

IMPLEMENTATION AND MANAGEMENT



T R E A S U R E C O A S T R E G I O N A L P L A N N I N G C O U N C I L
I N D I A N R I V E R - S T . L U C I E - M A R T I N - P A L M B E A C H

Implementation and Management

General

The success of this and any other Master Plan will depend on its ability to be implemented economically and socially within a designated time frame. To that end, the general recommendations throughout this report have been developed as independent but interrelated projects. In this chapter, potential funding sources, management and responsibility of execution have been identified.

Implementation Table

The implementation table in this section summarizes the recommendations made in this report. The table is organized according to type of action recommended. The table addresses recommendations that are to be carried out by the Community Redevelopment Agency and the City of Delray Beach as part of their Capital Improvement Programs. The purpose of the Capital Improvement Program is to provide an initial, general guide for implementing capital projects recommended within the Atlantic Avenue Master Plan. The details of these plans, including cost and priorities, should be reviewed and updated annually as part of the City's Capital Improvement Program budgeting process. This annual budgeting process should include the reevaluation of strategies and priorities to fit changing circumstances. The City's annual capital improvement program budgeting process should include projections of potential revenues from various funding sources to implement projects. The availability of funds, from various funding sources, will have a direct impact on the speed and effectiveness of implementation. Not all projects may be funded within the planning period. The City should implement as many projects as possible, starting with the higher priority projects. Initial cost estimates for this plan should be based on the conceptual drawings and project descriptions included in this Master Plan. Detailed cost estimates should be defined for each project as they are selected for implementation.

Criteria for prioritizing and scheduling projects should include:

Strategic (S) - The need for the project to proceed prior to implementing other priority projects. These projects are crucial to the overall achievement of major objectives. The City, CRA and other agencies should make every necessary effort to fund and implement the projects designated as such.

High Priority (HP) - These are projects extremely important to achieve the overall concept proposed in the Master Plan. Funding for these projects should be budgeted within the City's, CRA's and other public agency's Capital Improvement Plans.

Medium Priority (MP) - This category refers to projects that will contribute to the overall implementation of the Master Plan. They should be implemented as funding becomes available.

Low Priority (Low) - The project's early achievement is not critical

Easy (E) - The project's ability to be implemented;

Long Lead Time (LLT) The project's need to begin soon because of long lead time;

Funding Sources Include:

General Revenues: property tax revenues, sales tax revenues.

Parking Revenues: City owned parking lots and on-street parking along the Avenue should become a source of revenue.

Local Gas Tax: The City's share of gas tax revenues

Special Taxing Districts:

Tax Increment Financing (TIF): Infrastructure and improvements funded through the use of increases in the tax base resulting from the improvements.

Bond Financing: General Obligation (GO) bonds that require a referendum, and Revenue Bonds pledging identified sources of revenues other than property taxes.

Federal Grants Such As:

National Scenic Byways Grant - These grant funds include projects associated with safety improvements, construction of rest areas, passing lanes, etc. and protection of historical, archeological and cultural resources. For more information, contact the State Scenic Highways Coordinator at (850) 922-7207

Transportation Enhancement Funds - Use of these funds must involve projects associated with the development of Corridor Management Plans after eligibility has been determined. For more information, contact your District Scenic Highways Coordinator or the Transportation Enhancement Coordinator, who can be reached at (850) 922-7221

FHWA Discretionary Grant Programs - These discretionary grant programs represent special funding

categories where FHWA solicits for candidates and selects projects for funding based on applications received. Discretionary categories include such grant programs as the Transportation and Community System Preservation Pilot Program and the Discretionary Bridge Program, as well as the two other federal sources of funding mentioned above. Each program has its own eligibility and selection criteria that are established by law, by regulation, or administratively. More information on each of these programs is available in the FHWA Discretionary Program Notebook in the References section of the following web site: www.fhwa.dot.gov/discretionary/index.htm

State Grants:

National Urban and Community Forestry Matching Grant Program - These funds are for projects that develop or enhance a community's ability to have a sustained, comprehensive tree care program. For more information, contact the Florida Dept. of Agriculture and Consumer Services at (850) 414-8602

Advertising Match Grant - This program provides match grants up to \$2,500 to fund projects which contribute directly or indirectly to the promotion of tourism, industrial or agricultural advantages within Florida. For more information, contact the Florida Tourism Industry Marketing Corporation at (850) 488-5607 x 304.

Cultural Grants Program - These funds are provided to non-profit organizations and political subdivisions engaged in cultural programming, including dance, folk arts, theater, visual arts, literature and media arts. For more information, contact the Bureau of Grants Services at (850) 487-2980

Economic Analysis - this public/private organization provides information, research and planning for economic development efforts in Florida. For more information, contact the Program Supervisor with Enterprise Florida, Inc. at (407) 316-4600.

Florida Highway Beautification Council Grant Program - Funds are provided for landscape beautification projects on Florida's roadways. The funding is a matching grant of 50 percent.

For more information, contact a Florida Department of Transportation Staff Coordinator at (850) 922-7210

Florida Main Street Program - This program encourages revitalization of traditional downtown commercial districts. For more information, contact the Florida Main Street Manager with the Division of Historical Resources at (850) 487-2333

Florida's Plant-A-Tree Trust Fund - Use of these funds are for projects involving the planting of native trees on rural acres or urban landscapes. For more information, contact the Florida Department of

Agriculture and Consumer Services at (850) 414-9912.

Florida Small Cities Community Development Block Grant - Commercial Revitalization - Eligible projects include rehabilitation of privately owned building facades, modifications for handicapped access, sidewalks, landscaping, streets, drainage and parks. For more information, contact the Community Program Administrator with the Florida Department of Community Affairs at (850) 487-3644

Historical Museums Grants-in-Aid - These funds are used to provide matching support for the development of exhibits on Florida history, as well as for operating costs of Florida's history museums. For more information, contact the Grants Manager at the Museum of Florida History at (850) 487-1902.

Historic Preservation Grants-in-Aid - These funds are used to assist in the identification and preservation of Florida's historic resources. For more information, contact the Grants and Education Section of the Bureau of Historic Preservation at (850) 487-2333.

Historic Preservation Special Category Grants - The purpose of these grant funds are to assist with major archaeological excavations, large restoration at historic structures, and major museum exhibit projects involving the development and presentation of information on the history of Florida. For more information on the Historic Preservation Special Category Grants contact the Bureau of Historic Preservation at (850) 487-2333

Public/Private Partnerships

The public/private funded projects are those that tend to involve direct real estate development, with the City acting as an agent to spur private sector developers to undertake designated desirable projects or those in which the land is owned by the City or the CRA and construction is implemented by the private sector.

Development Without Displacement

The Florida Atlantic University/Florida International University Joint Center for Environmental and Urban Problems (the Joint Center) worked with a subcommittee of the Master Plan Steering Committee to develop a handbook of ideas for dealing with the displacement that often accompanies successful redevelopment initiatives. The *Development Without Displacement Community Handbook* outlines various mechanisms that can be used to maintain a degree of affordability in the redevelopment area. Some of the tools described in the handbook include land assembly, land banks and community land trusts, subsidized housing, and credit repair assistance. These ideas should be explored and advanced by the Master Plan Implementation Committee in order to ensure that the residents who drafted and supported the plan can afford to remain in the area following its implementation.

Management

As discussed during the charrette and several public presentations, the City needs to hire an Urban Designer that will facilitate the implementation of this plan and other urban projects within the City. Beyond hiring this professional, the long term success of this Master Plan will depend, to a great extent, on the energy the City applies to achieving the specific recommendations as well as to the long-term management of this process. This Master Plan's success depends mostly on the extent to which it is accepted and acted upon not just by the City, but by the business community and the residents and general population who have an investment in the City as well.

A working relationship must be created among the primary constituents of the Master Plan: The City, The CRA, the business community and the residents of the study area.



Project Name	Priority	Funding Source	Time Frame
Hire Urban Designer	HP	CRA	Immediate
Develop and Implement Design Guidelines	HP	City/CRA	Immediate
Entrance to the City - Median	S	FDOT	2 - 5 years
Entrance to the City - Building	S		2 - 5 years
Improvements to Atlantic Avenue between NW/SW 6th Avenue and NW/SW 12th Avenue	HP	FDOT	2 - 5 years
Neighborhood Plaza on NW/SW 5th Avenue	HP	Public/Private	1 - 3 years
Swinton Avenue	HP		2 - 5 years
Neighborhood streets and alleys		TIF/Plant a tree trust fund	1 - 10 years
Neighborhood pocket parks	HP	CDBG/TIF/Plant a tree trust fund	Immediate
Change of direction one-way pairs	HP	FEC/CRA	3 - 5 years
Change of section of the Federals	MP	FDOT	5 - 7 years
Develop public art program	MP	Public/Private	1 - 3 years
Modify section of A I A	HP	FDOT	3 - 7 years
Modify section of Atlantic Avenue through the Beach District	HP	FDOT	3 - 7 years
Spanish River Resort shared parking garage	MP	Public/Private	1 - 3 years
City-wide shared parking program	HP	City of Delray	Immediate
Parking Garage at SE 4th Avenue	MP	CRA, City and parking fund	5 - 10 years
Parking Garage at Gleason Street or Spanish River Resort	LP	Public/Private and parking fund	10 - 15 years
Infill housing	MP	CRA/Private	1 - 20 years
Infill development along Atlantic	HP	CRA/Private	1 - 20 years
Infill along the Tennis Center	MP	Public/Private	1 - 3 years
County courthouse expansion	MP	County	1 - 3 years
New Library	HP	Public/Private	1 - 3 years
New library/County parking	HP	County/City/Private	1 - 3 years
Old Publix redevelopment	LP	Private	
Old School Square expansion	LP	Private	1 - 10 years
Bus-stops, signage and street furniture improvement	HP		1 - 5 years
Explore opportunity for downtown train station	HP	City/CRA	Immediate

The City of Delray Beach is a National model of inspiration for redevelopment. This second redevelopment phase should be embraced with the same enthusiasm as that which generated the incredible changes in the past decade. Implementation is hard and expensive but never impossible.

Start small if you must, but start now!!