Community Redevelopment Agency

2015 Annual Report

Palmetto, Florida

JBurton@Palmettofl.org

3/31/2016





COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF PALMETTO

PRESIDING OFFICER: Shirley Groover Bryant, FRA-RP

BOARD OF COMMISSIONERS:

Tamara Cornwell

Jonathan Davis

Harold Smith

Tambra Varnadore

Brian Williams, FRA-RP

ADVISORY BOARD MEMBERS:

Barbara Gaulien

Roberto Gonzales

McArthur Sellars, FRA-RP

STAFF:

Jeff Burton, FRA-RA

Antoinette Kilgore

Robert Marble

Jenny Silverio, FRA-RP

LEGAL: Mark Barnebey

Scott Rudacille

2015 AWARDS

SUTTON PARK

1. 2015 Tampa Bay Regional Planning Council Future of the Region award in Natural Resources/The Environment category.

DR. MARTIN LUTHER KING, JR. PARK

1. 2015 Tampa Bay Regional Planning Council Future of the Region Award in Natural Resources/The Environment category.



2015 GRANTS

PALMETTO RIVERSIDE PARK BOAT RAMP

- 1. West Coast Inland Navigational District \$350,000 grant.
- 2. Southwest Florida Water Management District \$250,000 cooperative funding grant.
- 3. Florida Municipal Insurance Trust safety grants \$5,000.



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ACCOUNTABILITY

GOAL:

To maximize the efficient elimination and/or reduction of Slum and Blighted Areas in the Area, the Agency shall strive for fiscal, legal and ethical accountability to the public and its local and state mandates.

INTENT:

Public entities, such as the Agency, are created and governed through mandates (Federal, state and local laws) that establish a mission and minimum benchmarks for financial, legal and ethical professionalism. Accountability to these benchmarks is crucial for the Agency's sustainability, mission effectiveness and health. The Agency's accountability is the foundation on which all of its actions grow. This accountability is not just financial, but it is also ethical, knowing the right thing to do and doing it the right way. The Agency's mission is Community Redevelopment, which is defined by law, and every major action funded by the Agency should be planned and justified to it.

ACTIVITIES:

The CRA states that its Plan and future amendments shall be reviewed by the Planning and Zoning Board for compliance with the current Palmetto Comprehensive Plan. The CRA Plan was pending a 2015 update, as part of the update process the City Planning and Zoning Board reviewed its contents as it relates the City 2030 Comprehensive Plan.

The CRA Plan also states that the Advisory Board shall review the current enacted powers of the Agency and the powers allowed by the Act to determine recommended powers of the Agency. During 2015, the CRA Advisory Board met to review any new powers requested by CRA staff and any amendments to existing authorized powers. Each request was reviewed by the Advisory Board and a recommendation was issued to the CRA Board. This included review and recommendation of the 2016-2020 CRA Plan update.

The Agency held annual training for the Board of Commissioners, Advisory Board and staff. During 2015, Presiding Officer Shirley Groover Bryant, Board Commissioner Brian Williams and Advisory Board Chairman McArthur Sellars earned their Florida Redevelopment Association Redevelopment Professional Certification. Board Commissioner Jonathan Davis, Advisory Board Members Roberto Gonzalez, Barbara Gaulien, CRA Staffer Jen Silverio, City Clerk Jim Freeman and City Accountant Mathew J. Misco attended classes in pursuit of the certification.

The Agency also holds memberships to the Florida Redevelopment Association, Florida Brownfield Association, Council of Development Finance Agencies and the Manatee Economic Development Corporation.

The Riverside Boat Ramp was the Agency's prime 2015 project. It partnered with two independent special districts and its insurance carrier to fund the project. The West Coast Inland Navigational District (WCIND) paid fifty percent of the boating elements while the Southwest Florida Water Management District (SWFWMD) paid for half of the cost to incorporate a number of Low Impact

Development (LID) techniques to improve stormwater treatment (bioswales and the pervious paver parking.) When all was said and done the CRA effectively paid fifty-two and a half cents for each dollar spent on the project.

Palmetto CRA	\$669,843.00	52.54%
WCIND	\$350,000.00	27.45%
SWFWMD	\$250,000.00	19.61%
FLC MIT	\$5,000.00	0.39%
Total Project Cost	\$1,274,843.00	100.00%

Finally, in accordance with the CRA Plan the Agency requested an interlocal agreement from the City for services provided and funds transferred for community policing and civic projects.

PROPERTY MAINTANENCE

GOAL:

The Agency shall engage its resources to improve the Area's minimum level of property maintenance through increased private and public activities, thus enhancing the elimination and/or

reduction of Slum and Blighted Areas.

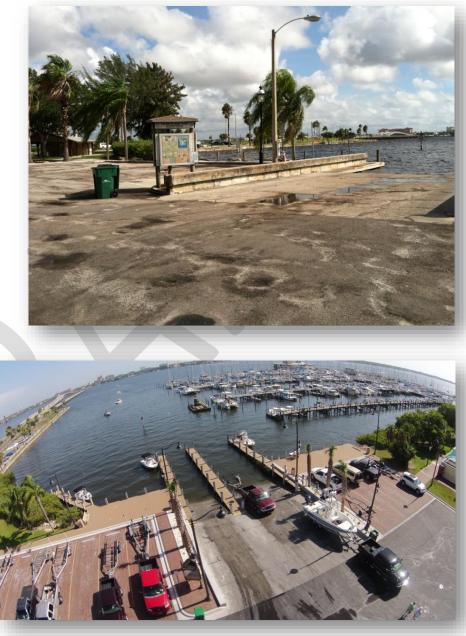
INTENT:

Property maintenance is the Agency cornerstone to entice private investment, enhance image and marketing, promote public safety, encourage public health and welfare and reduce government spending while building the tax base. The Act clearly prescribes planned engagement of property maintenance. Property Maintenance is important to the community.

PUBLIC ACTIVITIES:

During 2015, the Agency has indirectly supported property maintenance in its area.

The Agency performed the Riverside Boat Ramp redevelopment, creating a new one-of-a-kind transportation facility where before, there was textbook "blight". Sixty years ago, a piece of Manatee River frontage property next to the US 41 Green Bridge corridor was



purchased by the City of Palmetto. The following year (1956), the City approved the construction of the Palmetto Boat Ramp. For over half a century it has served as an entrance and exit point to the Manatee River, Tampa Bay and the Gulf of Mexico for both City and Manatee County residents. Over time the facility began to show wear and tear. Though rehabilitated in 1971 and 1995, it was easily

definable in 2011 as a "defective and an inadequate public transportation facility", a "deteriorated site" and as a "governmentally owned property", it had "adverse environmental conditions caused by a public use." (Florida State 163 Part III Definition of Blight)

The Agency also developed the northeast corner of 8th Avenue and Riverside Drive by building a gateway sign into the City. The sign includes a high resolution digitally programmable screen.

Finally, the Agency accepted ownership of the "Edenfield Property" from the City and placed it under a Brownfield Site Rehabilitation Agreement (BSRA). The BSRA is the legal vehicle to do a number of things, including making the site eligible for Voluntary Cleanup Tax Credits, making the technical aspects of contamination cleanup subject to the

requirements of Chapter 62-785, Florida Administrative Code, and providing for certain liability protections. A BSRA may also be executed to seek Voluntary Cleanup Tax Credits associated with solid waste

removal. Voluntary Cleanup Tax Credits are applied against Florida Corporate Income Tax and are awarded annually in an amount up to 50% of incurred costs for eligible site rehabilitation or solid waste removal work.



Additional credits may be available at the time a Site Rehabilitation Completion Order is issued, or if affordable housing is involved.

RESIDENTIAL ACTIVITIES:

Also during 2015, the CRA took advantage of a bank owned residence in Ward 1 that was given to the City. Using increment revenue, the CRA brought the Code Enforcement tagged structure up to code, traded the property for a dilapidated residence on the 10th Street Corridor and demolished the structure.

The Agency also purchased a duplex on the corner of 3rd Street and 7th Avenue that attached to existing CRA property and demolished. The Property is designated for future housing.

COMMERCIAL ACTIVITIES:

Commercially, the Agency provided three storefront grants totaling \$25,265.57. The grants were awarded to Palmetto LLC., Downtown Investments and Tim Lester

Each of the applicant properties were reviewed by the City Code Enforcmenet and Police Department for code violations and criminal history.





IMAGE

GOAL:

For the purpose of Dissemination through the elimination and/or reduction of Slum and Blighted Areas in the Area, the Agency creates an image of the Area, not inconsistent with the desired image of the City that promotes a safe, vibrant, diverse, quaint, developing and redeveloping community.

INTENT:

The Area image should be vibrant and successful. There is an image that the Area projects to its residents and the outside community, whether it defines it or not. The Agency may legally promote to entice private investment, enhance and market its image, promote public safety and commerce (employment and business creation), encourage public health and welfare, and reduce government spending while building its tax base. The Act clearly prescribes planned engagement of image building and marketing.

ACTIVITIES

For the first time, the Agency attempts to quantify its positive image messaging ability to the public. Reviewing articles and stories presented through media sources such as the Bradenton Herald, North River News, Bay News 9 and Suncoast 7, The CRA tallied 50 opportunities taken to promote Palmetto as a community and the Agency and its efforts. Reviewing the circulation of the media

sources and the info metrics of the Agency's social media page, it was calculated that no less than 3,395,582 people were informed.

The Agency hosted its fifth Annual "Fourth Festival" on July 4th, 2015; Once again the event brought thousands to Downtown Palmetto's Sutton Park. National recording star Rodney Atkins headlined the performance with special guest Craig Campbell. 2015

Internet		
	Facebook Advertising	481,175.00
	Facebook page	54,546.00
Television		
	Bay News 9	855,195.00
	Suncoast 7	800,000.00
	Fox 13	450,233.00
Newspaper		
	Manatee AM	41,429.00
	North River NEWS	149,500.00
	Bradenton Herald	563 <i>,</i> 454.00
		3,395,532.00

also saw the Palmetto Multicultural Festival have its own national performer in Rose Royce. The Agency also provided "Agricultural Museum" bags for the Fair and other events.

Samples of Agency Stories man be found on Pages 13 through 16.

PUBLIC SAFETY

GOAL:

The Agency shall focus resources to reduce the probability of and/or eliminate crime and increase public safety through Community Policing Innovations, including Crime Prevention through Environmental Design (CPTED).

INTENT:

Slum and blight are a growing menace, injurious to public safety. For a Community Redevelopment Agency, community policing innovation means a policing technique or strategy designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of police in the community.

Community Policing Innovations are clearly defined by the Act and may be delegated by the City as a responsibility for development and implementation to the Agency. The Act clearly prescribes planned engagement of community policing innovations.

The Agency Board of Directors accepted a Community Policing Innovation Plan (CPIP) from the City of Palmetto to provide "community policing innovation", which means a policing technique or strategy designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of police in the community, including, but not limited to, community mobilization, neighborhood block watch, citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, or intensified motorized patrol in the Area. As part of the approval the CRA Board approved a budget request from the Palmetto Police Department for \$650,461. Attached is a copy of the CPIP.

As part of the CPIP, the Agency funded a license plate camera.

The Agency also included cameras to the Riverside Boat Ramp and Dr. Martin Luther King Jr. Park in 2015.

In accordance with the Plan, a reporting schedule, five-year (5) line item budget of estimated expenses and estimated performance benchmarks, preferably based on specific crimes currently recorded by the police department has not been created. A Methodology for data collection and analysis had been created, but has not been acted upon since the departure of the GIS Specialist.

Alignment with other Agency projects and programs, including, but not limited to the Residential Rehabilitation programs, commercial development, parks and recreation and festivals and other events has been consistent.

The Agency has requested an interlocal agreement from the City accounting for Community Policing Innovation services and data to support the funding.

A copy o the CPIP man be found on Pages 17-21.

INFRASTRUCTURE

GOAL:

The Agency shall focus resources to reduce the probability of and/or eliminate Slum and Blight through infrastructure projects above and beyond the Governing Body norm.

INTENT:

The Area encompasses urban, suburban, residential and commercial infrastructures above and below ground. The Agency does not view subterranean infrastructure as a primary investment target for Fund investment. When the opportunity arises during individual projected Community Redevelopment and there are no available City resources, the Agency may fund minimum subterranean infrastructure replacement. The Agency does view certain aesthetic surface improvements to parks, streets, sidewalks, affordable housing, commercial properties, parking, lighting amenities, storm water-pretreatment and other elements of infrastructure as primary to the cause of Community Redevelopment as they comply with the Plan, Act, ordinances and City Comprehensive Plan.

ACTIVITIES

Sixty years ago, a piece of Manatee River frontage property next to the US 41 Green Bridge corridor was purchased by the City of Palmetto. The following year (1956), the City approved the construction of the Palmetto Boat Ramp. For over half a century it has served as an entrance and exit point to the Manatee River, Tampa Bay and the Gulf of Mexico for both City and Manatee County residents. Over time the facility began to show wear and tear. Though rehabilitated in 1971 and 1995, it was easily definable in 2011 as a "defective and an inadequate public transportation facility", a "deteriorated site" and as a "governmentally owned property", it had "adverse environmental conditions caused by a public use." (Florida State 163 Part III Definition of Blight)

The Palmetto CRA Plan targeted the facility in 2011 as a redevelopment priority, realizing that funding partners were readily available. The intent of this \$1.27 million Community Redevelopment Agency (CRA) led project was to redevelop the boat launching and retrieval facilities, incorporate Low Impact Development (LID) stormwater pretreatment processes, add Light Emitting Diode (LED) energy efficient lighting, provide crime prevention concepts through Community Policing Through Environmental Design (CPTED), add pedestrian vantage points to the waterfront and improve the overall appearance of the City's US 41 gateway into the project, while partnering with other funding agencies to stretch Palmetto CRA Revenue Increment (RI) dollars to their maximum.

The Florida Department of Environmental Protection (FDEP) issued a permit exemption on November 13th, 2013, the Army Corps of Engineers permit was approved December 16th, 2013 and the ground breaking occurred on September 22nd, 2014. The Ribbon Cutting Ceremony was held on Monday February 2nd, 2015 and the ramp opened to the public on Sunday February 8th, 2015.

Innovation was created in the Riverside Park Boat Ramp project through the following plans and implementations:

- 1. Efficient CRA economics through three public funding partnerships
- 2. Redevelopment and expansion of a blighted transportation hub;

- a. Expansion of the facility from one ramp to three.
- b. Change the ramp grade to allow larger boats to use the facility.
- c. Maintenance dredging to extend the lifespan of the navigable connection to the Manatee River's main channel, Tampa Bay and the Gulf of Mexico.
- 3. Environmental integration:
 - a. LID components to catch, store and reduce stormwater pollution into the Manatee River.
 - i. Pervious paver parking lot.
 - ii. Bioswales.
 - iii. Connection to existing upstream stormwater pipe flows.
 - b. Use of bio-friendly sustainable materials such as concrete deck planks.
 - c. LED lighting to reduce the electric carbon footprint of the facility.
- 4. Improved safety through the applied concepts of CPTED;
 - a. The entire project applies photometric study approved lighting.
 - b. The redevelopment includes four hi-definition security cameras with video feeds relayed directly to the Palmetto Police Department.
- 5. Esthetic and historic enhancement;
 - a. Red brick pavers in parking areas that match original historic brick streets.
 - b. Sandstone pavers on the sign and other vertical structures, that simulate the architecture of the nearby historic Palmetto Carnegie Library.
 - c. Historic era themed lighting.
 - d. Decorative sustainable concrete decking and docks.
 - e. New trash receptacles and benches.
 - f. Landscaping.

The Agency also produces a City of Palmetto mobility assessment in 2015 which was presented and ratified by unanimous vote of the City of Palmetto Commission. The Document may be found on pages 22-42.

COMMERCE

GOAL:

The Agency shall focus resources to reduce slum and blight through the development of employment opportunities and diverse retail, industrial and commercial economies.

INTENT:

The Act defines Economic liability as a direct variable in the reduction or prevention of Slum Areas and/or Blighted Areas. Commerce is a concept that can only be defined by placing different perspectives. Private investment, jobs creation, employee refinement, safe neighborhoods all cast a light on conceptual commerce and bring definition to its form. The Agency desires that its plans and implementations lessen and/or stop the Area's economic liability in an effort to fulfill its mandate.

ACTIVITIES

The Palmetto CRA approved final incentives in 2015 for the Dollar General at 1001 10th Avenue

West. The existing building was valued at \$458,381 and paid no property tax (Goodwill). It was purchased by Hanlex Palmetto LLC, and demolished in 2014. The property was reappraised in September, 2015 to \$196,684 and paid \$1,097.93 in property taxes to Manatee County and \$1,173.63 to the City of Palmetto, of which \$2,157.98 was calculated as CRA increment revenue. The permit for the new 9,507 square foot building was \$809,720 and is estimated to add an additional \$3,842.08 in property taxes to Manatee County and \$4,106.93 to the City

	Dollar General	- CRA Lifetin	ne Increment	Revenue Est	imate
YEAR	PROPERTY VALUE	TOTAL TAX	CRA IR	CRA INCENTIVE	BALANCE
2013	\$458,381.00	\$0.00	\$0.00	\$0.00	\$0.0
2014	\$485,884.00	\$0.00	\$0.00	\$0.00	\$0.0
2015	\$196,684.00	\$2,271.96	\$2,158.36	\$6,461.75	-\$4,303.3
2016	\$890,256.47	\$10,404.98	\$9,884.73	\$6,461.75	-\$880.4
2017	\$914,293.39	\$10,812.02	\$10,271.42	\$6,461.75	\$2,929.2
2018	\$938,979.31	\$11,234.99	\$10,673.24	\$6,461.75	\$7,140.7
2019	\$964,331.76	\$11,674.52	\$11,090.79	\$6,461.75	\$11,769.7
2020	\$990,368.71	\$12,131.24	\$11,524.68	\$6,461.75	\$16,832.7
2021	\$1,017,108.67	\$12,605.84	\$11,975.54	\$6,461.75	\$22,346.5
2022	\$1,044,570.60	\$13,099.00	\$12,444.05	\$6,461.75	\$28,328.8
2023	\$1,072,774.01	\$13,611.47	\$12,930.90	\$6,461.75	\$34,797.9
2024	\$1,101,738.91	\$14,143.99	\$13,436.79	\$6,461.75	\$41,773.0
2025	\$1,131,485.86	\$14,697.35	\$13,962.48	\$0.00	\$55,735.4
2026	\$1,162,035.98	\$15,272.37	\$14,508.75	\$0.00	\$70,244.2
2027	\$1,193,410.95	\$15,869.88	\$15,076.39	\$0.00	\$85,320.0
2028	\$1,225,633.04	\$16,490.79	\$15,666.25	\$0.00	\$100,986.8
2029	\$1,258,725.13	\$17,135.99	\$16,279.19	\$0.00	\$117,266.0
2030	\$1,292,710.71	\$17,806.44	\$16,916.12	\$0.00	\$134,182.3
2031	\$1,327,613.90	\$18,503.13	\$17,577.97	\$0.00	\$151,760.3
2032	\$1,363,459.48	\$19,227.09	\$18,265.73	\$0.00	\$170,025.8
2033	\$1,400,272.88	\$19,979.38	\$18,980.41	\$0.00	\$189,006.2
2034	\$1,438,080.25	\$20,761.11	\$19,723.05	\$0.00	\$208,729.3
2035	\$1,476,908.42	\$21,573.44	\$20,494.76	\$0.00	\$229,224.1
2036	\$1,516,784.95	\$22,417.56	\$21,296.68	\$0.00	\$250,520.7
2037	\$1,557,738.14	\$23,294.72	\$22,129.98	\$0.00	\$272,650.3
2038	\$1,599,797.07	\$24,206.20	\$22,995.89	\$0.00	\$295,646.0
2039	\$1,642,991.59	\$25,153.37	\$23,895.70	\$0.00	\$319,542.3
2040	\$1,687,352.36	\$26,137.60	\$24,830.72	\$0.00	\$344,373.0
2041	\$1,732,910.88	\$27,160.36	\$25,802.34	\$0.00	\$370,175.4

of Palmetto in September of 2016. The total estimated taxable income will be \$10,220.59, of which the CRA increment revenue will be calculated at \$9,709.53.

The Agency currently pays four Incentive with multiple approved estimates approved by the CRA Board of Commissioners. The overall strategy is to build Agency Increment Revenue through incentives paid within the next fifteen years in order to build robust economic and redevelopment strategies in the future.

Using the four redevelopment incentives in place, the CRA will begin to collect revenue as of 2023 and will receive approximately \$3,891,248 at the ends of the Agency 2041lifespan.

In 2015 the property value of the four incentivized projects is estimate to be valued at \$8,293,948 with a growth to \$19,259,763 in 2041.

These estimates do not include the value of the jobs created as a result of the Agency incentives. A fiscal impact analysis of It Works! In 2014 showed that for every Increment revenue dollar spent by the CRA, there was a nineteen-dollar return by the company.

The Agency also purchased the FFA property at 705 10th Avenue from the City of Palmetto and added it to the City's tax base in 2015 through a sale to R-Cubed Engineering. The property was given to the City by the

	PROJECT			
PROJECTION				
YEAR	CASHFLOW	PROPERTY VALUE		
2013	-\$84,733.71	3,581,220		
2014	-\$74,149.02	4,598,641		
2015	-\$33,383.44	8,293,948		
2016	-\$47,922.51	9,894,409		
2017	-\$58,163.84	10,161,558		
2018	-\$63,939.25	10,435,920		
2019	-\$65,074.00	10,717,690		
2020	-\$61,386.49	11,007,067		
2021	-\$52,688.01	11,304,258		
2022	-\$38,782.47	11,609,473		
2023	\$98,471.18	11,922,929		
2024	\$241,347.40	12,244,848		
2025	\$396,527.97	12,575,459		
2026	\$557,779.79	12,914,996		
2027	\$725,340.45	13,263,701		
2028	\$899,456.85	13,621,821		
2029	\$1,080,385.54	13,989,610		
2030	\$1,268,393.13	14,367,329		
2031	\$1,463,756.67	14,755,247		
2032	\$1,666,764.03	15,153,639		
2033	\$1,877,714.37	15,562,787		
2034	\$2,096,918.56	15,982,983		
2035	\$2,324,699.64	16,414,523		
2036	\$2,561,393.28	16,857,715		
2037	\$2,807,348.32	17,312,874		
2038	\$3,062,927.22	17,780,321		
2039	\$3,328,506.67	18,260,390		
2040	\$3,604,478.07	18,753,420		
2041	\$3,891,248.18	19,259,763		

Scholl Board of Manatee County and sold to the Agency for approximately \$16,000. The CRA sold the property for \$65,000 to R-Cubed. The property is now listed on the tax-roll for \$196,211. The Agency will begin to receive \$2,153.17 in increment revenue prior to any redevelopment by the new owner. In 2015, the CRA Board of Commissioners approved incentives for the Drone Developer to construct \$275,000

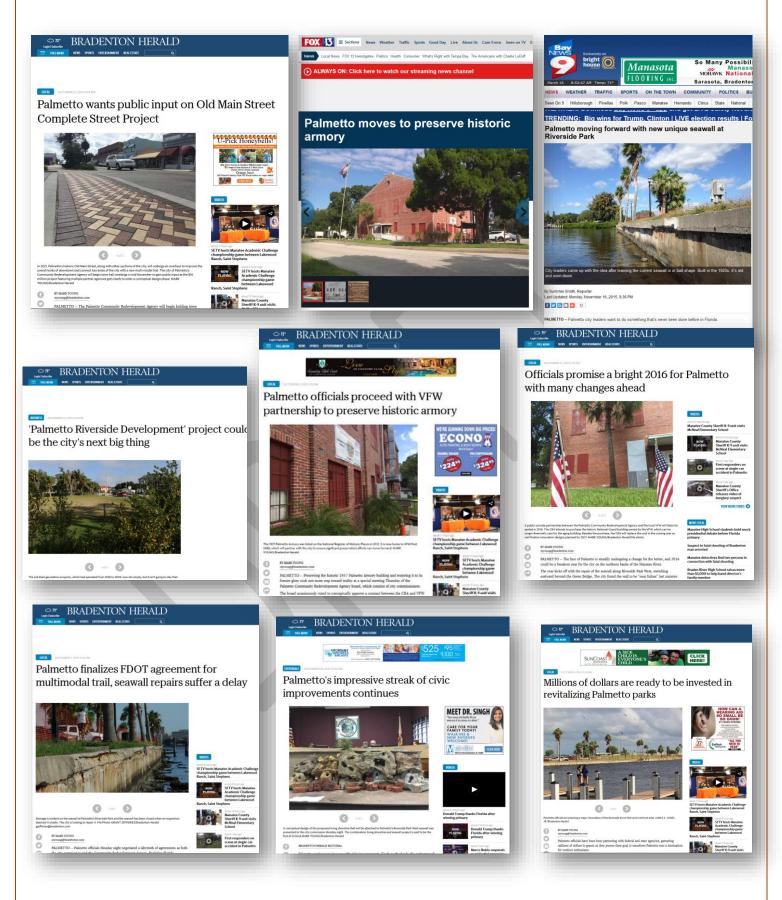
of redevelopment improvements in 2016.

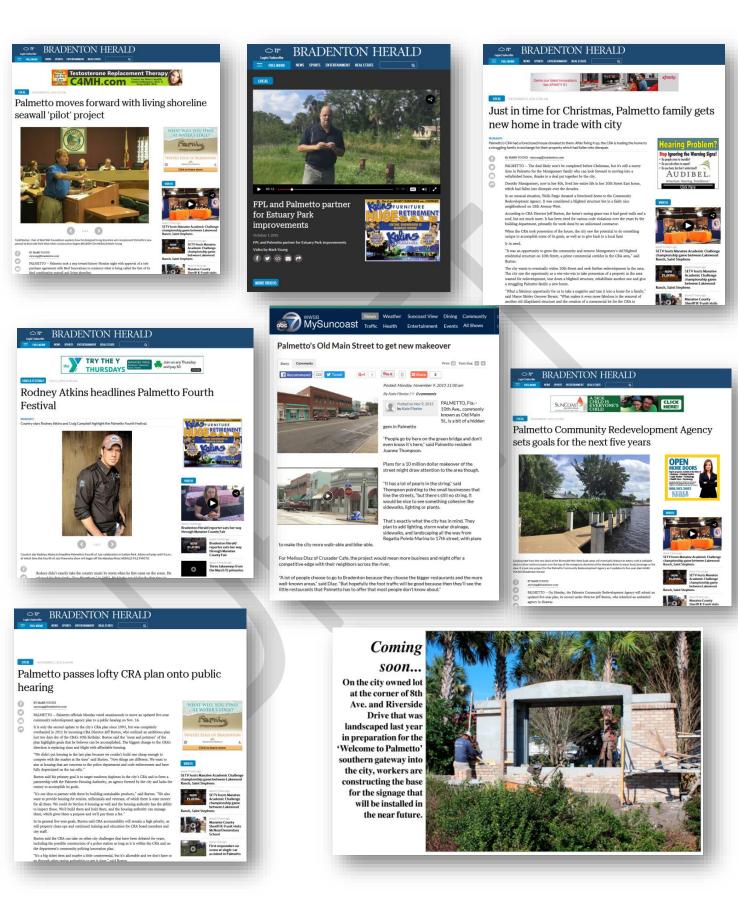


STATEMENT OF REVENUES, EXPENDITURES & CHANGES For the Year Ended September 30, 2015

REVENUES		
Taxes	\$2,789,187	
Intergovernmental Revenues	\$12,000	
Interests and Investments	\$9,532	
Miscellaneous	\$82,916	
Total Revenues		\$2,893,635
EXPENDITURES		
Intergovernmental Services	\$1,526,071	
Capital Outlay		
Streets	\$72,260	
Other	\$1,022,810	
Debt Service Principle and Interest	\$252,297	
Total Expenditures		\$2,873,438
Revenues over expenditures		\$20,197
OTHER FINANCING SOURCES		
Transfers out	(\$208,099)	
Total Other Financing sources	(\$208,099)	
Net Change in Fund Balance		(\$187,902)
Fund balances - beginning		\$2,056,088
Fund balances - ending		\$1,868,186

IMAGE SAMPLES







ssional Center at 435 10th Ave. West (top photo) a new coat of paint and some awnings as well as ating indoors. In bottom photo, owner Patricia restoration and decorating indoors. In bottom photo, owner Patrie Staebler gets help from Palmetto Mayor Shirely Groover Bryant cutting the ribbon to celebrate the completed project. Joining them a aily, building tenants, and city staff.

Downtown Professional Center blends Old Florida with modern

 Bendes Old Florida with modern

 Aricia Stabler cath eniboo and conjection of the space from KEA

 Marcia Stabler cather inboo and conjection of the space from KEA

 Stabler, a commercial appraiser, his modern furnishings and completion of the space stable of the space stable of the space is not space in the space is not space is realised in the space is not space is

neighborhood.

CRA to spend over \$14 million in next five years BY MARY WISER

BI MART WISEA Street scaping, riverside boat ramp, multimodal transportation corridors and a linear park linking it all together are just some of the projects in store for the City of Palmetto in the next five years, according to the plan recommended Monday by the Community Redevelopment Agency (CRA) and adopted by the City Commission City Commission.

The CRA Plan is updated to reflect goals, policies, tasks and financing to the year 2021, according to CRA Director Jeff Burton. It is estimated the CRA will invest over \$14 million in the next five years and this number will change as the city gets grants which will go to future projects. The City Commission took action Monday to accept \$1,164,123,00 from the Florida Department of Transportation for pavers. lighting and landscaping elements for the work on U.S. 41 from the Green Bridge to Riverside Drive. According to the plan, the CRA expects to spend

over the next five years -\$928,500 for such activities as the Fourth Festival, the Multicultural Festival, Movies in the Park, as well as advertising items.

North River News

-\$3,251,010 for public safety -\$490,000 for infrastructure including phase I of the multimodal enhancement corridor partnership with the Florida DOT and continuing improvements to Haben Blvd

-\$1,950,000 for business incentives for c such as current incentives for It Works!, the Palmetto Theater and numerous other redevelopments

-\$710,000 for Downtown Commercial Core, including right of way and property purchases as well

as general landscaping. -\$200,000 on general rights of way purchases for later phases of the multimodal enhancement Corridor Project.

Project. -\$60,000 for landscaping improvements -\$1,630,000 on CRA based parks including the "Seahorse" structure in Riverside West and continued improvements to MLK, Sutton and Lamb parks. -\$980,000 over the next five years in debt serve to redevelop blighted structures as it plans to start a hominary structures as it plans to start a housing program

Palmetto celebrates Martin Luther King Jr.

Planetic is preparing for its annual celebration of the school. This year's theme is the school this year's the school the school this year's the school the scho

Lincoln Middle



CRA proposes to buy old armory for \$100,000

CRA approves estimated incentives for three businesses

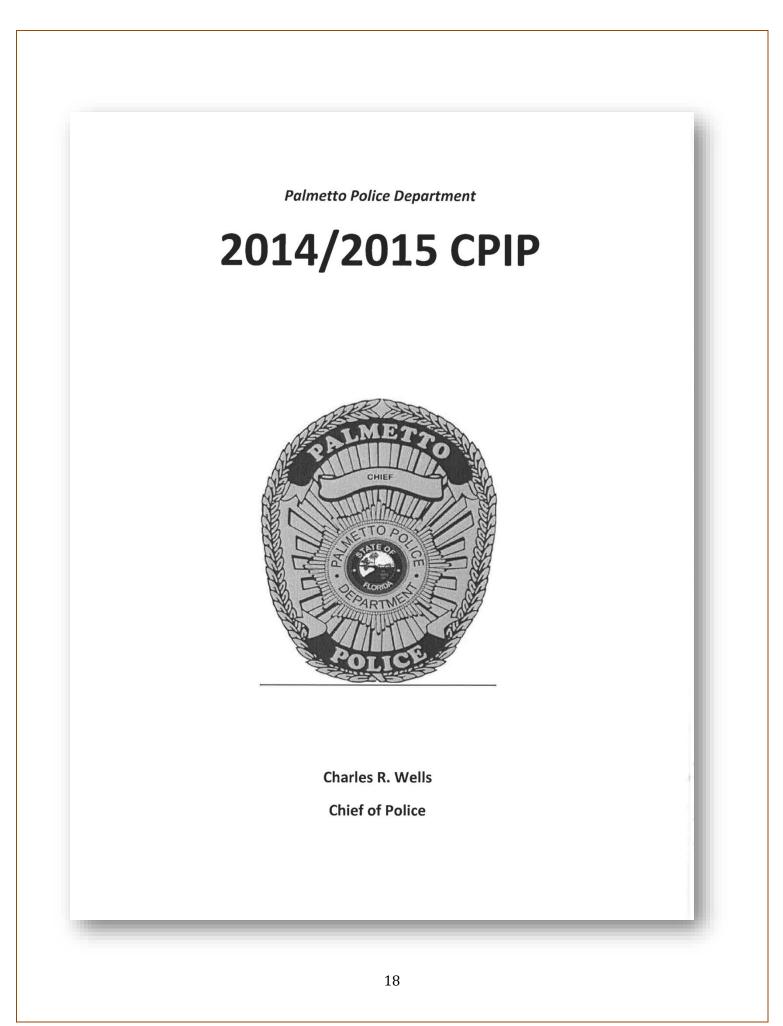
At a recent CRA (Community Redevelopment Agency) Board meeting, members approve incentives not to exceed estimated amounts for three new businesses within the citty limits of Palmetto. Final costs of the incentives will be determined at the end of construction based on various Parts which will build a 7000 sq. ft. Commercial building at 855 10th Street Fast: Sandhoff Construction Co.



CRA Board members recently approved the purchase of this duplex at 301-303 7th Ave. West for \$111,000. The duplex is vacant and sits adjacent to a 1/2 acre lot also owned by the city. The CRA \$111,000. The dupters is vacant and sits adjuster to a *D* acter for lass of the dupter of the dupter is the dupter of the du

Riverside Boat Ramp opening At noon on Monday, February 2, a ribbon cutting - or more accurately, a nautical rope cutting -

2014-15 COMMUNITY POLICING INNOVATION PLAN



2014-2015 Community Policing Initiative Plan

Budget Requests:

Salary Allocation (matching last year's): This includes one quarter of the salary and benefits of the Deputy Chief plus salary and benefits for the three corporals and four officers assigned to the CRA district. The officers are: Lt. Stinson, Cpl. Makeever, Cpl. Metzger, Cpl. Kelly, Ofc. Martinez, Ofc. Strassner, Ofc. Micah Mathews, Ofc. Rogers

\$496,396.00

Two Part-time Park Patrol Officers: These two part-time community policing officers would be dedicated to nothing but patrolling City parks within the CRA and interacting with citizens in Zone 2 (northern portion of Ward 1). Both of these individuals are sworn police officers. These individuals have been chosen for their knowledge and ties to the area and the residents that live in Zone 2. They will work 29 hrs/wk.

\$ 59,650.00

Training for CRA Officers: Two of the Department's current CRA officers will require refresher training to maintain their crime prevention practitioner designations (2x \$395.00). One of the CRA officers is new and will require all three Crime Prevention Practitioner Courses (3x \$495.00). I would also like to send two additional CRA officers to CPTED training (2x \$495.00). There will also be travel and lodging charges for this training.

Training: \$3,265.00 Travel & Hotel: \$2,000.00 Meals and Per-Diem: \$1,000.00

Total \$6,265.00

Security for special events in the CRA: The salary and benefits (including overtime) required for the additional P.D. staffing needed for the Multi-cultural Festival and the Fourth of July (\$836.23 for the Multi-Cultural Festival and \$4,400.00 for the Fourth of July in the Park)

Total \$5,000.00

Cell Phone Service for CRA Officer Cellphones

\$2,400.00

Fixed License Plate Recognition Camera in Riverside Park (foot of the Green Bridge); This camera will record license plates on vehicles leaving the City. This data will be temporarily retained and reviewed if a crime occurs within the City and there is a possibility that the suspect vehicle may have left the City, travelling over the Green Bridge. This camera would be a beginning to the Department's vision of a public right-of-way video surveillance system.

\$6,000.00

Continuing Partnership with Manatee Crime Stoppers: This is an ongoing commitment to match, dollar for dollar, any monetary rewards paid by the Manatee County Crime Stoppers for tips on crimes that occur within the CRA and that lead to arrests within the CRA. This partnership would utilize the existing Crime Stoppers network.

\$3,500.00

Vehicle Fuel: Fuel for the dedicated CRA officer vehicles. This calculation is based on the following assumptions:

- a. 7 CRA vehicles driving 100 miles/shift X 14 shifts/months X 12 Months= 117,600 miles/yr
- b. Patrol cars averaging 10 MPG= 11,760 gallons of fuel @ \$4.00/ gallon= \$33,500.00

Vehicle Maintenance: Six of the seven CRA vehicles are still under new car warranties, limiting the allocation required for maintenance. The maintenance total is based on the following assumptions ;

- c. 7 CRA vehicles driving 100 miles/shift X 14 shifts/months X 12 Months= 117,600 miles/yr
- d. Oil change every 4500 miles = 4 oil changes/ yr X 7 cars= 28 oil changes @ \$50.00
 = \$1,400.00 for oil changes;
- e. \$2,000.00 for misc. vehicle maintenance including tires and brakes;

\$7,500.00

Vehicle Leases: Leases for the vehicles assigned to the CRA officers:

Note: the assigned CRA vehicles are:

- 610 2011 Chevrolet Caprice (warranty)
- 611 2011 Chevrolet Caprice (warranty)
- 612 2013 Dodge Charger (warranty)
- 616 2013 Dodge Charger (warranty)
- 629 2012 Chevrolet Impala (warranty)
- 637 2006 Ford Crown Victoria (no warranty)
- 651 2011 Ford Crown Victoria (warranty)

Total: \$30,177.00

Total FY 2014-2015 CPIP Allocation: \$650

\$ 650,461.00

MOBILITY REVIEW OF THE CITY OF PALMETTO COMPREHENSIVE PLAN

Abstract

This paper reviews the City of Palmetto 2030 Comprehensive Plan as it relates to the FDOT report and follows the December 2014 FDOT <u>Mobility Review Guide</u>, a companion to Florida Statute 163.3177(6)(b) and best practices report. The report considers state, regional and local supporting plans and guidelines, the multimodal environment, network improvement, operations, safety and implementation. Mobility Review of the City of Palmetto Comprehensive Plan

On November 1st, 2017, the City of Palmetto, Florida (City) will forward the next Comprehensive Plan Evaluation and Appraisal Report (EAR) to the Department of Economic Opportunity (FDEO) in Tallahassee.¹ This EAR will contain a drastically updated Transportation Element, now called a Mobility Element, required by an amended Florida Statute. Florida Statute 163.3177(6)(b) was amended by HB 7207 which passed the Florida House and Senate on May 6, 2011. The bill was approved by the Governor on June 2nd, 2011. This law, designated as 'The Community Planning Act', significantly amends part II of Chapter 163, F.S., to align state law with the experience of local government planning efforts, streamline processes and to remove unworkable provisions that delay economic development and result in outcomes that hinder urban development and flexible planning solutions.¹¹ The former statute required "A traffic circulation element consisting of the types, locations, and extent of existing and proposed major thoroughfares and transportation routes, including bicycle and pedestrian ways." ⁱⁱⁱ The update expands the requirements to address multimodal mobility issues in relationship to the size of the local government. Where feasible, an emphasis on a safe, convenient multimodal public transportation system is encouraged and that the element is coordinated with the Future Land Use Element of the same plan.^{iv} The new Mobility Element is to be written relative to state, regional and local transportation plans and strategies.

In June, 2014, the Florida Department of Transportation published the <u>Multimodal Transportation</u> <u>Best Practices and Model Element</u>, a report providing "guidance in developing a multimodal transportation element of a local government comprehensive plan." v This paper reviews the City of Palmetto 2030 Comprehensive Plan as it relates to the FDOT report and follows the December 2014 FDOT <u>Mobility Review Guide</u>, a companion to the law and best practices report. The report considers state, regional and local supporting plans and guidelines, the multimodal environment (which includes organization and location, mix, density and multimodal policy), network improvement (which includes major roadwork, local street, bicycle and pedestrian and transit), operations and safety (which includes demand management, access management and pedestrian and bicycle operations and safety) and implementation (which includes coordination and incentives).

SUPPORTING PLANS AND GUIDELINES

"Before an organization can define its mission and values, it must know exactly what it is formally and informally *required* to do (and not do) by external authorities." ^{vi} The new Palmetto Mobility Element should be consistent and coordinated with the plans of contiguous local governments, regional planning agencies and the State of Florida. This paper includes the 2060 Florida Transportation Plan and the Florida's Strategic Intermodal System Strategic Plan (SIS) as the basis for state mandates. The paper also includes regionally important documents such as the Tampa Bay Area Regional Transportation Authority (TBARTA) Master Plan, 2035 Sarasota-Manatee Metropolitan Planning Organization Long Range Strategic Plan (MPO LRSP), Manatee County Area (MCAT) Transit Development Plan Major Update and the MPO Bicycle, Pedestrian and Trails Master Plan. Locally this paper includes the 2030 Palmetto Comprehensive Plan, City of Palmetto Code of Ordinances, and the Bradenton/Palmetto Downtown Mobility Study.

2060 Florida Transportation Plan

The 2060 Florida Transportation Plan (FTP) identifies economic competitiveness, community livability, environmental stewardship, safety and security, maintenance and operations and mobility and connectivity as their six long term goals. ^{vii}

The Florida's Strategic Intermodal System Strategic Plan

The Florida's Strategic Intermodal System Strategic Plan (SIS) emphasizes five key accomplishments in its creation, (1) a greater emphasis on non-highway modes of transportation (airports, spaceports, seaports, waterways and rail), (2) more attention to intermodal connectors, (3) increased emphasis on interregional corridors, (4) strengthen partnerships and (5) investments. ^{viii}

Tampa Bay Regional Master Plan

The TBARTA Regional Transportation Master Plan covers Citrus, Hernando, Hillsborough, Manatee, Pasco, Pinellas, and Sarasota Counties. The plan outlines a long-term, 50-year vision for the region and was created in cooperation with the Florida Department of Transportation, the region's Metropolitan Planning Organizations, transit agencies and the public. ^{ix}

2035 Long Range Transportation Plan

The Sarasota Manatee MPO 2035 Long Range Transportation Plan (LRTP), a subordinate document that does not specifically reference the 2060 Florida Transportation Plan, but when interviewed, Mike Maholtz, Sarasota Manatee MPO Senior Planner said, "the MPO Long Range Transportation Plan is 'as consistent as possible' with the Florida Transportation Plan."^x Though not prioritized the same way, there are numerous similarities in both plan's goals. The LRTP goals are (1) multimodal mobility, (2) coordinated land uses, (3) environmental protection, (4) economic vitality, (5) management and operations, (6) financial feasibility, (7) public input, (8) safety and (9) security. ^{xi}

The Transit Development Plan

The Transit Development Plan Major Update consists of MCAT's major transit planning for the 10year period from 2014 through 2023. Manatee County currently provides public transportation through MCAT and provides 13 fixed-route bus routes and advance-reservation paratransit (Handy Bus) service to Palmetto. ^{xii}

Bradenton Palmetto Downtown Mobility Study

In 2009, The Bradenton/Palmetto Downtown Mobility Study (DMS) was released after a two-year effort to "imagine, analyze, plan and build consensus for viable mobility strategies that effectively serve the region and local travel needs in the downtown areas of both cities." xiii

MULTIMODAL ENVIRONMENT

Reduction of vehicle miles traveled (VMT) and use of major arterials is paramount to the new Florida transportation strategy. These reductions have a direct correlation with land uses and the placement as related to the transportation grid, especially the multimodal environment. This section reviews the relativity of Palmetto's transportation and future land use strategies as they relate to the designation and reinforcement of strong urban core, transit compatible land uses relative to transit corridors and industrial and freight land uses relative to major transportation routes. (Williams & Seggerman, June, 2014, pp. 2-3)

Strong urban core

The FTP calls for "improved transportation connectivity to establish...employment centers in...urban areas" (Florida Department of Transportation, 2010, p. 11) as a long term economic competitive goal that includes the City of Palmetto.

The Palmetto Transportation Element states under title Transportation/Future Land Use in Objective 2.8 that it will "ensure that transportation improvements promote desirable future land use consistent with the Future Land Use Element." xiv Policy 2.8.3 states that the City may encourage new development on existing transportation facilities prior to developing new ones and (Policy 2.8.4) may give special priority to funding transportation improvements in the downtown. (City of Palmetto, 2011, p. 32) Under Environmental Quality, the City plans to support multimodal transportation to reduce VMTs by developing land use plans and policies which encourage mixed use, pedestrian site design and higher densities and intensities in transit oriented areas. (City of Palmetto, 2011, p. 33) The Palmetto Comprehensive Plan identifies in Objective 1.2 the renewal and redevelopment of its Tax Increment Finance (TIF) Redevelopment Area (CRA). Under this objective the CRA encourages development, increasing densities and intensities nearer to the downtown (Policy 1.2.2) and defines a small variety of future land use districts that define areas to work, play and learn in its Future Land Use Element. (City of Palmetto, 2011, p. 14) The Palmetto Comprehensive Plan continues to promote a strong urban core under the title, Discourage the Proliferation of Urban Sprawl, in the Future Land Use Element, where it states in Objective 1.8 that the City will encourage redevelopment of the Downtown Commercial Core. Policy 1.8.1 offers incentives, Policy 1.8.2 applies planning, zoning and other development regulation to encourage great intensity of development, Policy 1.8.3 encourages Private/Public Partnerships to accelerate growth and Policy 1.8.4 notes that the City will discourage high intensity growth outside the downtown. (City of Palmetto, 2011, p. 23)

RECOMMENDATION: The City of Palmetto Plan decently defined "strong urban core", but should provide more on its application.

Transit compatible land uses relative to transit corridors

The MCAT Transit Development Plan (TDP) notes that Manatee County has numerous areas capable of supporting transit, emphasizing core urban areas along the US 41 corridor, like downtown Palmetto. The TDP also notes the need for a Bus Rapid Transit (BRT) line between "Palmetto-Bradenton and Sarasota" (Tindale-Oliver and Associates, Inc., September, 2013, p. 39)

The MPO LRTP discusses the same (BRT) from the "downtown Bradenton/Palmetto area", the plan further defines the BRT station to reside in Bradenton to the Sarasota-Bradenton International Airport. (Renaissance Planning Group, January 27, 2014) MCAT currently has three lines servicing the City of Palmetto. The first, Route #1 maintains a North of the Manatee River look between Palmetto, Ellenton and Parrish. The second, Route #13, services just the greater Palmetto area and the third, Route #99, is a long route service from Palmetto, south to Bradenton and then to Sarasota. Upon review of the Tampa Bay Area Regional Transportation Authority (TBARTA) the long range 2050 Regional Transit Network Map, a long distance passenger rail line runs next to the CSX railway from Tampa to the Palmetto/Bradenton area. xv The DMS notes that the existing rail line is an "underutilized asset" and that space should be reserve space for an intermodal hub that would connect Manatee County to Tampa Bay. (Renaissance Planning Group, December 2009, p. 46) The MPO LRTP states that "the proposed BRT line, especially where it departs from the existing rail line, should be identified and incorporated into local plans so that ROW may be secured for future BRT as funds become available for acquisition or new development is approved. Similarly, multi-use trail and future roadway corridors should be incorporated into local plans." (Renaissance Planning Group, January 27, 2014, p. 81)

The City defines mass transit as "transportation services provided by public, private, or non-profit entities including commuter rail, rail rapid transit, light rail transit, express bus, and local fixed route bus." (City of Palmetto, 2011, p. 6) Policy 2.9.4 of the Palmetto Comprehensive Plan states that The City shall develop land use plans and policies which encourage mixed uses, pedestrian-oriented site design and higher densities and intensities in areas served by transit. (City of Palmetto, 2011, p. 33) The City also states in Policy 3.6.6 that the City shall require the location of publicly assisted housing, group homes, and foster care facilities in areas accessible to mass transit. (City of Palmetto, 2011, p. 47) In Policy 2.4.3, The City states that it will coordinate with Manatee County Area Transit to increase annual transit trips per capita. (City of Palmetto, 2011, p. 31) It does not appear that the City has a defined strategy for land uses along the railway and has not discussed the BRT with the MPO. The City should work to develop the southern end of line station for the project and interlink it with MCAT as a dual bus/rail terminal.

RECOMMENDATION: TBARTA offers Comprehensive Plan text amendments for TOD for local cities. Palmetto should consider adding a TOD future land use designation in its Comprehensive Plan. The City should communicate its desire to develop an intermodal hub for BRT to Sarasota and long range rail to Tampa to FDOT, the MPO and TBARTA.

Industrial/freight uses relative to major transportation routes

The FTP encourages multiple options for moving people and freight within and among Florida's urban and rural areas. (Florida Department of Transportation, 2010, p. 2) The SIS makes it known that the existing rail system may not be capable of handling both freight and passengers. (Florida Department of Transportation, January 29, 2010, p. 7) MAP #6 Strategic Intermodal System Facilities in Sarasota and Manatee Counties displayed in the Sarasota Manatee MPO 2035 Long Range Transportation Plan shows no strategic intermodal system facilities at this time in Palmetto, Florida. (Renaissance Planning Group, January 27, 2014, p. 47) But, as mentioned earlier in the DMS, the Renaissance Planning Group noted that that particular CSX line was underused. The DMS

also encourages Palmetto to adopt "complete streets" policies that include freight users. The report notes, "Complete streets policies formalize a community's intent to plan, design, and maintain streets so they are safe for all users of all ages and abilities. Policies direct transportation planners and engineers to consistently design and construct the right-of-way to accommodate all anticipated users, including pedestrians, bicyclists, public transportation users, motorists, and freight vehicles." (Renaissance Planning Group, December 2009, p. 121)

The City of Palmetto should work to incorporate more modes of transportation of the SIS except for roadways and rail. The Comprehensive Plan in Objectives 2.3 and 2.4 and Policies 2.3.1, 2.4.1, 2.4.2 and 2.4.3 speak to internal strategies for the City and not specific externalities other than they will "coordinate" with outside agencies. It appears that the intent of the State is to enhance the transportation network for the sake of the economy and the City's intent is to assign financial responsibility of any requested transportation network enhancement to users and developers. The City has three importers of raw tomatoes that pack and export the agricultural product. The City has done little to plan for the freight of this product into and out of the City. In fact, two of the entities use a weigh scale located next to residential uses.

RECOMMENDATION: The City should include a discussion on freight related transportation in its Mobility Element. Import of export and agriculture on the City transportation grid should weigh heavily in the discussion.

Mix of urban core uses and opportunities

The FTP specifically details "community livability" in cities like Palmetto as a long term goal. It identifies seven characteristics that are relative that include (1) varying living, working, learning shopping and playing places for people, (2) a vibrant, job rich economy, (3) An affordable cost of living (housing, transportation and consumer goods and services), (4) A sense of safety and security, (5) accessible cultural, historic and environmental resources, (6) well organized land uses, and (7) a mix of transportation modes. (Florida Department of Transportation, 2010, p. 12) These are all foundational ingredients to an opportunistic urban recipe. The MPO LRTP states in its second goal of incorporating land use, promotion of site design and impact minimization, to "support, strengthen, and create multimodal walkable centers that serve as attractive community focal points and support all modes of travel through principles of design, density and diversity of the built environment," and "encourage redevelopment of established corridors, centers, and neighborhoods to reduce sprawl, expand jobs-housing choices, support transit service and improve pedestrian safety and accessibility." (Renaissance Planning Group, January 27, 2014, p. 152)

The Palmetto Plan, in Policy 1.2.2 encourages in-fill development in areas closer to the Downtown Commercial Core through higher intensity in the Commercial Core Zoning District and in Policy 1.2.3, the City discourages duplication of development outside its downtown. (City of Palmetto, 2011, p. 14) In its description of the Downtown Commercial Future Land Use District, the Plan states that the area is the principal governmental, financial, commercial and entertainment center facilities. (City of Palmetto, 2011, p. 17)

RECOMMENDATION: The City should have a discussion regarding the boundaries of its urban core (downtown), including a review of the uses allowed, their mixes and prioritization.

Vertical urban core mix

Mixing uses, such as office, parking, or residential above retail/service uses, vertically in multi-story buildings providing more activities at the street level and encourages walking. Avoiding long vacant or blank block fronts contributes to pedestrian-friendliness. "An example policy might require at least 50% of the ground-floor street frontage, excluding driveway entrances and elevators, to accommodate pedestrian-oriented uses such as retail or neighborhood services..." (Williams & Seggerman, June, 2014, pp. 11-12)

The Palmetto plan does not specify floor by floor uses. It does define "commercial apartments" as a living unit constructed on the same premises as commercial use. (City of Palmetto, 2011, p. 3)

RECOMMENDATION: The Downtown Commercial Core Future Land Use verbiage may be amended to include ground floor uses and residential uses above and behind first floor uses. There should also be a discussion regarding minimum living standards for commercial apartments, especially those that are located on the ground floor.

Integrated service areas

Strict separation of residential and other uses into large single use areas increases auto dependence. The City of Palmetto separates uses through Euclidean zoning, but the Palmetto Plan does specifically discuss integrated uses in some of its FLUs. In its Residential-4 (4 dwelling units per acre) it allows for only residential uses; Residential-6 states that "low intensity office uses geared to serve the daily needs of residents" are allowed and Residential-10 and 14 adds "compatible neighborhood commercial" to the allowances of Residential-6. (City of Palmetto, 2011, pp. 14-15)

RECOMMENDATION: None

Urban core density and intensity

The Plan notes that for the urban downtown, "up to 35.0 dwelling units per gross acre except in the CHHA (Coastal High Hazard Area - the area below the elevation of the category 1 storm surge line as established by a Sea, Lake and Overland Surges from Hurricanes (SLOSH) computerized storm surge model) where the maximum allowable density shall be an average of the existing and future density of adjacent and surrounding properties pursuant to Policy 8.5.7.of this Plan. Up to 7.0 floor area ratio (FAR)." (City of Palmetto, 2011, p. 17) The City Plan also encourages Planned Community in the urban downtown, which will allow up to 45 units per gross acre and above, with the approval of the Community Redevelopment Agency (CRA). (City of Palmetto, 2011, p. 17)

RECOMMENDATION: None.

Transit stop densities

The Palmetto plan does not address Transit Oriented Development. According to TBARTA, "Transit Oriented Development (TOD) focuses on creating compact neighborhoods with housing, jobs, shopping, community services, and recreational opportunities, all within easy walking distance (up to a ½-mile) of transit stations, with an emphasis on pedestrian and bicycle access." (Tampa Bay Area Regional Transportation Authority, November, 2012, p. 3)

RECOMMENDATION: TBARTA offers Comprehensive Plan text amendments for TOD for local cities. Palmetto should consider adding TOD as a future land use in its comprehensive plan and identifying it geographically.

Urban core design criteria

The Palmetto Plan in Policy 1.2.4 calls for the City to establish enhanced design standards to ensure that pedestrian access in the Downtown Commercial Core is safe and attractive to pedestrians and may limits the number and width of curb cuts and other design features. (City of Palmetto, 2011, p. 14)

RECOMMENDATION: The City moved forward in 2007 with an urban core design criterion but needs to update the document.

Prioritized bicycle enhancements

The DMS calls for bicycle and pedestrian enhancement of the Manatee River's Green Bridge between Palmetto and Bradenton. The Study states, "This is a very low cost medication with the potential to increase use of non-auto modes for transportation purposes and draw many visitors to help market the downtown area." (Renaissance Planning Group, December 2009, pp. E-9) The Palmetto Plan under Policy 2.6.2 incorporates MPO bicycle-friendly design standards into all new road projects. In Policy 10.2.6 the City commits to develop a linked trail that emphasizes pedestrian and bicycle access. (City of Palmetto, 2011, p. 73) School pedestrian and bicycle planning is encourages in Policy 11.3.4. **RECOMMENDATION: The City should develop or reference specific bicycle and pedestrian design standards and define its linked trail.**

Urban core parking strategies

The Comprehensive Plan states in Policy 1.1.4 that new development shall only be allowed where adequate parking is provided. In redevelopment areas, the City shall assist in correcting existing deficiencies as funds become available. (City of Palmetto, 2011, p. 13) Policy 1.2.1 states that the City shall use the CRA to encourage parking. (City of Palmetto, 2011, p. 16) Policy 2.2.4 requires that all development parking lots be designed for both motorized and non-motorized vehicles. (City of Palmetto, 2011, p. 30) Under Environmental Quality, the plan states in Policy 2.9.1 and 9.4.4 that the City may require the use of pervious pavers and the like to reduce dust and "minimize negative water quality impacts". (City of Palmetto, 2011, p. 32 and 70)

RECOMMENDATION: The City is encouraged to move forward with the adoption of a flexible downtown parking management strategy.

New development public amenities

In Policy 2.1.6, the Palmetto Plan, as it relates developers and transportation, states that the City shall continue to implement development regulations and programs that require road users and land developers to absorb a fair share portion of the costs of needed transportation facilities, thereby enhancing the economic feasibility of existing and future transportation systems. (City of Palmetto, 2011, p. 29)

RECOMMENDATION: The City should review the term "needed transportation facilities".

Transportation impact fees

Though its Comprehensive Plan does not address transportation "impact fees" directly, Policy 2.1.5 states that the City shall continue to implement regulations that provide for the construction of offsite road improvements by developers which mitigate traffic congestion and safety in the immediate area of their development and 2.1.6 states that the City shall continue to implement development regulations and programs that require road users and land developers to absorb a fair share portion of the costs of needed transportation facilities, thereby enhancing the economic feasibility of existing and future transportation systems. (City of Palmetto, 2011, p. 29)

RECOMMENDATION: None.

NETWORK IMPROVEMENT

Balance, connectivity and capacity are vital to a multimodal transportation network. Major and local roads, pedestrian and bicycle and transit network management and improvements are foundational to building network balance, connectivity and capacity. (Kristine M. Williams, June, 2014, pp. 16-21) The FTP notes that the State should provide for more choices of mode-integrated transportation for users. It states that for localities, stressing the importance of mobility and connectivity enhances community livability by linking residents to work, school, services and other amenities. (Florida Department of Transportation, 2010, p. 18) The Palmetto Transportation Element discusses in its "Multi-modal" section, that it will include an "adequate" bikeway and safety plan that connects schools, residential areas, recreational facilities and commercial areas..." (City of Palmetto, 2011, p. 31)

Major Roadway

The City of Palmetto contains two major roadways, US 41, which runs north and south through the city in two locations (Business 41 and US 41) and US 301, which runs east and west through the City and joins with US 41 to cross the Manatee River. Both US 41 and 301 are designated as divided arterials by the City (City of Palmetto, 2011, p. 33). Other than an approximately one mile stretch of roadway of US 41 south of US 301, the City of Palmetto level of service is "C or better". Policy 2.1.1, of the Transportation Element states that the LOS standard for roadways in the City shall be at least "D", peak hour. This LOS is characterized by moderate congestion are severely restricted maneuverability. (City of Palmetto, 2011, p. 29)

TABLE #1: 2010 CITY OF PALMETTO MAJOR ROAD LEVEL OF SERVICE			
ROAD	PEAK HOUR LOS	DAILY LOS	
Business 41 (north to south)			
Business 41 North of 17 th Street	C or better	C or better	
Business 41 South of 17 th Street to 10 th Street	C or better	C or better	
Business 41 South of 10 th Street to 7 th Street	C or better	C or better	
Business 41 South of 7 th Street to Riverside Drive	C or better	C or better	
Business 41 South of Riverside Drive	D	D	
US 41 (north to south)			
US 41 North of 17 th Street	C or better	C or better	
US 41 South of 17 th Street to US 301	C or better	C or better	
US 41 South of US 301	D	D	
US 301 (east to west)			
US 301 East of US 41	C or better	C or better	

Table 1: 2010 CITY OF PALMETTO MAJOR ROAD LEVEL OF SERVICE. Pages 34-35 City of Palmetto 2030 Comprehensive Plan

Right-of-way and corridor management

The City of Palmetto has little to no corridor management noted in the Comprehensive Plan. Upon review of the City Code of Ordinances, Section 14.9. - Proportionate fair-share, the City_states that its purpose is to establish a method whereby the impacts of development on transportation facilities can be mitigated by the cooperative efforts of the public and private sectors. The ordinance applies to, in part, "transportation facilities maintained by FDOT or another jurisdiction that are relied upon for concurrency determinations". xvi There may be an opportunity for FDOT to develop corridor management plans for US 41 and 301 in Palmetto with the City's assistance. These plans may be linked to the Strategic Intermodal System (SIS) may also be a prominent component of local transportation plans (Williams & Seggerman, June, 2014, p. 2) **RECOMMENDATION: The City should prioritize develop corridor management policies and practices with FDOT. This includes the identification and management of right-of-ways.**

Corridor management policies

There is little in the City Plan that gives direction on corridor management. Policy 2.8.5 states that the City should consider the adoption of Corridor Master Plans with consideration of any appropriate changes to the boundary of the Community Redevelopment Area. (City of Palmetto, 2011, p. 32) Comprehensive Plan Policy 2.2.5 states that the "City shall coordinate with the Florida Department of Transportation to improve safety on state roads that traverse Palmetto" and Policy 2.2.6 states that the "City shall continue to prioritize improvements at intersections with unusually high accident rates." (City of Palmetto, 2011, p. 30) Policy 2.2.5 is a catch all statement that states an obvious hierarchy between the City and State. Policy 2.2.6 may be relevant as the intersections

with the highest number or accidents (258 from 2006-08) are Haben Boulevard connectors at US 301 and US 41, Haben a non-linear reliever that bypasses the US 301 and US 41 interchange. (Renaissance Planning Group, December 2009, p. 37)

RECOMMENDATION: The City should make it a priority to develop corridor management policies and practices with FDOT.

Parallel relievers

"Parallel relievers or service roads along congested highways tend to attract motor vehicle traffic and may require more than one travel lane in each direction." (Williams & Seggerman, June, 2014, p. 16)Palmetto has two local roads that relieve the major highways. The first is Haben Boulevard, which, as mentioned above, bypasses the interchange of US 41 and 301 and, the second is 10th Avenue West or Old Main Street, which is a fourteen city block parallel reliever to Business 41 in the City's Downtown. Haben Boulevard has had inordinate number accidents at its intersections at US 301 and 41. Upon review of the City of Palmetto's <u>2014-2018 Capital Improvement Plan</u> (CIP), under Road Improvements, no plans have been made to prioritize those intersections. 10th Avenue is currently being funded by the Palmetto CRA, FDOT and Southwest Florida Water Management District for a multimillion dollar Multimodal enhancement corridor. (Renaissance Planning Group, January 27, 2014, p. 88)

RECOMMENDATION: The City should follow its policy and redesign the Haben Boulevard intersections to reduce crashes and continue to develop 10th Avenue (Old Main Street) as a multimodal parallel.

Highway interstate highway crossings

New interstate overpasses increase local roadway connectivity and may relieve congestion at interstate interchanges by providing additional routes for all modes to cross interstate highways. (Williams & Seggerman, June, 2014, p. 16)

The intersection of US 301 and 41 is the only overpass in the City of Palmetto. There are no comments regarding this overpass in the Comprehensive Plan.

RECOMMENDATION: The City should discuss and plan the future of the US 41/301 overpass with FDOT.

Grade separated intersections

The intersection of US 301 and 41 is the only overpass in the City of Palmetto.

RECOMMENDATION: The City should discuss and plan the future of the US 41/301 overpass with FDOT.

Additional travel lanes

At this time, no expansion of US 41, Business 41 or US 301 are planned.

RECOMMENDATION: The City should consider labeling Business 41 from 17th Street to Riverside Drive as constrained.

New arterial and major collectors

At this time, there are no new arterials or major collectors planned in City documents. MPO documents discuss the addition of a new Manatee River bridge, which might be considered as a new arterial or collector. It is not addressed in the City Plan.

RECOMMENDATION: Identify a new Manatee River bridge in the Comprehensive Plan. Include the City's expectation of where it should be located and how it is connected to the City's existing transportation grid.

Include bicycle and pedestrian design elements

The City Comprehensive Plan Transportation Element Objective 2.6 states that the City shall provide for and improve the safe and efficient movement of bikeway and pedestrian traffic. Under this Objective, Policy 2.6.1 provides "support the implementation of the Manatee County Bikeways Plan (now the Sarasota-Manatee MPO Bicycle, Pedestrian and Trails Master Plan) and include within its overall transportation system an adequate bikeway and pedestrian plan that connects schools, residential areas, recreational facilities, and commercial areas and specifies adequate rightof-way and pedestrian crossing signals and/or markings" and Policy 2.6.2 states that where feasible, the City shall incorporate Sarasota/Manatee Metropolitan Planning Organization recommended bicycle-friendly design standards (now the Sarasota-Manatee MPO Bicycle, Pedestrian and Trails Master Plan) into all new and reconstructed thoroughfare streets and where specific design standards cannot be met, the City shall consider the use of wider outside vehicle lanes to accommodate safe bicycle travel." (City of Palmetto, 2011, p. 31) Upon review of the Sarasota-Manatee MPO Bicycle, Pedestrian and Trails Master Plan, 8th Ave W (between 10th St W and Riverside Drive) in Palmetto was named as a potential pilot bicycle/pedestrian enhancement program.^{xvii} The above mentioned 10th Avenue Old Main Street Multimodal Enhancement Corridor project will parallel that roadway.

RECOMMENDATION: Look to the MPO for guidance on multimodal design elements and incorporate them into City plans.

Managed lanes

At this time, there are no managed lanes planned in City documents.

RECOMMENDATION: A BRT will require a managed lane. Discuss the BRT with the MPO and determine with them if a managed lane would be required.

Local streets

Network enhancements

Though the City Comprehensive Plan does not identify network enhancements, its 2014-1018 CIP does note three projects. The first is general sidewalk improvements (\$65,000 per year) with no specified locations, a 2016 \$283,000 intersection improvement at 14th Avenues and 17th Street and a 13th Avenue West between 7th and a 8th Streets currently under construction (\$250,000).

RECOMMENDATION: Include verbiage in the Comprehensive plan regarding network enhancements. Perform an analysis of the current local street network. Identify deficiencies, if any, and develop a CIP that incorporates solutions.

Residential to activity center direct connections

The Palmetto Plan does not currently have specific policies that relate residential use transportation connections to the downtown.

RECOMMENDATION: Include verbiage in the Comprehensive plan regarding network enhancements. Perform an analysis of the current City local street network. Identify deficiencies, if any, and develop a CIP that incorporates solutions.

Increased street network policies

The Palmetto Plan does not currently have specific policies that call for the analysis and development of its transportation networks.

RECOMMENDATION: Include verbiage in the Comprehensive Plan regarding network enhancements.

TABLE #2: 2010 CITY OF PALMETTO LOCAL ROAD LEVEL OF SERVICE		
ROAD	PEAK HOUR LOS	DAILY LOS
Business 41 (north to south)		
7 th Street	C or better	C or better
10 th Street (between US 41 and Business 41)	E	E
10 th Street (everything else)	C or better	C or better
17 th Street	C or better	C or better
33 rd Street	C or better	C or better
14 th Avenue	C or better	C or better

Table 2: 2010 CITY OF PALMETTO LOCAL ROAD LEVEL OF SERVICE. Pages 34-35 City of Palmetto 2030Comprehensive Plan

Bicycle and pedestrian network

According to the MPO Bicycle, Pedestrian and Trails Master Plan, bicycle and pedestrian communities increase mobility options available to people, promote energy conservation, improve quality of life and integrate and connect systems across and between modes of transportation. The City of Palmetto Walk Score® is 78 out of 100. (Jacobs, November, 2013, pp. 1-1.8) *Collector/ arterial bicycle and pedestrian lanes*

The City of Palmetto has sidewalks on both sides of most of its collectors and arterial roads.

RECOMMENDATION: Include verbiage in the Comprehensive Plan regarding bicycle and pedestrian network enhancements.

Bike/pedestrian network connectivity improvements

The City of Palmetto was incorporated in 1897 and has sidewalks on both sides of almost every street. There are a small number of exceptions. The City does not have policies in place to identify potential expansion and interconnection of its bicycle and pedestrian network.

RECOMMENDATION: Perform an analysis of the current local street network. Identify deficiencies, if any, and develop a CIP that incorporates solutions.

Shared paths

The City does not define shared paths for bicycles and pedestrians.

RECOMMENDATION: Include verbiage in the Comprehensive Plan regarding bicycle and pedestrian network enhancements.

New development bike/pedestrian requirements

The City does require new developments to provide sidewalks, but there is no specific verbiage in the Plan.

RECOMMENDATION: Include verbiage in the Comprehensive Plan regarding bicycle and pedestrian network enhancements by developers.

Transit network

The City Comprehensive Plan does not identify existing or planned regional transit corridors through its jurisdiction. According to the Manatee County Area Transit (MCAT), there are three existing public transit bus routes that service the City of Palmetto. TBARTA and the MPO identify the potential for a BRT from Downtown Palmetto, south, to the Sarasota Airport and a long range commuter rail from Palmetto to Tampa.

State and regional transit through jurisdiction

There is little discussion in the Palmetto Plan regarding state and regional transit.

RECOMMENDATION: The City should communicate its desire to develop an intermodal hub for BRT to Sarasota and long range rail to Tampa to FDOT, the MPO and TBARTA.

Express transit

There is no discussion in the Palmetto Plan regarding express transit.

RECOMMENDATION: The City should communicate its desire to develop an intermodal hub for BRT to Sarasota to Tampa to the MPO.

Local transit

The Palmetto Comprehensive Plan addresses local transit under Objective 2.7 where the City agrees to coordinate with the MCAT System for transit services based upon trip generators, major trip attractors, public transit terminals; land uses, and the special needs of the disadvantaged. It also encourages the use of existing mass transit to relieve VMTs. The City shall utilize MCAT performance standards as an indicator of the fixed route transit system. (City of Palmetto, 2011, pp. 31-32)

RECOMMENDATION: None

OPERATIONS AND SAFETY

The State Plan calls for all transportation assets to be in good repair. (Florida Department of Transportation, 2010, p. 17) The City of Palmetto Comprehensive Plan is silent related to issues of maintenance and operation.

The FTP calls for a safety and security improvement component to all statewide, regional and local transportation plans. (Florida Department of Transportation, 2010, p. 16) In its current transportation element, the City of Palmetto Comprehensive Plan notes in Policy 2.1.5 that it will continue to implement regulations that" mitigate traffic congestion and safety" in the immediate area of new development. Under "Traffic Circulation", Objective 2 notes that the circulation system shall emphasize safety. This objective's policies note the minimization of residential traffic via signage and law enforcement (Policy 2.2.1), access to arterial streets (Policy 2.2.2), and curb cuts (Policy 2.2.3). In Policy 2.2.6 the City continues to prioritize improvements to high accident intersections. Policy 2.2.5 notes that the City will coordinate with FDOT to improve safety on state roads. Under "Complete Streets", Policy 2.11.1 states that the City will improve...safety...by creating and maintaining an integrated network of multimodal roadways. Policy 2.11.3 discusses refuge islands and pedestrian signals, which are consistent with pedestrian safety. Under its "Multi-modal" section, the Plan states that the City will continue to provide for and improve the safe and efficient movement of bikes and pedestrians. (City of Palmetto, 2011, p. 31)

Demand management

High quality transit/managed lanes

The LRTP notes the need for a new bridge (alternate travel route) with a \$5 million study allocation over the Manatee River to relieve congestion between City of Palmetto and Bradenton (Renaissance Planning Group, January 27, 2014, p. 18), Pedestrian and bicycle enhancements of the existing Green Bridge over the Manatee River that connects Bradenton and Palmetto's downtowns is discussed and funded (Renaissance Planning Group, January 27, 2014, p. 19). The LRTP also discusses the same long range rail line to Tampa that TBARTA showed in their 2050 planning map

in Table 28 Sarasota/Manatee - 2035 SIS Unfunded Needs. (Renaissance Planning Group, January 27, 2014, p. 171) There is no mention of a new bridge, BRT or light rail in the Palmetto Comprehensive Plan. One MPO LRTP bright spot for Palmetto is the US 41 Multimodal Emphasis Corridor (Renaissance Planning Group, January 27, 2014, p. 18). Even though not noted in the Palmetto Comprehensive Plan, the Palmetto Community Redevelopment Agency (CRA), a dependent special district of the City has secured FDOT matching funds to redevelop 10th Avenue/Old Main Street, a parallel to 8th Avenue/US 41.

RECOMMENDATION: The Comprehensive Plan lacks verbiage that defines the vision of the City leadership. The Plan should be updated to discuss rail, **BRT** and managed lanes.

ITS

The City of Palmetto Comprehensive Plan does not discuss Information Travel Systems.

RECOMMENDATION: The Comprehensive Plan should be updated to identify ITS.

Institutional strategies

Strategies such as transportation management organizations (TMOs) and transportation demand management programs or policies (e.g. car sharing, ridesharing, vanpooling, telecommuting, and/or compressed work week and non-peak hour work hours) and/or commuter financial incentives are noted in the Mobility Review Guide. (Williams & Seggerman, June, 2014, p. 24) The City Comprehensive Plan does note in Policy 2.4.2, under heading, Transportation Intergovernmental Coordination that The City partner with the MPO to establish and implement transportation demand management programs such as ridesharing and flexible working hours that serve to modify peak-hour travel demand and reduce the number of vehicle miles traveled per capita. (City of Palmetto, 2011, p. 30)

RECOMMENDATION: The Comprehensive Plan is sufficient. The City should work with the MPO to develop the verbiage in the plan.

Commuter incentives

The Palmetto Comprehensive Plan does not address commuter incentives.

RECOMMENDATION: The City should work with the MPO to develop updated commuter incentive verbiage in the plan.

Alternative infrastructure design to reduce single occupant vehicles

The City does not address high-occupancy vehicle (HOV) facilities, special use lanes, park-and-ride facilities, and vehicle-free zones.

RECOMMENDATION: The City should work with the MPO to develop updated verbiage to discourage single occupant vehicles in the plan.

Pricing strategies

The City does not address congestion pricing measures such as variably priced lanes, variable tolls, cordon charges, and area-wide charges.

RECOMMENDATION: The City should work with the MPO to develop updated verbiage to regarding pricing strategies in the plan.

Safe travel

The City Comprehensive Plan does address safety in Policy 2.1.5, which states that the "City shall continue to implement regulations that provide for the construction of off-site road improvements by developers which mitigate traffic congestion and safety in the immediate area of their development.". (City of Palmetto, 2011, p. 29) Objective 2.2 states that "the traffic circulation system shall emphasize efficiency, safety, and aesthetics, which includes Policy 2.2.5 which reads that the City shall improve safety on state roads with the help of FDOT. (City of Palmetto, 2011, p. 30)

RECOMMENDATION: The Plan verbiage is sufficient. The City should follow its policies, partner with FDOT and the MPO to redesign high accident points like the Haben Boulevard intersections to reduce accidents.

Access management

Roadway planning, regulation, and design of access related to land uses is considered access management. Major roadway corridors access limitations reduce traffic conflicts and flow interruptions, while improving drivers, pedestrians, and bicyclists safety. (Williams & Seggerman, June, 2014, p. 24)

Alternative Access management

Palmetto does not discuss service roads in its plan, but parking lot cross access and joint driveways are encouraged in new general commercial developments fronting on collector or arterial roadways to provide internal access. (City of Palmetto, 2011, p. 16)

RECOMMENDATION: The City Plan is sufficient

Closure of excessive or unsafe driveways

In Policy 1.2.4, The City states that it shall establish enhanced design standards include limits to the number and width of curb cuts to ensure that pedestrian access in the Downtown Commercial Core is safe and attractive to pedestrians (City of Palmetto, 2011, p. 14) and in Policy 2.2.3 the City limits access to improve roadway capacity and Level of Service through the proper location and spacing of curb cuts. (City of Palmetto, 2011, p. 30)

RECOMMENDATION: The City Plan is sufficient

Removal of continuous left turn lanes; conformance to new signalization; restrict access in interchange functional area and restrict access in roadway functional area

The City does not address these items in its Comprehensive Plan.

RECOMMENDATION: The City should add verbiage in the plan to address these items.

Adequate uninterrupted arterial throat lengths

In Policy 1.2.4, The City states that it shall establish enhanced design standards include limits to the number and width of curb cuts to ensure that pedestrian access in the Downtown Commercial Core is safe and attractive to pedestrians (City of Palmetto, 2011, p. 14) and in Policy 2.2.3 the City limits access to improve roadway capacity and Level of Service through the proper location and spacing of curb cuts. (City of Palmetto, 2011, p. 30)

RECOMMENDATION: The City Plan is sufficient

Closure or redesign of inadequate median openings

The City does not address medians in its Comprehensive Plan.

RECOMMENDATION: The City should add verbiage in the plan to address this item.

Bicycle and pedestrian operations and safety

Intersection and midblock pedestrian safety, bicycle safety and safe routes to school

Under the heading Multi-Modal, the City states that it will continue to provide for and improve the safe and efficient bikeway and pedestrian traffic (Objective 2.6). Policy 2.6.1 calls for continue to support the implementation of the MPO sponsored bike and pedestrian plan, including adequate bikeways pedestrian sidewalks that connects schools, residential areas, recreational facilities, and commercial areas and specifies adequate right-of-way and pedestrian crossing signals and/or markings. Policy 2.6.2 incorporates the MPO recommended bicycle-friendly design standards into all new and reconstructed thoroughfare streets. (City of Palmetto, 2011, p. 31)

RECOMMENDATION: The City should add verbiage in the plan to address this item.

IMPLEMENTATION

Coordination

Partnerships and FDOT strategies

The Plan section labeled Effective Plan Implementation describes strategies with specific agencies affected and their involvement in planning and project development. Objective 12.2 calls for intergovernmental coordination to achieve effective implementation and includes Policy 12.2.1which encourages cooperation with other regional communities and agencies to bring private and public sectors partnerships to develop environmentally, and economically sound plans for future growth. Policy 12.2.3 calls for coordinated Level of Service standards with other state, regional, or local entities.

Under Policy 12.2.4, Palmetto's Comprehensive Plan development is coordinated with adjacent municipalities, the county, the School Board, the region, and the state. (City of Palmetto, 2011, p. 82)

RECOMMENDATION: It's the mission of these regional, state and local agencies to help develop a better transportation system in Palmetto. Many of the recommendations listed above, propose discussions with outside entities. Palmetto should take advantage of their expertise.

Incentives

Provide incentives

"Infill costs in urban areas can be an impediment to accomplishing the density and mix of uses necessary for a successful multimodal environment. Local governments can help reduce the cost of urban infill and redevelopment through financial incentives, such as reduced impact fees or offsets based on reduced vehicle miles of travel generated by locating development in these areas and/or meeting certain."

(Williams & Seggerman, June, 2014, p. 28). The Palmetto Plan under Policy 1.4.1 calls for "obsolete and unused railroad rights-of-way and obsolete and vacant industrial or heavy commercial buildings shall be given incentives for adaptive reuse or conversion. Policy 1.4.2 discusses that incompatible, non-conforming non-residential land uses within established neighborhoods being given incentives to adaptively reuse or replace structures for uses such as residential support uses that are more compatible... (City of Palmetto, 2011, p. 14) To discourage urban sprawl, Policy 1.8.1 offers incentives to invest in the redevelopment area to the extent necessary to correct existing blight. (City of Palmetto, 2011, p. 22) The City does not discuss transportation related incentives in its Plan.

RECOMMENDATION: The Palmetto Plan has sufficient verbiage regarding incentives. Updating the code and the CRA incentives to relate to TOD would give the City an edge in economic redevelopment and private investment.

Monitor criteria

Specific date criteria

The current City of Palmetto 2030 Comprehensive Plan states in Policy 2.1.2 that the "City shall utilize the Level of Service standards adopted by Manatee County for all County Roadways and state roadways not on the Florida Intrastate Highway System as defined by Section 338.001 [Florida Intrastate Highway System Plan], FS." (City of Palmetto, 2011, p. 29) This includes interstate highways, the Florida Turnpike System, interregional and intercity limited access facilities, existing interregional and intercity arterial highways previously upgraded or upgraded in the future to controlled access facility standards and new limited access facilities necessary to complete a balanced statewide system. (State of Florida, 2004)

RECOMMENDATION: Palmetto should verify that it is collecting current data that better describes its current transportation status.

Performance measures

Policy 2.1.1 sets the "Level of Service standards for collector and arterial roadways in the City at Level of Service "D", peak hour. Level of Service "D" is characterized by moderate congestion in which the ability to maneuver is severely restricted. Signalized intersections will exhibit some delays throughout the day, with significant delays at peak traffic periods." (City of Palmetto, 2011, p. 29)

Funding criteria

RECOMMENDATION: The Palmetto Plan should call for performance measures or at least update the existing ones to better reflect current conditions.

CIP

Objective 13.1 calls for the City to "direct a five-year schedule of capital improvements towards correcting existing facility/capacity deficiencies and/or meeting future facility/capacity needs, and replacing obsolete or worn-out facilities." (City of Palmetto, 2011, p. 85)

Strategies

Other than the CIP, The City strategy for funding capital projects is found in Policy 13.4.1where the City utilizes "grants and/or private funds to finance capital improvements. Grant funds and private non-discretionary monies (i.e., impact fees) shall be used before general revenues or incurring debt." (City of Palmetto, 2011, p. 86)

RECOMMENDATION: The Palmetto Plan CIP and Strategies verbiage is sufficient.

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