighting in connection with miscellaneous structures and street hardware shall meet the criteria applicable to site, landscape, buildings, and signs.
- (7) The choice of materials and their use, together with the types of finishes and other protective measures, should be conducive to easy maintenance and upkeep.

Size and Height of Buildings

The size of buildings in the Redevelopment Area Addition should be consistent with the capacity of public facilities necessary to serve the development and to comply with PUD development standards.

In addition to utilities such as potable water, sanitary sewer, stormwater, wetland protection, and electricity, it is also necessary to consider the capacity of roads, parking facilities, open space, landscape buffers, street furniture, and other overall aesthetic consideration. Existing zoning regulations permit building heights of 120 feet or twelve stories.

Land Use

Commercial/Industrial sites are needed to provide employment opportunities for residents of the City, particularly residents of the Enterprise Zone. In the original redevelopment area a lack of suitable industrial sites forced a projection of zero industrial development potential. Industrial uses were encouraged to locate on the periphery of the redevelopment area.

The Redevelopment Area Addition is presently characterized by a mixture of developed and vacant sites. However, this redevelopment plan anticipates the following land use districts:

- 1) A "PDA" area that includes provision for a mixed-used district containing residential, commercial, professional, retail and other compatible uses. The primary concentration of this mixed-use area will be east of US 41 and south of US 301. The area west of US 41 will include retention of the existing public use area.
- 2) The area north of US 301 to the railroad will be primarily Heavy Commercial-Light Industrial District.
- 3) The area west of Eighth Avenue will be a General Commercial District.

These future land uses are illustrated in Figure 2.

Environmental Quality

The city will require that development include adequate drainage. That, together with plans of the city to make water and sewer improvements in the Redevelopment Area Addition, will mitigate any adverse environmental impact from development east of US 41.

Future Land Use Map

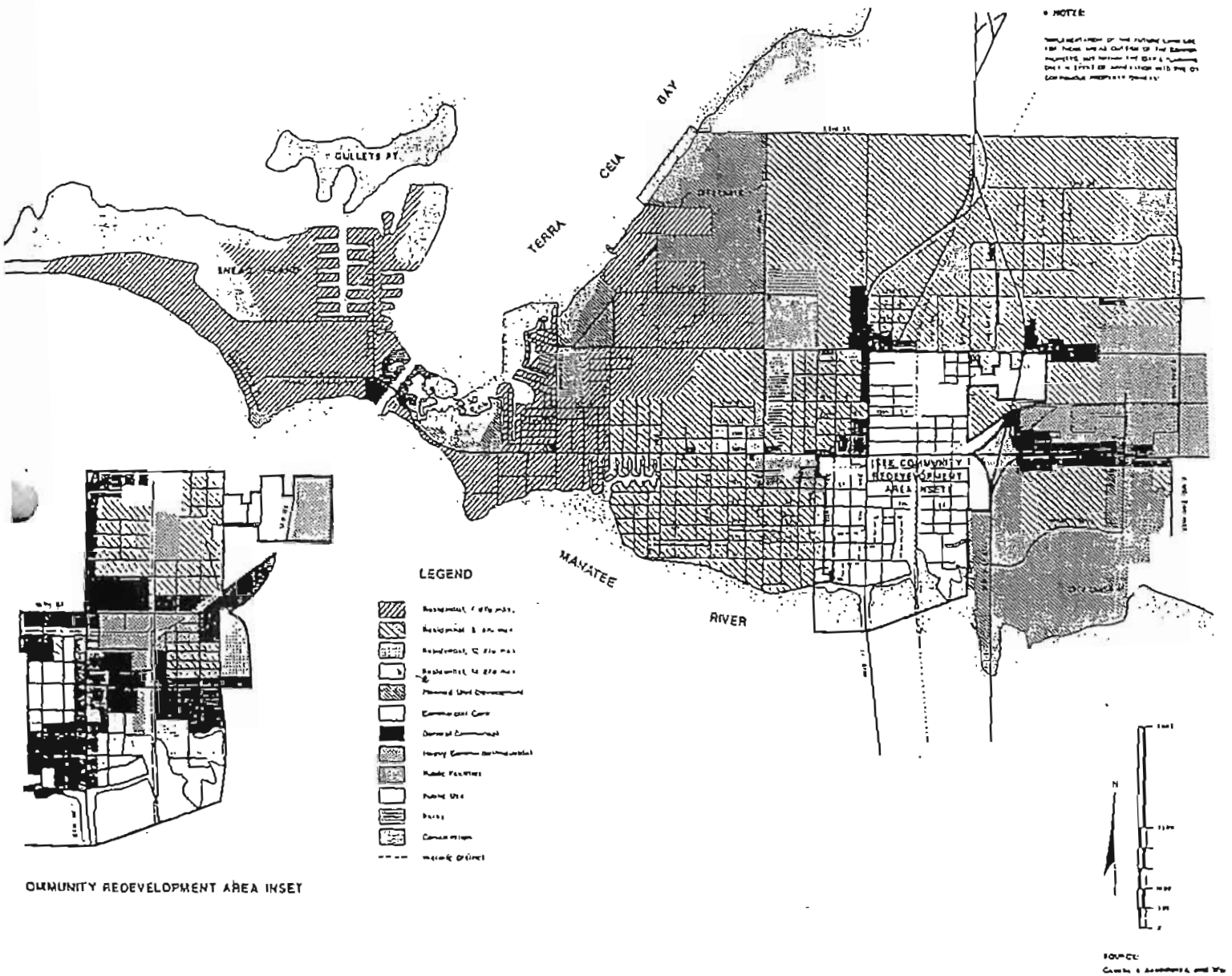


Figure 2

Some increases of hydrocarbon emissions from automobiles can be foreseen from development east of US 41. This can be mitigated by open space and landscaping on the perimeter of the site.

Availability of Community Facilities and Services

Development of the Redevelopment Area Addition may require increases in capacity and quality of current community facilities or services within the redevelopment area. Public development and new subdivisions will be expected to dedicate new neighborhood park facilities adequate to meet the city's standard related to development. Water and sewer services will be extended to the site in accordance with city policies. Other services such as police and fire protection are available.

Effect on School Population

Additional residents are planned in the Redevelopment Area Addition, but when compared with other waterfront residential developments, we anticipate a demographic character that includes few children. At this time, the impact is expected to be minimal on the school population. The proposed uses of the underdeveloped areas are anticipated to be largely commercial, retail recreational, resort commercial, and professional.



Other Impacts

Development of the Redevelopment Area Addition will have the effect of increasing employment opportunities in Palmetto, thereby minimizing the necessity to commute to Bradenton, St. Petersburg, or other distant points.

Publicly Funded Capital Improvements

- *Parks and Open Space*

Additional park and open space will be required to accommodate any residential population that is added in the Community Redevelopment Area. The city's Comprehensive Plan requires 4 acres of recreational parks for every 1,000 of population. Preservation of public amenities will be required for development in addition to accommodation of the standard established in the city's Comprehensive Plan.

Open space requirements shall be added to accommodate development and enhanced design standards shall be incorporated into Development Agreements to ensure the integrity and harmony of development is maintained.

- *Parking*

The off-street parking shall be submitted in the final site plan and shall accurately designate the required off-street parking spaces, access thereto, dimensions, general layout, percentage of impervious surface and drainage calculations. Location of all required off-street parking facilities shall be located on the same lot as the structure or use to which they are accessory, or an adjoining lot under the same ownership, and the parking use so stipulated as an easement in a recorded deed and in accordance with the city's adopted parking ordinance.

- *Streets*

Public streets in the addition to the CRA Area are generally suitable for new development and revitalization of properties located within it. Even if new development creates demands beyond the existing capacity of present streets, it is anticipated that any future improvements will be funded as a joint public-private effort through use of TIF bonds. Otherwise, the city has expressed a commitment to providing the necessary improvements in the immediate neighborhood of the site through its normal capital improvements programs.

Planning for development of the Gateway Area, because of its potential for adding materially to the demands for streets and other public facilities, will incorporate careful analysis of the impacts of development on the surrounding area. Therefore, the actual planning process for this part of the CRA Area will effectively result in a study of infrastructure demands for the neighborhood as a whole.

- *Public Utilities*

The City has adequate treatment capacity to accommodate further development in the CRA Area. However, analysis conducted during preparation of the existing CRA Plan revealed that some of the underground water and sewer pipes in the CRA Area were old and limited in excess capacity. Repair and replacement of these facilities by the city can take place as part of its normal capital improvements programming process.

As noted above, planning for development of the Gateway Area will yield a clear estimate of service and facility demands for the surrounding neighborhood.

Cost of Improvements

- *Water and Sewer Service*

The cost of providing water and sewer service to the Redevelopment Area Addition will depend on whether the extensions are put in solely to serve this development or are combined with extensions to neighboring property. However, it should be emphasized that water and sewer facilities are supported by the connection and user fees, as well as impact fees, that are levied on individual users. These "enterprise" facilities are typically self-supporting and any revenue bonds issued to underwrite their construction will pass the test of feasibility analysis.

- *Transportation Service*

The long range cost of widening and reconstructing 7th Street in the vicinity of the Redevelopment Area Addition has not been estimated as yet, but it will be included in the city's next round of capital improvements programming. The cost of the road improvements can be mitigated by obtaining a developer donation of right-of-way so that 7th Street can be realigned and connected to Haben Boulevard or extended directly across for new development.

- *Indebtedness to be Repaid with Tax Increment*

Whenever possible, the cost of public facilities will be paid by issuance of tax increment finance bonds if other feasible means of financing through user fees are not available.

Implementation Safeguards and Controls

- *General*

The Community Redevelopment Agency shall take such actions as are necessary to carry out the redevelopment plan consistent with the maximum feasible participation of private enterprise in the process of redevelopment. The agency and the city shall take only actions which are



necessarily and customarily undertaken by public redevelopment agencies, and which are designed to permit, supplement, and encourage private sector initiative.

The Community Redevelopment Agency shall regularly establish goals, and periodically evaluate its progress for the purpose of adopting the most expeditious and realistic course of action.

The Community Redevelopment Agency shall recommend to the city such land development regulations as are necessary in the interest of creating an orderly, consistent, and well-managed redevelopment process. Land use plan and zoning amendments consistent with this plan will be undertaken in a timely manner. Design review of development will be undertaken to require that treatment of building color, building materials, signs, awnings, storefronts, architectural details, and landscaped buffers are consistent with the mixed-use character of the redevelopment area.

The Community Redevelopment Agency shall explore and utilize to the extent necessary all sources of funds, including Tax Increment Financing; Industrial Revenue Bonds; Enterprise Zone incentives; county, state, and federal revenue sharing; community development; highway and other funds; and developer right-of-way donations/road improvements.

However, developer donations and improvements may be waived, or funded by other sources such as tax increment financing if that is determined to be in the interest of encouraging sound economic development, creation of new jobs, and an improved tax base.

Planned Development Area

Specific implementation programs and controls within the delineated PDA Area will be incorporated into a "development agreement" between the city and property owner. This development agreement, based upon a master development plan approved by the CRA, other appropriate City review bodies, and the City Council, will address the following:

1. General arrangement of land uses, streets, and other public facilities;
2. Density and/or intensity parameters, coupled with other appropriate development standards, for each land use and parcel within the PDA, including the use of specific financial incentives to support low- and moderate-income housing in other portions of the CRA;
3. Community and environmental impacts, including the effects on public facilities, land-use matters, traffic circulation, utilities, ecosystems, public finance, and the private economic sector;
4. Development phasing and scheduling; and

Where is MASTER development plan

5. A financial plan for funding infrastructure demands created by the project.

Each dwelling unit will have assigned parking, with covered parking and/or garage. In addition, homeowner association documents will be required in accordance with Chapter 617, Florida Statutes and will carry out the integrity of the PUD development plan and the Developer Agreement that is executed for development.

In order to accommodate future development and the traffic increase created by development, developers may be required to dedicate right-of-way for future widening of public roads and road installation, and provide for acceleration/deceleration lanes fronting development sites.

PUD Review Process

The process through which this master development plan is prepared and reviewed will include the following primary steps:

1. Property owner, city personnel, and CRA staff define scope of project and jointly sign memorandum of agreement (MOA) to this effect;

2. Property owner prepares master development plan to meet requirements set forth in memorandum of agreement, coordinating all work on a regular basis with city and CRA staff,

3. Upon acceptance of master development plan by city and CRA staff, it will be reviewed for approval by CRA, other appropriate city review bodies, and city council;



4. CRA and other appropriate city review bodies will include an agreement with the property owner on the major terms of the development; and
5. Final completion and execution of the development agreement after completion of any other required project reviews by regional, state, and/or federal agencies.

Duration of Redevelopment

The completion of Palmetto's overall redevelopment program involves a wide range of actions, some of which can be accomplished within an immediate time frame, and others which will require years to organize, finance, and implement.

The Redevelopment Area Addition will not lengthen the time required to accomplish Palmetto's overall redevelopment program, and may shorten it, since it adds a needed element of development. The overall redevelopment program should be implementable within seven to fifteen years.

Tax Increment Bonds, if used, will need a period of about 20 years after the completion of private sector investment in order to generate sufficient revenues to amortize the debt. Therefore, the total length of time necessary to complete all redevelopment financed by tax increment revenues would be 25 to 30 years.

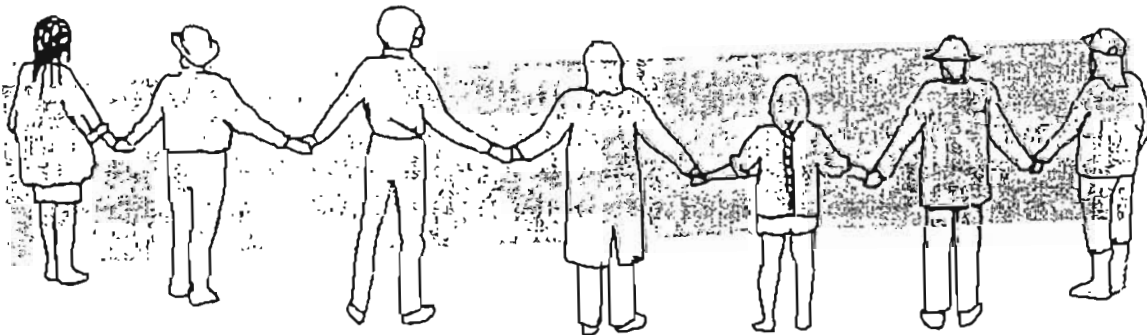


Exhibit A

*Excerpt from Poverty to Prosperity:
An application for
Enterprise Zone Designation
City of Palmetto/North Manatee County,
dated May, 1995.*

**PALMETTO/NORTH COUNTY ENTERPRISE ZONE DEVELOPMENT PLAN
ECONOMIC DEVELOPMENT BASELINE AND BENCHMARKS**

PROJECT	BASELINE	BENCHMARKS
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BUSINESS RESOURCE CENTER {EZ Steering Committee, Palmetto/North County Business Association}	Year One Quarter One Increase communication and technical assistance for existing and future businesses and industry.	Newsletter developed for distribution to businesses in zone. Published four times for the year.
	Quarter Two - Four Establish an informal meeting group consisting of business owners in Palmetto/North County Community and government officials. Group shall serve as a "how to" for local businesses. <u>Issues such as the impact of regulations on business, law enforcement, lighting, etc. can be reviewed in this format.</u>	Meeting scheduled developed; speakers identified for the year; four meetings for year one.

**PALMETTO/NORTH COUNTY ENTERPRISE ZONE DEVELOPMENT PLAN
ECONOMIC DEVELOPMENT BASELINE AND BENCHMARKS**

PROJECT	BASELINE	BENCHMARKS
	<p>Year Two Quarter One</p> <p>Complete marketing materials outlining available resources and incentives for utilization with prospective businesses and existing businesses.</p>	<p>Recruit one new business.</p> <p>Retain all existing businesses.</p> <p>Assist in expansion of one business.</p>
	<p>Year Three - Five</p> <p>Continuation of marketing.</p>	<p>Recruit three new businesses.</p> <p>Retain all existing businesses.</p> <p>Assist in expansion of five business.</p>
BUSINESS EXPANSION/RETENTION	<p>Baseline Year One: Quarter three, four</p> <p>Identification of all sites available for new business</p>	<p>Map of all available parcels, providing property dimensions, infrastructure location, transportation network & other support services.</p>

BUSINESS RETENTION/EXPANSION/STARTUP

**PALMETTO/NORTH COUNTY ENTERPRISE ZONE DEVELOPMENT PLAN
ECONOMIC DEVELOPMENT BASELINE AND BENCHMARKS**

PROJECT	BASELINE	BENCHMARKS
	<p>Years One- Five Job Day. Establish a monthly "job day" at the Anna E. Gayle Center, where representatives from various industries and businesses can interview residents for jobs.</p>	
<p>JOB SERVICE CENTER {EZ Steering Committee, North County Action Team, Community Development Corporation}</p>	<p>Work with the State of Florida Job Service Center to extend the services of the job service center in Sarasota to Manatee Co. This may be accomplished by establishing linkage with the Business Development Center via computer.</p>	<p>Increased employment of area residents.</p>

BUSINESS RETENTION/EXPANSION/STARTUP

**PALMETTO/NORTH COUNTY ENTERPRISE ZONE DEVELOPMENT PLAN
ECONOMIC DEVELOPMENT BASELINE AND BENCHMARKS**

PROJECT	BASELINE	BENCHMARKS
<p>MINORITY ENTREPRENEURSHIP</p> <p>{Minority Business Development Center, Small Business Development Center}</p>	<p>Years One - Five</p> <p>Establish programs and training programs for individuals desiring to start up new businesses to include:</p> <ul style="list-style-type: none"> ◆ Financial & Technical Assistance ◆ Business Plan Development ◆ Support Services <p>Ten seminars yearly, five new business starts.</p> <p>Creation of new employment opportunities.</p>	

BUSINESS RETENTION/EXPANSION/STARTUP

**PALMETTO/NORTH COUNTY ENTERPRISE ZONE DEVELOPMENT PLAN
ECONOMIC DEVELOPMENT BASELINE AND BENCHMARKS**


PROJECT	BASELINE	BENCHMARKS
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SKYLINE INCUBATOR PROGRAM	<p>Years One - Five</p> <p>The Memphis Community Development Corporation, NAACP, Manasota Industry Council coordination and operation of an incubator program operating out of the Skyline Facility, provided to the area by the U. S. Justice Department, drug seizure program.</p>	<p>Program startup in year one with five businesses yearly commencing in year two.</p> <p align="center">2</p>
MENTORING AND NETWORKING	<p>Years One - Five</p> <p>Network new startup firms through an entrepreneurial mentorship program.</p>	<p>Assistance to all startup firms.</p>

BUSINESS RETENTION/EXPANSION/STARTUP

**PALMETTO/NORTH COUNTY ENTERPRISE ZONE DEVELOPMENT PLAN
ECONOMIC DEVELOPMENT BASELINE AND BENCHMARKS**

PROJECT	BASELINE	BENCHMARKS
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PALMETTO CRA 	Year One Quarter One Expansion of the CRA boundaries to include all potential acreage. Creation of a broader potential for use of tax increment financing and other redevelopment incentives administrated through the Community Redevelopment Agency	3 New Applications
	Year Two-Five Continue Implementation	15 Applications
ONE STOP CAPITAL SHOP {EZ Steering Committee, Community Development Corporation}	Year One Quarter One Establish within the Business Resource Center, Financial Regulatory & Services incentives.	

FINANCIAL RESOURCES

**PALMETTO/NORTH COUNTY ENTERPRISE ZONE DEVELOPMENT PLAN
HUMAN SERVICES DELIVERY BASELINE AND BENCHMARKS**

PROJECT	BASELINE	BENCHMARKS
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JOB TRAINING PROGRAMS {Manasota Industry Council, Manatee Community College, Manatee County Vo-Tech, EZ Steering Committee}	Year One Quarter On Assess the needs for job training programs for businesses within the area. Structure needed programs.	Existing programs modified to meet the needs of employers, new programs developed where needed. Creation of new employment opportunities.
	Quarters Two - Four Establish job training programs and make available to residents of the zone.	Train 120 person by the end of year one.
	Quarter Four: Assess the need for job training at Port Manatee. Structure training opportunities for residents to obtain skills needed to secure employment.	Training of 50 individuals for available opportunities at Port Manatee.

JOB TRAINING AND EDUCATIONAL OPPORTUNITIES

**PALMETTO/NORTH COUNTY ENTERPRISE ZONE DEVELOPMENT PLAN
HUMAN SERVICES DELIVERY BASELINE AND BENCHMARKS**

PROJECT	BASELINE	BENCHMARKS
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ADULT EDUCATION {EZ Steering Committee, Manatee County Board of Education, Bethune Cookman College}	Years One - Five Expansion of adult education programs to provide for opportunities to include: ♦ Bethune Cookman College Program; ♦ Full service school to be located at J. Tillman Elementary ♦ Adult education/ GED program to be available at Lincoln Middle School.	Increase in the educational levels of residents residing in the area by thirty-five percent.
COLLEGE BOUND {EZ Steering Committee, Manatee Community College}	Years One - Five Marketing and assisting residents of the area to apply for the educational opportunities available at Manatee Community College (MCC). MCC has made of practice of turning no student away, regardless of the ability to pay.	Increase in number of residents pursuing higher education.

JOB TRAINING AND EDUCATIONAL OPPORTUNITIES

**PALMETTO/NORTH COUNTY ENTERPRISE ZONE DEVELOPMENT PLAN
HUMAN SERVICES DELIVERY BASELINE AND BENCHMARKS**

PROJECT	BASELINE	BENCHMARKS
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LAW ENFORCEMENT AND COMMUNITY RELATIONS {Manatee County Sheriff's Department, City of Palmetto Police Department, Drug Free Communities, North County Action Team, Mad Dads, EZ Steering Committee}	Year One - Five Improve relations between the City Police Department, the County Sheriff's Department and Palmetto/North County Community residents.	Working relationship between citizens, businesses and law enforcement.
FOOT AND/OR BIKE PATROLS {Manatee County Sheriff's Department and City of Palmetto Police}	Years Two - Five The City Police Department and County Sheriff Office shall add extra manpower establish police foot and/or bicycle patrols within the Palmetto/North County Community. This Action shall intensify patrols during weekends.	Additional protection of residents and businesses.

**PALMETTO/NORTH COUNTY ENTERPRISE ZONE DEVELOPMENT PLAN
HUMAN SERVICES DELIVERY BASELINE AND BENCHMARKS**

PROJECT	BASELINE	BENCHMARKS
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<p>WEED AND SEED</p> <p>{U. S. Justice Department, Federal Bureau of Investigation, Drug Enforcement Agency, Manatee County Sheriff's Department, Drug Free Communities, North County Action Team, Manatee County, City of Palmetto, EZ Steering Committee}</p>	<p>Years One - Five</p> <p>Continue the multi-agency approach to combatting violent crime, drug use and revitalization of the neighborhood.</p>	<p>Continued reduction in criminal activity, continued improvement in the physical and social conditions of the neighborhood.</p>
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**PALMETTO/NORTH COUNTY ENTERPRISE ZONE DEVELOPMENT PLAN
COMMUNITY DEVELOPMENT DELIVERY BASELINE AND BENCHMARKS**

PROJECT	BASLINE	BENCHMARKS
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CLEAN-UP THE PALMETTO/NORTH COUNTY COMMUNITY {EZ Steering Committee, Keep Manatee Beautiful, North County Action Team}	Year One Quarters Three - Four: Establish a "Clean-up the Palmetto/North County Community" program that encourages planting grass, flowers, bushes and trees, and institute a beautification awards program.	Yearly Program
CREATION OF COMMUNITY GARDEN AREAS. {Manatee County, Memphis Community Development Corporation and North County Action Team, EZ Steering Committee}	Years One - Five The City and County shall design specific government-owned land in the Palmetto/North County Community for use as "Community Garden Areas."	Five new community gardens.

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**PALMETTO/NORTH COUNTY ENTERPRISE ZONE DEVELOPMENT PLAN
COMMUNITY DEVELOPMENT DELIVERY BASELINE AND BENCHMARKS**

PROJECT	BASLINE	BENCHMARKS
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PARK DEVELOPMENT: LINCOLN MIDDLE SCHOOL {Manatee County, City of Palmetto, Manatee County School Board, Unity in the Community}	Years One - Five Establish the Lincoln Middle School park site as a major community focal point for recreation, leisure, and personal development and improve public safety and security.	Additional park site available in zone.
PARKS AND RECREATION PROGRAMS {Manatee County Government, City of Palmetto}	Years One - Five Increase the amount and type of activities for adults and children.	Twenty new activities with the five years.

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**PALMETTO/NORTH COUNTY ENTERPRISE ZONE DEVELOPMENT PLAN
COMMUNITY DEVELOPMENT DELIVERY BASELINE AND BENCHMARKS**

PROJECT	BASELINE	BENCHMARKS
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INFRASTRUCTURE IMPROVEMENTS IN THE PALMETTO/NORTH COUNTY COMMUNITY {Manatee County and the City of Palmetto}	Years One - Five The City and County shall direct infrastructure improvements to the Palmetto/North County Community in order to promote economic development, stimulate community investment and increase community pride.	Improved infrastructure by the year 2005.
MASTER PLAN FOR STREET LIGHTING {Manatee County, City of Palmetto, EZ Steering Committee}	Year Two - Five The City and County shall develop a master plan for upgrading and adding street lighting in the Palmetto/North County Community.	Master plan and potential MSBU processed.
SIDEWALK AND STREET IMPROVEMENTS {Manatee County and City of Palmetto, EZ Steering Committee}	Years Two - Five Develop a plan and implementation schedule for upgrading streets and sidewalks in need of repair.	Master plan and potential MSBU.

**PALMETTO/NORTH COUNTY ENTERPRISE ZONE DEVELOPMENT PLAN
COMMUNITY DEVELOPMENT DELIVERY BASELINE AND BENCHMARKS**

PROJECT	BASELINE	BENCHMARKS
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HOUSING CODE ENFORCEMENT {Manatee County Government, City of Palmetto}	<p align="center">Year One Quarter One</p> <p>Enforce the housing code to ensure that substandard structures are either rehabilitated or demolished.</p>	Citation program commenced; identification of all abandoned structures.
{Manatee County Government}	<p align="center">Quarters Two - Four</p> <p>Work with property owners of occupied structures to insure awareness of available housing programs to assist in the rehabilitation and repair of homes.</p>	Contact and assist 35 families by the end of year one.
UNSAFE STRUCTURES	<p align="center">Year One Quarters Three - Four:</p> <p>Citation of unsafe structures to eliminate structure in accordance with F.S.S. Utilization of demonstration program (see project home below).</p>	Citation of all unsafe structures within the zone.

**PALMETTO/NORTH COUNTY ENTERPRISE ZONE DEVELOPMENT PLAN
COMMUNITY DEVELOPMENT DELIVERY BASELINE AND BENCHMARKS**

PROJECT	BASELINE	BENCHMARKS
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REHABILITATION LOANS {Manatee County, Memphis Community Development Corporation}	Years One - Five Memphis Community Development Corporation implementation of a revolving loan fund subsidies to owners and tenants for housing rehabilitation of rental units subject to the condition that the Memphis Community Development Corporation will perform the bid and award process upon receipt of verification from the property owner of an affidavit agreeing to conditions for loan.	Increase in the number of rental units repaired and meeting the housing code. Goal of 25 units per year.
HOMEOWNERSHIP REVOLVING LOAN FUND {Manatee County Government}	Years One - Five Continuation of the homeownership revolving loan fund which provides low-interest loans to low- income families for the purchase of homes, rehabilitation of existing homes, and other related housing needs.	Twenty five loans per year.

HOUSING OPPORTUNITIES

**PALMETTO/NORTH COUNTY ENTERPRISE ZONE DEVELOPMENT PLAN
COMMUNITY DEVELOPMENT DELIVERY BASELINE AND BENCHMARKS**

PROJECT	BASELINE	BENCHMARKS
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SECTION 108 HUD LOAN GUARANTEE	<p>Years One - Five</p> <p>Application submitted to allow for the utilization of the Section 108 HUD Loan Guarantee grant application. The grant shall address: establishing a loan guarantee program for financing housing rehabilitation.</p>	<p>Application submitted and awarded.</p>
YOUTHBUILD	<p>Years Two - Five</p> <p>Application to allow for implementation of the "Youthbuild"; designed to expand the supply of permanent affordable housing for homeless, low and very low-income persons while providing economically disadvantaged young adults with educational and employment opportunities.</p>	<p>Yearly applications submitted with program implementation by the Memphis Community Development Corporation.</p>
<p>WEATHERIZATION</p> <p>{Manatee Opportunity Council}</p>	<p>Years One - Five</p> <p>Expansion of the weatherization and energy efficiency program currently implemented.</p>	<p>Increase by 25 homes per year in the number of units receiving weatherization assistance.</p>

HOUSING OPPORTUNITIES

