

CHAPTER 7

Implementation



IMPLEMENTATION

Next Steps

The Implementation chapter documents a comprehensive list of next steps and follow-up activities necessary to make the recommendations of the preceding chapters a reality. It includes an Implementation Matrix summarizing all action items by area, and attaches potential funding sources, responsible parties, and a time frame in which the activity should occur.

A responsible lead party is assigned for each action item. However, the responsible party shown is not meant to be an exhaustive list. Individual actions are shared responsibilities across various interest groups, state, city, and federal agencies, and neighborhood organizations. Supporting partners and resources not listed may exist that could facilitate participation and implementation of each activity.

Action items are organized into immediate, near-term, and long-term events. Immediate activities are identified as those achievable within the first year, whereas near-term and long-term actions are identified as being achievable within 1 to 5 years and 5+ years, respectively.

Several factors contribute to the timing and scheduling of events. While some activities are implementation-ready and require little groundwork, other projects may require multiple stages of development prior to completion. Additionally, near-term and long-term projects may require a higher degree of coordination among state and federal agencies, be contingent upon funding availability, or factor in the cycles of associated markets and industry considerations.

Potential funding resources are identified and described as part of the plan matrix. While the City budget remains a primary resource for many items, other public and private resources could yield additional funds to facilitate implementation of projects. Federal and State programs provide assistance through grants, revolving funds and hazard relief programs.

Funding Sources

An advantage of multi-benefit restoration and infrastructure projects is that they are eligible for a wider range of grants. The table at the end of this chapter summarizes federal and state grants that are well suited for green-blue framework and other plan implementation action projects.

Green-Blue Framework Projects

The City has expressed its intention to create a stormwater utility after completing the city-wide stormwater master plan. A stormwater utility would provide a dedicated funding stream for much-needed capital improvements and maintenance. It would also provide a mechanism, through stormwater fee credits, to incentivize stormwater retrofits on private properties that would not otherwise trigger the stormwater management requirements in City Code.

In addition to a stormwater utility, the City could consider establishing a program for private developers to pay into a fund for off-site or regional stormwater management systems – as encouraged in the City's stormwater requirements. While such a program should not be used as a substitute for low impact development and natural resource protection, it can be used to facilitate redevelopment in desirable areas where site conditions are not amenable to on-site stormwater management. If the City elects to create an off-site mitigation program, it should specify that a development project provide the required stormwater treatment, attenuation, and recharge within the same subwatershed (e.g., Watson Bayou) as the development parcel.

Soil Cells in Street Improvements

The City should strongly consider including Soil Cells in the design of all Arterial and Collector Streets within C5 (Neighborhood Center) and C4 (Neighborhood General) districts. The function of Soil Cells is to:

1. Cleanse Stormwater with detention on its way to St. Andrews Bay.
2. Significantly enhance street tree life expectancy and lower tree replacement costs.
3. Significantly enhance quality of life via street tree provision of cool shade, fresh oxygen supply, traffic speed management, and enhanced aesthetics.

IMPLEMENTATION ACTION PLAN

Neighborhood	Action Key	Action / Description	Time Frame			Responsible Party	Potential Funding Sources
			Immediate (first year)	Near-Term (years 1-5)	Long-Term (5+ years)		
Invest in Priority Improvements							
Upgrade Infrastructure							
All	1	Upgrade / replace water, sewer, stormwater infrastructure; priority areas include street design projects and sewer lift stations damaged in Hurricane Michael. Other locations will be identified and prioritized as part of ongoing sewer, water, and stormwater infrastructure assessments	X	X		Department of Public Works (DPW)	CDBG-DR, Clean Water State Revolving Loan Fund, City Budget
All	2	Invest in broadband infrastructure that provides access to all residents	X			City Manager	CDBG-DR
M	3	Complete Millville wastewater treatment plant relocation study	X			DPW/ Engineering	Clean Water State Revolving Loan Fund, City Budget
All	4	Upgrade and maintain wastewater infrastructure to eliminate discharge of untreated or under-treated sewage, and relocate vulnerable infrastructure	X	X	X	DPW	Clean Water State Revolving Loan Fund, City Budget
All	5	Add street lighting to enhance safety; priority areas include street design projects and neighborhood downtown/mixed-use corridors		X	X	DPW	
All	6	Underground/harden utilities; priority areas include street design projects and neighborhood downtown/mixed-use corridors		X	X	DPW	CDBG-DR
Pursue Street Design and Intersection Improvements							
M	7	Use paint to better define pedestrian areas (smaller turning radius, enlarge sidewalk, visible crosswalks) at the 3rd Street / Sherman Avenue intersection as a temporary demonstration project	X			Community Redevelopment Agency (CRA) / Millville Main Street, City Manager	CRA, City Budget
M	8	Implement an Open Streets initiative along 3rd Street, where portions of the street are made pedestrian-only for certain times / events.	X			CRA / Millville Main Street, City Manager	CRA
All	9	Redesign priority street connections to improve safety, walkability, and bikeability (including next 4 lines)		X	X	DPW/ Engineering	Development Services & DPW coordinate to redesign priority street connections, CDBG-DR, Surface Transportation Block Grant, Transportation Alternatives Set-Aside, City Budget
G	10	Implement Harrison Avenue concept from downtown vision, north of 6th: street trees, soil cells, protected bikeway and sidewalk		X	X	DPW	
G	11	Redesign MLK Boulevard (street trees, green infrastructure / soil cells, protected bikeway and sidewalk)	X	X		DPW/ Engineering	
M	12	Improve 3rd Street (street trees, soil cells, lighting, sidewalks, and infrastructure) from waterfront to Daffin Park with a strong pedestrian and bicycle connection	X	X		DPW	

Neighborhood	Action Key	Action / Description	Time Frame			Responsible Party	Potential Funding Sources
			Immediate (first year)	Near-Term (years 1-5)	Long-Term (5+ years)		
All	13	Improve US Business 98 Corridor streetscape, lighting, safety, infrastructure (including street trees / soil cells), bike facilities, and walkability, from the 5th Street bridge to East Avenue in Millville; from the 5th Street bridge to Massalina Bayou in Glenwood; and Beck Ave in St Andrews (see also Beck Avenue, below)		X	X	DPW/ Engineering	CDBG-DR, Surface Transportation Block Grant, Transportation Alternatives Set-Aside, City Budget
M	14	Design East Avenue to be compatible with neighborhood vision and school safety, while providing needed access to the Port	X	X		DPW/ Engineering	Florida Department of Transportation, City Budget
St. A	15	Transfer jurisdiction for Beck Avenue from FDOT to the City. Redesign Beck Avenue to include wider sidewalks, enhanced tree canopy and lighting, safe crosswalks and green infrastructure / soil cells	X	X		City Manager, DPW	CDBG-DR, FEMA PA Funding paid for the replacement lighting on Beck and surrounding streets.
St. A	16	Enhance the pedestrian realm by maximizing sidewalks and replanting trees in downtown St. Andrews (from 10th to 12th Street, and from Bayview to Chestnut Avenue)		X	X	DPW	CDBG-DR, City Budget
All	17	Enhance cross-town street connections (include street trees, green stormwater infrastructure / soil cells and protected bikeway/sidewalks or multi-use trail) via 15th Street; 11th Street; Beach Drive; 5th/6th Street		X	X	DPW	Surface Transportation Block Grant, Transportation Alternatives Set-Aside, City Budget
All	18	Improve auto-oriented intersections for safety, walkability, and bikeability (including next 2 lines)		X	X	DPW	Surface Transportation Block Grant, City Budget
G	19	Reconfigure MLK Boulevard intersection with 6th Street, 11th Street, and 15th Street		X		DPW	
M	20	Reconfigure US Business 98 intersections at Sherman and East Avenues		X	X	DPW	
All	21	Invest in neighborhood sidewalks, prioritizing routes to parks, schools, and neighborhood business districts		X	X	DPW	CDBG-DR, CRA, City Budget
All	22	Restore the street tree canopy, focusing initially on street design projects and neighborhood downtown/mixed-use corridors		X	X	DPW	CDBG-DR, Arbor Day Foundation, One Tree Planted, City Budget
Expand Mobility Options							
All	23	Create new trails taking advantage of green infrastructure, wetland/bayou restoration projects and swale upgrades		X	X	DPW	Recreational Trails Program, Surface Transportation Alternatives Set-Aside, City Budget
G	24	Explore use of railbed to link Glenwood to 11th Street and Downtown		X		DPW	Recreational Trails Program, Surface Transportation Alternatives Set-Aside, City Budget

Neighborhood	Action Key	Action / Description	Time Frame			Responsible Party	Potential Funding Sources
			Immediate (first year)	Near-Term (years 1-5)	Long-Term (5+ years)		
G	25	Create Massalina Bayou public access south of 6th Street as part of DPW bayou restoration project, with trails connecting from 6th Street to 9th Street		X		DPW	CDBG-DR
G	26	Create a strong pedestrian and bicycle connection along 6th Street, incorporating shade trees, green stormwater infrastructure, and additional planting	X	X		DPW	Surface Transportation Alternatives Set-Aside, City Budget
M	27	Create a multi-use path along the waterfront connecting Waterfront Park to Snug Harbor, E. 5th Street and Sherman Avenue		X		DPW	Recreational Trails Program, Surface Transportation Alternatives Set-Aside, City Budget
M	28	Create a strong pedestrian and bicycle connection along E. 5th Street, incorporating shade trees, green stormwater infrastructure, and additional planting		X	X	DPW	Recreational Trails Program, Surface Transportation Alternatives Set-Aside, City Budget
M	29	Create a strong green pedestrian and bicycle connection between Rosenwald High School and Joe Moody Harris Park, incorporating shade trees, green stormwater infrastructure, and additional planting			X	DPW	Recreational Trails Program, Surface Transportation Alternatives Set-Aside, City Budget
St. A	30	Create waterfront multi-use path between Yacht Basin and Lake Huntington		X		DPW	Recreational Trails Program, Surface Transportation Alternatives Set-Aside, City Budget
St. A	31	Create a waterfront multi-use path on the north shore of Lake Ware, connecting Beck Avenue to Drake Avenue and potentially further as part of green restoration projects		X		DPW	Recreational Trails Program, Surface Transportation Alternatives Set-Aside, City Budget
St. A	32	Incorporate shade trees, green stormwater infrastructure, and additional planting into 13th Street, creating a green east-west link for pedestrians and bicyclists			X	DPW	Surface Transportation Alternatives Set-Aside, City Budget
St. A	33	Consider water taxi service between St Andrews, Panama City Beach, Shell Island, and Downtown		X		City Manager, DPW	City Budget
Provide Needed Parking							
St. A	34	Implement recommendations of the St. Andrews parking study (includes next 3 lines)	X	X	X	DPW	City Budget, Developer Contributions for Off-Site Parking, CRA
St. A	35	Pursue shuttles to remote lots and / or valet parking	X	X		Quality of Life, CRA / Waterfront Partnership	
St. A	36	Construct 13th Street parking lot with mixed-use development on City-owned parcels		X		DPW	
St. A	37	Construct Chestnut parking garage and mobility hub on City-owned property			X	DPW	
M	38	Provide needed parking to support Bob George Park and Margaret K. Lewis School	X			DPW	City Budget

Neighborhood	Action Key	Action / Description	Time Frame			Responsible Party	Potential Funding Sources
			Immediate (first year)	Near-Term (years 1-5)	Long-Term (5+ years)		
Improve Water Access							
M	39	Pursue new boat launch and boat storage at Snug Harbor	X	X		DPW	City Budget
M	40	Restore waters edge near Snug Harbor	X	X		DPW	Recreational Trails Program, CDBG-DR, NOAA Community-Based Restoration Program
M	41	Improve Bob George Park to incorporate active recreation amenities for the neighborhood, provide adequate boat launch parking and kayak storage	X			DPW	CDBG-DR, FEMA PA Funding - Project Obligated
St. A	42	Rebuild St. Andrews Marina. Reconfigure and enhance the Marina, balancing boat access, pedestrian, circulation, gathering / views, maintenance and parking needs		X		DPW, CRA	CDBG-DR, FEMA PA Funding
St. A	43	Study future options for boat launching / trailer parking in St. Andrews. Include boat trailer parking at Marina	X	X		DPW	
All	44	Produce signage / marketing materials about city-wide boat launch resources to inform community members of options and availability	X			Quality of Life, DPW	
Implement Resiliency and Green Network Strategies							
All	45	Adopt an internal City policy / protocol for evaluating and integrating green stormwater infrastructure into street retrofit, infrastructure upgrades, and other capital projects	X			Development Services, DPW	City Budget
All	46	Prioritize, design, and install green infrastructure improvements	X	X	X	DPW	CDGB-DR, National Foundation Grants
St. A, M	47	Create a comprehensive coastal resiliency plan including design guidelines and regulatory audit	X	X		City Manager, Development Services, DPW/ Engineering	Florida Resilient Coastlines Program, Land and Water Conservation Fund, Clean Water State Revolving Fund, State Water-Quality Assistance Grant, NOAA Community-Based Restoration Program, Gulf Coast Ecosystem Restoration Council, City Budget
St. A	48	Construct green stormwater infrastructure as a part of Beck Avenue retrofit from 10th Street to US Business 98	X	X		DPW	CDBG-DR
All	49	Create new trail networks, taking advantage of green stormwater infrastructure, wetland / bayou restoration projects, connections to the water, and swale upgrades	X	X	X	DPW	Recreational Trails Program, Transportation Alternatives Set-Aside, City Budget

Neighborhood	Action Key	Action / Description	Time Frame			Responsible Party	Potential Funding Sources
			Immediate (first year)	Near-Term (years 1-5)	Long-Term (5+ years)		
All	50	Develop a strategic buyout, incentive, and conservation program to implement watershed restoration according to each neighborhood's green-blue framework plan, including permanent conservation mechanisms, restored natural systems, space for flooding and absorption	X			Community Development (CD), DPW	CDBG-DR, Hazard Mitigation Grant Program, Flood Mitigation Assistance Program, Building Resilient Infrastructure and Communities (BRIC) Program
All	51	Draft design standards to provide guidance for future buildings to conform with floodplain regulations and accommodate to sea level rise, while also enhancing neighborhood walkability	X			Development Services, DPW/ Engineering	Florida Resilient Coastlines Program
G	52	Restore / expand Henry Davis Park including wetland restoration, flood control, gathering space, trails, and install green stormwater infrastructure along Roosevelt Drive	X	X		Quality of Life, DPW	CDBG-DR, FEMA PA Funding - Henry Davis Park project obligated
G	53	Relocate and redevelop Department of Public Works' yard at 7th Street, replace with wetland / bayou restoration, trails, and residential/mixed-use redevelopment. Connect bayou restoration from north of Department of Public Works site, past E. 6th Street to top of bayou	X	X	X	CD, DPW	CDBG-DR, Recreational Trails Program
G	54	Explore potential for a floodplain park that includes gathering and play space north of Ascension Sacred Heart Bay between 7th Street and 7th Court		X		Quality of Life, Development Services	CDBG-DR
G	55	Explore options for integrating shade trees, green stormwater infrastructure and additional plantings along MLK Boulevard, Harrison Avenue, and E 11th Street	X	X	X	DPW	
G	56	Restore natural bayou edge and restore the historic bayou channel to slow, filter, and absorb stormwater runoff. Include nature trails and connections to adjacent redevelopment edges		X		DPW	Parks and Open Space Florida Forever, Land and Water Conservation Fund, Recreational Trails Program
G	57	Restore natural bayou edge and renaturalize floodplain in the 7th Street bayou project. Include area for kayak launch and trails		X		DPW	Resilient Coastlines Program, State Water Quality Assistance Grants, Recreational Trails Program
G	58	Create a floodable park with gathering space north of 14th Street, connecting to adjacent open and natural spaces		X		DPW	Building Resilient Infrastructure and Communities (BRIC) Program, NOAA Community-Based Restoration Program, National Fish and Wildlife Foundation, Clean Water Act Section 319(h) Grants
G	59	Restore wetland area between E. 6th Street and Lapaloma Terrace and convert upland / edges to usable space that connects to the hospital			X	DPW	
M	60	Install green stormwater infrastructure and implement drainage improvements to address flooding problems south of Rosenwald High School	X			DPW/ Engineering	CDBG-DR

Neighborhood	Action Key	Action / Description	Time Frame			Responsible Party	Potential Funding Sources
			Immediate (first year)	Near-Term (years 1-5)	Long-Term (5+ years)		
M	61	Restore wetlands, trails, and recreation areas within Joe Moody Harris Park. Relocate community building closer to E 9th Street to act as a main gateway into the park. Create additional connections to other streets to encourage a trail network and park access from multiple directions. Improve the lighting	X			Quality of Life, DPW	CDBG-DR, FEMA PA Funding - Project Obligated
M	62	Develop a floodable wetland park at 6th Street and Elm Avenue		X		DPW	CDBG-DR, Resilient Coastlines Program, Building Resilient Infrastructure and Communities (BRIC) Program
M	63	Restore bayou finger at 1st Plaza and Kraft Avenue, restoring wetlands and providing for neighborhood-scale slowing, filtering and absorbing of stormwater runoff		X	X	DPW	Building Resilient Infrastructure and Communities (BRIC) Program, NOAA Community-Based Restoration Program, State Water-Quality Assistance Grants, National Fish and Wildlife Foundation, Clean Water Act Section 319(h) Grants
M	64	Restore bayou finger north of 2nd Court between Center and Church Avenues, restoring wetlands and providing for neighborhood-scale slowing, filtering and absorbing of stormwater runoff		X	X	DPW	Building Resilient Infrastructure and Communities (BRIC) Program, NOAA Community-Based Restoration Program, State Water-Quality Assistance Grants, National Fish and Wildlife Foundation, Clean Water Act Section 319(h) Grants
M	65	Restore bayou finger from Millville Waterfront Park to 5th Street, restoring wetlands and providing for neighborhood-scale slowing, filtering and absorbing of stormwater runoff		X	X	DPW	
M	66	Restore bayou finger north of Snug Harbor, restoring wetlands and providing for neighborhood-scale slowing, filtering and absorbing of stormwater runoff		X	X	DPW	
M	67	Finalize site selection, environmental review and engineering analysis for relocation of the wastewater treatment plant from the Millville Waterfront		X		DPW / Engineering	CDBG-DR
St. A	68	Restore natural edge of Lake Ware and adjacent wetlands to help absorb and clean runoff and provide a waterfront pedestrian connection from Beck Avenue to 13th Street		X	X	DPW	CDBG-DR, Building Resilient Infrastructure and Communities (BRIC) Program, NOAA Community-Based Restoration Program, State Water-Quality Assistance Grants, National Fish and Wildlife Foundation, Clean Water Act Section 319(h) Grants
St. A	69	Improve hydraulic connection between Lake Ware and the Yacht Basin, under Beck Avenue, to mitigate flooding and improve water quality		X	X	DPW	
St. A	70	Restore and protect wetlands east of Lake Ware as shown in Green-Blue Framework plan		X	X	DPW	

Neighborhood	Action Key	Action / Description	Time Frame			Responsible Party	Potential Funding Sources
			Immediate (first year)	Near-Term (years 1-5)	Long-Term (5+ years)		
St. A	71	Restore wetlands where possible and make existing stormwater treatment facility at US Highway 98 and Beck Avenue more inviting for the public to use adjacent space. Incorporate pavement removal and green infrastructure into intersection redesign		X		DPW	CDBG-DR, Building Resilient Infrastructure and Communities (BRIC) Program, NOAA Community-Based Restoration Program, State Water-Quality Assistance Grants, National Fish and Wildlife Foundation, Clean Water Act Section 319(h) Grants
St. A	72	Restore wetlands and trails in Sweet Bay Park	X	X		Quality of Life, DPW	
St. A, M	73	Identify appropriate locations and create segments of living shoreline, combining sea grass restoration, oyster reef, bank stabilization, and other nature-based practices to absorb wave energy and stabilize shorelines		X	X	DPW	CDBG-DR, Resilient Coastlines Program
All	74	Develop an urban forest inventory and master plan to replace tree canopy lost in Hurricane Michael and improve conditions for tree health	X	X		Quality of Life, ReTreePC, DPW	CDBG-DR
All	75	Engage with the St. Andrew and St. Joe Bays Estuary Partnership to develop action plans and funding to address watershed issues	X			DPW	City Budget
All	76	Partner with Healthy Gulf and other regional entities working to clean up the Gulf of Mexico to gather support for green infrastructure and water quality improvements	X			Stormwater Utility	City Budget
All	77	Fund a stormwater staff position within DPW to ensure green infrastructure solutions are included in the City's capital improvements, review private development proposals for compliance with flood plain and stormwater regulations, coordinate implementation of the citywide Stormwater Master Plan and stormwater utility, and pursue grant funding for resilient infrastructure projects (See actions #76-77, #122, #123, #160-162	X	X	X	Mayor, City Council	City Budget
Provide Quality Gathering Spaces							
All	78	Develop maintenance plan and strategy for each park as well as overall park system	X			Quality of Life	City Budget
All	79	Improve safety and access in all existing parks, including lighting, site visibility and handicap accessibility	X	X		Quality of Life	City Budget
M	80	Prepare and implement detailed design and phased plan for Millville Waterfront Park, incorporating supportive green infrastructure	X	X		Quality of Life, CRA / Millville Main Street, Development Services, DPW/ Engineering	CDBG-DR, FEMA PA Funding - Project Obligated
M	81	Expand Waterfront Park to the south with a focus on the waterfront trail, naturalized edge, restored shoreline, and small pockets for overlooking the water and gathering	X	X		Quality of Life, CRA	Resilient Coastlines Program, Parks and Open Space Forever Florida, CRA, City Budget

Neighborhood	Action Key	Action / Description	Time Frame			Responsible Party	Potential Funding Sources
			Immediate (first year)	Near-Term (years 1-5)	Long-Term (5+ years)		
M	82	Improve facilities within Daffin Park to meet neighborhood needs, incorporating the Boys & Girls Club	X			Quality of Life, CRA / Millville Main Street	City Budget
M	83	Combine vacant and naturalized parcels near Elm Avenue and E. 6th Street to create a floodable nature park that restores the historic bayou drainage, filters runoff, creates clearings for gathering, community gardens, play space, and walking trails.	X	X		Quality of Life, DPW	Building Resilient Infrastructure and Communities (BRIC) Program, NOAA Community-Based Restoration Program, State Water-Quality Assistance Grants, National Fish and Wildlife Foundation, Clean Water Act Section 319(h) Grants
M	84	Create a pocket park on Redwood Avenue near E. 8th Street in Pine Orchard neighborhood designed to accommodate small gatherings and a play space		X		Quality of Life, CRA	CDBG-DR, Land and Water Conservation Fund Program, CRA, City Budget
M	85	Develop premier park to replace Millville Wastewater Treatment Plant, renaturalize majority of the island and restore shoreline, providing a nature trail network and small pockets for gathering and waterfront views			X	Quality of Life, CRA	Resilient Coastlines Program, Parks and Open Space Forever Florida, Building Resilient Infrastructure and Communities (BRIC) Program, NOAA Community-Based Restoration Program, State Water-Quality Assistance Grants, National Fish and Wildlife Foundation, Clean Water Act Section 319(h) Grants, CRA, City Budget
St. A	86	Improve usable play space and gathering spaces at Truesdell Park with playground and splash pad. Create a strong connection with Oaks by the Bay Park		X		Quality of Life	City Budget
St. A	87	Improve canopy cover, lighting, and other amenities in Oaks by the Bay Park. Restore waterfront areas	X			Quality of Life	CDBG-DR, FEMA PA Funding for Oaks by the Bay Park
All	88	Seek opportunities to create pocket parks	X	X	X	Quality of Life, CRA / Main Street Programs	CDBG-DR, Land and Water Conservation Fund Program, CRA, City Budget
G	89	Create a signature public space at 15th Street and MLK Boulevard with a green connection to Henry Davis Park and nature trail system / wetland expansion		X	X	Quality of Life, CRA / Glenwood Main Street, CD	Land and Water Conservation Fund Program, CRA, City Budget
G	90	Create partnership with Bay High School to open outdoor recreation facilities to the public during non-school hours	X			Quality of Life	City Budget

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			Immediate (first year)	Near-Term (years 1-5)	Long-Term (5+ years)		
G	91	Create a floodable park including gathering and play space connecting 7th Street to 7th Court in the hospital district		X		Quality of Life, DPW	CDGB-DR
G	92	Create a linear park between MLK and the DPW facility, north of 7th Street	X	X		DPW	Land and Water Conservation Fund Program, CRA, City Budget
G	93	Create a neighborhood park at the SW corner of 9th Street and McKenzie Avenue		X		Quality of Life, CRA	Land and Water Conservation Fund Program, CRA, City Budget
St. A	94	Enhance 12th Street and Bayview Avenue park to create Villa Gateway Park	X			Quality of Life, CRA / Waterfront Partnership	City Budget
St. A	95	Redesign St. Andrews Marina	X	X		Development Services, DPW, Quality of Life	City Budget
St. A	96	Improve water access, circulation, pedestrian space, and storage for small craft and parking adjacent to Lake Huntington		X		DPW	City Budget
St. A	97	Create a waterfront park south of 13th Street and Cincinnati Avenue connected to adjacent redevelopment to address coastal resiliency, wave attenuation and sea level rise, provide gathering space and waterfront promenades, and improve the tree canopy		X	X	Quality of Life, DPW	CDBG-DR
St. A	98	As coastal flooding becomes more frequent, identify opportunities for floodable parks and gathering spaces along Beck Avenue within the floodplain	X	X	X	DPW	City Budget
M	99	Create partnership with Rosenwald High School to open outdoor recreation facilities to the public during non-school hours	X			Quality of Life	City Budget
M	100	Create partnership with Margaret K. Lewis School to open outdoor recreation facilities to the public during non-school hours	X			Quality of Life	City Budget
M	101	Improve Kraft Field to meet recreational needs of community. Build to be flexible for several uses	X	X		Quality of Life	City Budget
M	102	Redesign Whittington Park to be more inviting, provide a pedestrian/bicycle connection across the bayou and act as a stronger gateway	X	X		Quality of Life	City Budget
M	103	Improve amenities within C.M. Kidd Harris Park to provide multi-use open space, and connect to 3rd Street	X	X		Quality of Life	City Budget
Use City Property to Support Revitalization							
G	104	Develop Mixed-use Center at 15th Street and MLK Boulevard. Pursue a Public / Private Partnership (P3) for mixed-use development with grocery store	X	X	X	Economic Development, CRA, CD	Private development, City Budget
G	105	Develop City-owned parcels near 9th Street with a mix of uses, including residential		X	X	CRA, CD	Private development, City Budget

Neighborhood	Action Key	Action / Description	Time Frame			Responsible Party	Potential Funding Sources
			Immediate (first year)	Near-Term (years 1-5)	Long-Term (5+ years)		
M	106	Pursue housing/mixed-use development on Sherman Avenue		X		CD	Private development, City Budget
St. A	107	Construct 13th Street parking lot with mixed-use development on City-owned parcels		X		CRA, DPW	Private development contributions to parking fund, City Budget
All	108	Produce RFP and make City-owned lots available for infill housing development	X			CRA, CD	City Budget
Rebuild and Enhance Community Facilities							
G	109	Explore construction of a City Municipal Aquatic Center of a size and scope to accommodate an Olympic pool, competitive high diving, youth swimming and ADA-compliant recreational opportunities. The site should be a centralized location to benefit to all of the City, including Glenwood residents.	X	X	X	Quality of Life, CRA	City Budget
G	110	Rebuild the MLK Recreation Center. Work with the community to determine building design and programming, which can include basketball/ volleyball (including a second court / multipurpose room), classrooms, library, computer lab, kitchen and lounge facilities	X	X		Quality of Life, CRA, CD	FEMA Funding, Insurance proceeds, CDBG-DR, CRA, City Budget
St. A	111	Plan for reuse of St. Andrews School; potential uses include community center / adult education	X	X		Development Services, City Manager, CRA	City Budget
Remove Barriers to Investment and Incentivize Desired Development							
Revise City Codes and Ordinances							
All	112	Pursue zoning updates to implement the vision. Zoning updates should use neighborhood character maps to inform permitted mix of uses, setbacks, lot size, parking requirements, and building design standards	X			Development Services	City Budget
All	113	Adjust City practice for intersection / site distance triangles to allow buildings along the sidewalk in C-5 context areas (neighborhood downtowns) in most circumstances	X			Development Services, DPW	City Budget
All	114	Adopt a Complete Streets Ordinance	X			Mayor, City Council, Development Services, DPW	City Budget
All	115	Adopt C-4 and C-5 designations for context-sensitive design by FDOT	X	X		Development Services, DPW	City Budget
All	116	Revise stormwater management regulations to add clarity, adapt to scale/context of place, allow for shared solutions, and remove barriers to green stormwater infrastructure	X			Development Services, DPW/ Engineering	City Budget, Stormwater Utility

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			Immediate (first year)	Near-Term (years 1-5)	Long-Term (5+ years)		
St. A, M	117	Draft design standards to provide guidance for future buildings to conform with flood plain regulations and accommodate to sea level rise, while also enhancing neighborhood walkability		X		Development Services, DPW/ Engineering	City Budget, Stormwater Utility
St. A, M	118	Investigate and incentivize green restoration opportunities within the floodplain	X	X	X	DPW	City Budget, Stormwater Utility
St. A, M	119	Adopt City policy to seek easements for public access to the waterfront in the approval process for future developments	X			Mayor, City Council, City Manager	
All	120	Prepare citywide Master Stormwater Plan		X		City Manager, DPW/ Engineering	
All	121	Pursue creation of a stormwater utility		X		City Manager, Mayor, City Council	City Budget
Support Rebuilding and Revitalization							
G	122	Incentivize mixed-use development along MLK Jr. Boulevard near 15th Street and 6th Street neighborhood centers	X	X		CRA, Economic Development, CD	City Budget
G	123	Attract a grocery store to Glenwood (potential sites include near the MLK / 15th Street intersection; or the 6th / 7th Street area)	X	X		Economic Development	City Budget
G	124	Encourage Ascension Sacred Heart Bay to partner in providing housing	X	X		City Manager, Mayor, City Council, CD	City Budget
G	125	Develop a Hospital District Plan for Ascension Sacred Heart Bay to enhance site and edge conditions	X	X		Development Services	City Budget
M	126	Encourage mixed-use development on US Business 98 near Sherman and East Avenues		X	X	Economic Development, CD	City Budget
M	127	Attract a neighborhood grocery store to US Business 98		X		Economic Development	City Budget
All	128	Increase code enforcement to clear and / or clean vacant lots	X			CD	City Budget
M	129	Remove derelict boats from Watson Bayou, perhaps with a mooring field designation	X	X		CD, Police	City Budget
All	130	Invest in code enforcement with assistance to low-income homeowners to make improvements	X	X		CD	City Budget
All	131	Improve the usability of CRA grants by revising requirement for three independent bids	X			CRA, Mayor, City Council	

Neighborhood	Action Key	Action / Description	Time Frame			Responsible Party	Potential Funding Sources
			Immediate (first year)	Near-Term (years 1-5)	Long-Term (5+ years)		
Build on Existing Assets and Improve Community Resilience							
Preserve Historic and Cultural Assets							
G	132	Implement Cultural District Plan (includes next 4 lines)	X	X			
G	133	CONDUCT DISTRICT PROMOTIONS AND MARKETING. Potential actions include: Create and designate a cultural district with signage, web presence, and a 'brand' including a logo; Conduct outreach and build community awareness and support; Establish cross marketing partnerships with local tourism organizations such as the Panama City Beach Tourism Development Council for the purpose of promoting the district	X	X		CRA / Glenwood Main Street, Quality of Life	CRA, Destination Panama City, City Budget
G	134	ESTABLISH DISTRICT ORGANIZATION. Potential actions include: Identify and develop partnerships; Designate a district oversight board, organization or committee to manage the development of the district concept; Designate farmer's market board; Enlist volunteers for the Cultural Heritage Tour.	X	X		CRA / Glenwood Main Street, Quality of Life	CRA, Destination Panama City, City Budget
G	135	ENHANCE SAFETY & SECURITY. Continue to improve community safety; improve street lighting	X	X		CRA /Glenwood Main Street, Quality of Life	City Budget
G	136	SUPPORT ARTS AND CULTURE. Potential actions include: Provide space for local artists to work, teach classes, sell and perform within the district; Provide assistance with applications for Historical Markers; Provide assistance to small businesses, education about financial incentives for start-up businesses; Utilize A.D. Harris Learning Village as the primary arts and cultural space for the district.	X	X		CRA / Glenwood Main Street, Quality of Life	Florida Humanities Community Project Grants, Historical Resources Small Matching Grants, CRA, City Budget
G	137	Working with the community, pursue options for a new African American Cultural Center facility. Identify and reserve a site for a new building on City/CRA-owned land in the Glenwood neighborhood for a period of five years. The City and community should work together to establish a 501c3 organization and explore funding options for building design, construction, and ongoing maintenance.	X	X		CRA / Glenwood Main Street, Quality of Life	Historical Resources Special Category Grant, CRA, City Budget
G	138	A.D. Harris: preserve building, reuse as community center / workforce development / adult education. Pursue additional reuse on campus, which could include a community pool	X	X	X	CRA / Glenwood Main Street, CD, Quality of Life	Historical Resources Special Category Grant, CRA, City Budget
M	139	Preserve historic structures and 3rd Street Cemetery		X		CRA / Millville Main Street, Bay County Historical Society	Historical Resources Special Category Grant, CRA, City Budget

Neighborhood	Action Key	Action / Description	Time Frame			Responsible Party	Potential Funding Sources
			Immediate (first year)	Near-Term (years 1-5)	Long-Term (5+ years)		
G	140	Incorporate public art that reflects Glenwood's heritage	X	X		CRA / Glenwood Main Street	Specific Cultural Project Grants, CRA, City Budget
M	141	Incorporate public art that reflects Millville's heritage (includes next 2 lines)	X	X		CRA / Millville Main Street	Specific Cultural Project Grants, CRA, City Budget
M	142	Establish a mural program that could be applied to key buildings to build on Millville's character	X			CRA / Millville Main Street	CRA
M	143	Install wayfinding signage that highlights Millville's historical and natural assets	X			CRA / Millville Main Street	CRA
St. A	144	Incorporate public art that reflects St. Andrews' heritage	X	X		CRA / Waterfront Partnership	Specific Cultural Project Grants, CRA, City Budget
St. A	145	Incentivize reuse of historic structures, including St. Andrews School	X	X		City Manager, Development Services, Mayor, Council	Historical Resources Special Category Grant, CRA, City Budget
All	146	Promote strategic events, such as races, festivals, boat parades, and annual activities that connect residents across Panama City neighborhoods	X	X		CRA / Main Street Programs, City Manager	CRA
Support Workforce Development, Small Businesses, and Entrepreneurs							
All	147	Create an Academy of the Building Arts in partnership with Panama City Marine Institute, Bay District Schools and local homebuilders (includes next 6 lines)	X	X		Economic Development, CD	CDBG-DR, US Department of Labor YouthBuild Program, City Budget
All	148	Pursue grants and sponsorships	X	X		Economic Development, Panama City Marine Institute	
All	149	Develop coordinated literacy and job-skills training	X	X		Economic Development, Panama City Marine Institute, Haney Technical Center, Bay District Schools	CDBG-DR, US Department of Labor YouthBuild Program, City Budget
All	150	Recruit community youth, adults and returning citizens	X	X		Panama City Marine Institute, Bay District Schools, CRA	
All	151	Provide transportation, financial and child care support for participants	X	X		Panama City Marine Institute, CRA	
All	152	Make City-owned land available for hands-on construction activity		X		CD, CRA	
All	153	Fund home rehab and building efforts		X	X	Mayor, City Council, City Manager	Private developer, City Budget

Neighborhood	Action Key	Action / Description	Time Frame			Responsible Party	Potential Funding Sources
			Immediate (first year)	Near-Term (years 1-5)	Long-Term (5+ years)		
All	154	Package and earmark some City-owned land sales for small contractors		X		CD	City Budget
All	155	Coordinate technical assistance for small businesses with Gulf Coast State College and FSU Panama City	X			CRA / Main Street Programs, Gulf Coast State College, FSU Panama City	City Budget
All	156	Consider establishing a Community Development Corporation to help businesses access Small Business Administration loans and other financing		X		Economic Development, CRA, CD	Small Business Administration, City Budget
G	157	Establish a business incubator to serve small businesses		X		CRA / Glenwood Main Street, Gulf Coast State College, FSU Panama City	CRA, City Budget
All	158	Conduct information sessions to help educate local contractors as to green infrastructure and upcoming opportunities		X		Economic Development, CRA / Main Street Programs, City Manager	National Fish and Wildlife Foundation, The Nature Conservancy
All	159	Develop workforce training and entrepreneurship support programs for green infrastructure and wetland restoration installation, maintenance and monitoring with non-profit partners. Recruit neighborhood residents		X		Economic Development, CRA / Main Street Programs, City Manager, Mayor	CDBG-DR, National Fish and Wildlife Foundation, EPA Environmental Workforce Development and Training Grant, The Nature Conservancy, GulfCorps, Stormwater Utility
All	160	Explore opportunities to create a National Green Infrastructure Certification Program center to train and certify local workers		X		Florida Department of Environmental Protection, Tom P. Haney Technical Center	National Fish and Wildlife Foundation, Florida Department of Environmental Protection, The Nature Conservancy, Bay School District
M	161	Partner with Boys & Girls Club for new facilities and expanded activities in Daffin Park	X	X		Boys & Girls Club, Economic Development, City Manager, CRA / Millville Main Street	City Budget
M	162	Explore opportunities for workforce development in coordination with Boys & Girls Club	X	X			CDBG-DR
All	163	Provide financial literacy and other life skills training for area youth		X		CRA / Main Street Programs, Bay District Schools	Bay District Schools
All	164	Engage the community in volunteer and educational opportunities related to green infrastructure	X			CRA, Quality of Life, City Manager	City Budget
All	165	Create a summer job youth program to undertake public improvements (planting trees, etc.)	X			GulfCorps, City	The Nature Conservancy, City Budget

Neighborhood	Action Key	Action / Description	Time Frame			Responsible Party	Potential Funding Sources
			Immediate (first year)	Near-Term (years 1-5)	Long-Term (5+ years)		
Build Workforce, Affordable, and Mixed-Income Housing							
All	166	Commit to a diverse housing stock of different sizes, types and prices/rents	X			Mayor, City Council	City Budget
All	167	In Public / Private Partnership developments of City-owned land, require 10 to 15 percent of units be earmarked for workforce housing	X	X	X	City Manager, Mayor, City Council	City Budget
All	168	Develop an education and outreach program to inform residents of available heirs property/title assistance programs offered by the Department of Economic Opportunity and Florida Bar Association. Consider supplementing existing resources by establishing a community-based program that provides assistance in clearing titles (See action #171)	X	X		CRA, CD	CRA, City Budget
All	169	Establish a community-based program to provide legal assistance in clearing title for heirs properties; develop application process and sliding-scale fee program; recruit probate attorneys to participate and negotiate discounted fees; inform residents and solicit applications for the heirs property program; screen applications to prioritize properties where title can be easily resolved		X	X	CRA, CD	CRA, City Budget
G	170	Implement plans for Massalina Memorial Homes and Fletcher Black replacement housing	X	X		Housing Authority	Florida Housing Finance Agency
All	171	Incentivize development of workforce and affordable housing in the sale of City-owned properties	X	X		CD, City Manager	City Budget
All	172	Continue to implement ReHouse Bay housing programs to provide housing assistance to low and moderate income households. Provide training, credit repair and financial assistance for first-time homebuyers. Partner with local organizations to host Financial Literacy courses at easily-accessible neighborhood facilities	X	X		CRA, CD	CDBG, CRA, City Budget
All	173	Partner with non-profits and / or developers to compete for Low-Income Housing Tax Credit support for mixed-income housing		X		CD	Private investment, City Budget
G, M	174	Pursue partnerships with major corporations and institutions to develop workforce housing for their employees		X		City Manager, CD	Private funding, City Budget
All	175	Develop architectural designs or pattern book of infill housing, live/work, and mixed-use concepts that have been pre-approved for zoning and building permits		X		CD, Development Services	City Budget



FUNDING SOURCES

Funding Program	Potential Uses
FEDERAL	
FEMA <ul style="list-style-type: none"> Hazard Mitigation Grant Program Flood Mitigation Assistance Program Building Resilient Infrastructure and Communities (BRIC) Program 	Strategic buyouts for flood risk reduction and floodplain restoration; stormwater parks incorporating flood storage; wetland and floodplain restoration projects; floodable waterfront parks; building codes; mitigation planning
Community Development Block Grant – Disaster Recovery	Voluntary buyouts in high flood-risk areas; green infrastructure workforce training; drainage and wastewater infrastructure repairs. Must have tie-back to Hurricane Michael and fulfill a funding need that is not met by other federal programs.
NOAA Community-Based Restoration Program	Living shoreline, marsh restoration; floodable waterfront parks with shoreline buffer
National Fish and Wildlife Foundation National Coastal Resilience Fund	Community capacity-building and planning; engineering, design, and construction projects such as living shoreline, floodplain-habitat restoration design, marsh and wetland habitat restoration, and natural channel design.
Environmental Protection Agency Environmental Workforce Development and Job Training Grant	Workforce and job training programs that recruit, train, and place local, unemployed and under-employed residents, providing them with the skills needed to secure employment in the environmental field
Federal Clean Water Act Section 319(h) Grants (Administered by Florida Nonpoint Source Management Program)	Green stormwater infrastructure, low impact development, stormwater pollution public education, septic to sewer projects. Excludes pipes and ditches; excludes projects that are required by permit
Land and Water Conservation Fund	Conservation of natural areas, water resources, and cultural heritage and to provide recreation opportunities for citizens
Gulf Coast Ecosystem Restoration Council	Restoration of ecosystem and economy of the Gulf Coast Region affected by the Deepwater Horizon oil spill
Department of Transportation <ul style="list-style-type: none"> Surface Transportation Block Grant Transportation Alternatives Set-Aside 	Flexible funding used by states and localities for any Federal highway-aid highway, bridge and tunnel projects; pedestrian and bicycle infrastructure; and transit capital projects
Department of Labor <ul style="list-style-type: none"> YouthBuild Program 	Job training and educational opportunities for at-risk youth ages 16-24

Funding Program	Potential Uses
FLORIDA	
Resilient Coastlines Program: Resilience Planning Grants	Community resilience planning, analyzing vulnerabilities and risks, developing plans and policies
Resilient Coastlines Program: Resilience Implementation Grants	Implementation of adaptation/resiliency plans; Nature-based options for erosion and flood control, elevating public structures, and projects specifically included in existing adaptation/resilience plans.
State Water Quality Assistance Grants	Green infrastructure and low impact development
Department of Environmental Protection <ul style="list-style-type: none"> Clean Water State Revolving Fund (CWSRF) 	Provides low-interest loans to local governments to plan, design, and build or upgrade wastewater, stormwater, and nonpoint source pollution prevention projects
Department of Environmental Protection <ul style="list-style-type: none"> Recreational Trails Program 	Construction of new recreational trails; maintenance and restoration or renovation of existing recreational trails; development and rehabilitation of trailside and trailhead facilities; and recreational trail linkages. Excludes trail planning
Department of State <ul style="list-style-type: none"> Historical Resources Special Category Grants 	Historic preservation
OTHER	
Arbor Day Foundation and One Tree Planted 501(c)3	Tree plantings and tree canopy restoration
Florida Humanities Community Project Grants	Projects that strengthen vibrant communities and cultures, promote civic engagement, spark thoughtful community dialogue, and reflect on the human experience across Florida

SAMPLE REVIEW CHECKLIST

As implementation moves forward, street redesign, infrastructure and other improvements should be evaluated for consistency with this plan. Below is a sample checklist that could be used.

Neighborhood Plans Consistency Review

For Street Retrofit, Infrastructure Upgrades, & Other Capital Projects

Review of the following criteria shall be initialed in the space provided. If site conditions partially or completely prevent implementation of specific criteria, documentation demonstrating technical infeasibility must be provided. "No" responses must include additional information justifying the response.

Complete Neighborhoods	Yes	No	N/A	Notes
A comprehensive existing conditions plan documents existing conditions including natural features, wetlands, topography, soil types, treelines, and significant trees per the City tree protection ordinance.				
Cultural and community resources and assets have been identified, and negative impacts are avoided.				
Downtown, Glenwood, Millville, St. Andrews Neighborhood Plans have been reviewed, and relevant initiatives/goals within the project area have been identified. (Provide documentation on separate sheets as needed.)				
Neighborhood Vision - Big Ideas & Illustrative Plan				
New Pedestrian and Bikeway Infrastructure Map				
Green-Blue Framework Plan				
Great Streets	Yes	No	N/A	Notes
Street and driveway pavement widths are no wider than required to accommodate public safety and emergency access, including on-street parking and bicycle infrastructure where identified. Opportunities to reduce existing pavement are identified.				
Sidewalks are provided within the project area, prioritizing routes to parks, schools, and neighborhood business districts. Existing sidewalks in poor condition are to be repaired.				
Lighting within the project area is sufficient for safety and crime prevention purposes based on current and projected land use.				
Street design, including retrofit of existing streets and utility infrastructure projects, incorporate shade trees with design of root systems/volume to support growth. Encourage use of structural cells with uncompacted soil in cells within tree root zones to assist storm water cleansing before water reaches St. Andrews Bay.				
Street design, including retrofit of existing streets and utility infrastructure projects, consider stormwater management practices such as tree filters to filter and infiltrate stormwater runoff from adjacent impervious areas. In areas of poorly draining soils water quality filtration can still be provided as a "flow through" condition with underdrain.				

Neighborhood Plans Consistency Review (continued)

Resilient Open Spaces & Infrastructure

Yes No N/A Notes

The proposed project meets or exceeds all city and state stormwater requirements.

The project avoids and protects sensitive natural resource areas and their buffers, including but not limited to designated resource protection areas, stream and coastal buffers, steep slopes, wildlife habitat, and forest cover.

The project identifies opportunities for restoration of natural resources.

Infrastructure construction and maintenance projects (e.g. stormwater infrastructure, wetland restoration, swale upgrades) includes multi-use trails to provide neighborhood connectivity and health opportunities. See neighborhood green-blue framework plans where applicable.

Public waterfront access is maintained. Waterfront multi-use paths and easements are provided where they do not currently exist.

Public open spaces are designed to include neighborhood-scale flood mitigation and water quality benefits as part of a multi-functional space, and incorporate education about green practices where practicable.

New stormwater management infrastructure, natural restoration, and other landscaping includes a long-term Stormwater Operation and Maintenance Plan. The plan identifies responsible party for maintenance and an annual budget.

A construction erosion and sediment control plan meeting applicable City and State requirements has been approved by the City Engineer.

Conservation opportunities for expansion of natural systems and protection of water resources through acquisition, conservation easement, or other relevant means have been considered.

City Approval:

Public Works _____ Date

Development Services/Planning _____ Date