

Fiscal Years 2018-2019

City of Pensacola Community Redevelopment Agency Annual Work Plan





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WORK PLAN: FY2018 - 2019

CRA ADMINISTRATION

- Annual Budget and Work Plan Preparation and Management
- Annual Report
- Annual Special District Reporting to the Florida Department of Economic Opportunity (DEO)
- CRA Website Maintenance
- Contributions to Annual Audit Report
- Contributions to Comprehensive Annual Financial Report (CAFR)
- Tracking CRA Progress
 - Statistical Review and Analysis, Documentation of Conditions, and Reporting
- Community Redevelopment Agency (CRA) Board Meeting Coordination and Staffing
 - Preparation of Agenda Items, Memoranda, Ordinances, Resolutions,
 Legal Agreements, Advertising and Public Notices
 - Community Redevelopment Agency (CRA)
 - Westside Redevelopment Board (WRB)
 - Eastside Redevelopment Board (ERB)
- Contract Development and Oversight
- Accounts Payable Invoices, Purchase Orders, and Requisitions
- Payroll
- Liason to General "Chappie" James Museum Board
- Liason to Community Stakeholders
- Project Development and Administration

PROJECTS

STREETSCAPE REDEVELOPMENT PROJECTS.....

Description: Streetscape improvements along western-most Urban Core corridors including right of way enhancements and landscaping.

Location: Urban Core CRA

Funding Source(s): Project to be supported by Urban Core Redevelopment Revenue Bond revenues and additional outside funding opportunities, as available. Additional opportunities will be sought.

Next Steps:

- 1. Cost Estimate Development
- 2. Tracking and Application Submittals for Outside Funding Opportunities
- 3. Design
- 4. Construction

COMMUNITY POLICING.....

Description: Implementation of community policing strategies through the City of Pensacola Police Department (PPD).

Location: Urban Core CRA

Funding Source(s): Funding allocated from the Urban Core CRA TIF Fund.

Next Steps:

- 1. Preparation of Annual Interlocal Agreement with PPD
- 2. Oversight of Interlocal Agreement

RESIDENTIAL PROPERTY IMPROVEMENT PROGRAM.....

Description: The goal of this program is to encourage and support revitalization efforts by funding improvements which repair and enhance the visual appearance of residential properties within the redevelopment area.

Target Area(s): Belmont-De Villiers, Tanyard and Old East Hill Neighborhoods

Location: Urban Core CRA

Funding Source(s): Funding allocated from the Urban Core CRA TIF Fund.

Next Steps:

- 1. Development of Program Materials, Community Outreach and Program Oversight
- 2. Coordination with West Florida Regional Planning Council (WFRPC) for Administration Eligibility Certification, Procurement, Program Funding Agreements, Inspections, Closing
- 3. Processing Lien Forgiveness Documentation following 3-5 Year Term

AFFORDABLE HOUSING INFILL PROGRAM

Description: The goal of this program is to encourage construction and purchase of affordable housing for low to moderate income homeownership. Includes funding of site acquisition, clearance and infrastructure preparation. Affordable home construction will be underwritten by the value of the land and site preparation.

Target Area(s): Tanyard and Belmont DeVilliers Neighborhoods

Location: Urban Core CRA

Funding Status: Project to be supported by Urban Core Redevelopment Revenue Bond revenues and all applicable funding sources.

Next Steps:

- 1. Acquisition
- 2. Clearance and preparation for redevelopment, as needed.
- 3. Marketing and outreach

COMMERCIAL FAÇADE IMPROVEMENT PROGRAM.....

Description: The goal of this program is to encourage and support revitalization efforts by funding improvements which enhance the public realm and visual appearance of non-residential property, including historic or culturally significant properties, within the redevelopment area.

Target Area(s): Belmont-DeVilliers Neighborhood Commercial District

Location: Urban Core CRA

Funding Source(s): Funding allocated from the Urban Core CRA TIF Fund.

- 1. Program Marketing/Outreach
- 2. Administration Processing Applications, Preparing Closing Documents, Tracking Project Development and Compliance

PROPERTY DISPOSITION

DISPOSITION OF CRA PROPERTIES

Description: Disposition of CRA-owned property for redevelopment and/or

affordable housing.

Available Properties: As approved by CRA.

Location(s): Urban Core CRA

Est. Revenue: TBD

Funding Source(s): N/A

Next Steps:

- 1. Property Marketing
- 2. Sale Negotiations
- 3. Compliance Monitoring

PLANNING & DESIGN

CRA OVERLAY OF DESIGN STANDARDS – URBAN CORE

Description: Development and adoption of urban design standards for incorporation into the City of Pensacola's Land Development Code (LDC) as an Overlay District, as identified in the 2010 Urban Core Plan. Adoption anticipated for July 2018.

Location: Urban Core areas not governed or protected by a special review district.

Funding Source(s): Funding allocated from Urban Core CRA TIF Fund. A \$40,000 Department of Economic Opportunity (DEO) Community Technical Assistance Grant was awarded and accepted in FY2017 to support the project.

Next Steps:

- 1. Development of Design Standards and Ordinances
- 2. Approval Recommendation by CRA and Planning Board (Public Hearing)
- 3. City Council Adoption Proceedings (Public Hearing)
- 4. Training and Implementation

LEASES & AGREEMENTS

PLAZA DE LUNA CONCESSION STAND - CONCESSIONS AGREEMENT.............

Description: The Plaza de Luna Concession building, constructed by the CRA, is operated by a concessionaire via a three-year concessions agreement. The CRA in coordination with the City's Finance Department is responsible for management of

the concessions agreement including monthly payment verification and processing, annual close-outs and agreement renewals.

Location: 920 South Palafox Street

Est. Annual Revenue: \$9,000

Funding Source(s): Funds allocated from operating budget for repair and

maintenance.

Next Steps:

1. Concession Agreement Compliance Monitoring

- 2. Monthly Payment Verification
- 3. End of the Year Review

PLAZA DE LUNA DOCKING – BERTH LEASES

Description: The CRA administers leases for berth numbers 13 through 16 in coordination with the Port of Pensacola. Administration requires customer service for application and price estimate support and processing, as well as, coordination with the Port of Pensacola and Parks and Recreation Department.

Location: Plaza De Luna

Est. Annual Revenue: \$2,500

Funding Source(s): N/A

Next Steps:

- 1. Administration of Berth Applications and Price Estimates
- 2. Coordination of Docking Access, Arrival and Departure

BELMONT DEVILLIERS AGREEMENT FOR INSTALLATION OF HOLIDAY LIGHTS....

Description: Administration of an agreement for the installation of holiday lights with the Belmont DeVilliers Neighborhood Association. An agreement was approved by the CRA at its August 2017 meeting for annual execution of the agreement by the CRA Chairperson for the 2017, 2018 and 2019 holiday seasons.

Location: Belmont- DeVilliers Neighborhood Commercial District

Funding Source(s): N/A

- 1. Preparation and Execution of Annual Agreement
- 2. Compliance Monitoring

DEVELOPMENT AGREEMENTS

Description: Compliance monitoring of CRA-owned properties which were sold by the CRA with associated terms for redevelopment and/or affordable housing. Properties currently under or anticipated to be under development agreement during the work plan period include: 120 Government Street, 150 Baylen Street, the Hawkshaw Site at 9th Avenue and Romana Street and 216 "A" Street.

Location(s): Urban Core CRA

Funding Source(s): N/A

Next Steps:

1. Compliance Monitoring

ADDITIONAL LEASES & AGREEMENTS EST. COST: \$NA

Description: The CRA has responsibility for oversight and monitoring of various leases and legal agreements. These leases and agreements are as follows:

- Pensacola Sports Association (PSA) Main Street Lease Agreement
- Port Royal I & II Lease Agreements (2)
- South Palafox: Palafox Pier & Yacht Harbor Lease Agreement
- Downtown Improvement Board (DIB) Parking Management Agreement
- Downtown Improvement Board (DIB) Mutual Benefit Agreement
- Landscape Maintenance Interlocal Agreement
- Administrative Services Interlocal Agreement
- Community Policing Interlocal Agreement

Location: Urban Core CRA
Funding Source(s): N/A

Next Steps:

- 1. Preparation of Agreements
- 2. Compliance Monitoring

MAINTENANCE & REPAIRS

LANDSCAPE MAINTENANCE

Description: Upkeep and maintenance of CRA-constructed improvements which are implemented through an interlocal agreement with the City of Pensacola.

Location: Urban Core CRA

Funding Source(s): Funding approved from the Urban Core CRA TIF Fund.

Next Steps:

- 1. Active Oversight and Monitoring
- 2. Preparation of Agreement Amendments, as needed.

CRA-CONSTRUCTED IMPROVEMENT MAINTENANCE

Description: Ongoing inventory, and assessment of Urban Core hardscape including, but not limited to, street lights, sidewalks, trash receptacles, fencing, benches, tree grates, and water fountains for prioritization of repairs and replacement.

Location: Urban Core CRA

Funding Source(s): Funds allocated from property sale proceeds. All applicable funding sources will be considered for future maintenance needs.

Next Steps:

- 1. Obtain bid proposals for related project tasks
- 2. Award bids for related project tasks
- 3. Monitor repairs and process payment
- 4. Inventory and track CRA amenities & conditions ongoing

RESEARCH & REVIEW

ONGOING REVIEW OF OUTSIDE GRANT OPPORTUNITIES

Description: Active review of grant opportunities.

Next Steps:

1. Research and development of applications for all appropriate funding opportunities.

ONGOING REVIEW OF REDEVELOPMENT BEST PRACTICES

Description: Active review of state and national models related to community redevelopment.

Next Steps:

1. Active review of best practices

COMMUNITY REDEVELOPMENT AREA DEVELOPMENT TRACKING......

Description: Active review of new potential and permitted developments. Attendance at weekly Development Review meetings held Wednesdays at 9 a.m., monthly review

of permitted projects, Architectural Review Board, Gateway Review Board and Planning Board Project considerations.

Next Steps:

- 1. Weekly Development Review Meeting Attendance
- 2. Project tracking

ATTENDANCE AT OTHER MEETINGS

Description: Attendance at other meetings as needed. Examples include community or neighborhood meetings, TPO Technical Coordinating Committee (TCC) meetings, and/or other staff-related topics.

WESTSIDE

WESTSIDE REDEVELOPMENT BOARD

Description: The CRA provides staff support including preparation of agendas, action and information items, and public notices relative to each Westside Redevelopment Board (WRB) meeting. Regular meetings are held quarterly during the months of January, April, July and October, with special meetings scheduled based on need.

Location: Westside CRA **Funding Source(s):** N/A

Next Steps:

- 1. Staffing of WRB meetings. Agenda coordination and supporting material development.
- 2. Presentation of Board Identified Project Priorities and Recommendations to CRA Board
- 3. Implementation of CRA Board Approved Priorities

PROJECTS

STREETSCAPE REDEVELOPMENT PROJECTS.....

Description: Streetscape improvements including right of way enhancements, and landscaping.

Location: Westside CRA

Funding Source(s): Project to be supported by Westside Redevelopment Revenue Bond revenues and additional outside funding sources, as available. Additional opportunities will be sought.

Next Steps:

- 1. Cost Estimate Development
- 2. Tracking and Application Submittals for Outside Funding Opportunities
- 3. Design
- 4. Construction

WEST MORENO DISTRICT NEIGHBORHOOD REVITALIZATION STRATEGY.......

Description: Administration of a neighborhood revitalization strategy which employs a targeted approach and leverages available housing, community, workforce and economic development resources to maximize neighborhood transformation. *This project is an implementation priority contained within the Live Work Learn Play West Moreno District Development Plan and Implementation Strategy, and is intended to be applied in conjunction with the West Moreno District Stormwater Park project.

Location(s): West Moreno District

Funding Source(s): Funding allocated to implement the residential property improvement program and affordable housing infill program. Additional opportunities to support community and workforce development will be sought.

Next Steps:

- 1. Establishment of Key Partnerships
- 2. Formalization of Neighborhood Revitalization Strategy
- 3. Implementation of Residential Property Improvement and Affordable Housing Infill Programs.
- 4. Ongoing Tracking and Application Submittals for Designations and Outside Funding Opportunities

WEST MORENO DISTRICT STORMWATER PARK

Description: Engineering, design and construction of a neighborhood-scaled stormwater park. Project includes site assembly, and stormwater and park improvements to address area stormwater and flooding issues and establish a centralized community asset. Implemented in coordination with the City's Public Works Department, and Baptist Hospital. *This project is an implementation priority contained within the Live Work Learn Play West Moreno District Development Plan and Implementation Strategy.

Location(s): Three blocks from Lee Street to West Moreno Street between "E" and "F" Streets.

Funding Source(s): Project to be supported by Westside Redevelopment Revenue Bond and additional outside sources, as available. Partial funding provided through the Federal Emergency Management Administration (FEMA) Flood Mitigation Grant. Additional opportunities will be sought.

Next Steps:

- 1. Site Assembly
- 2. Cost Estimate Development
- 3. Tracking and Application Submittals for Outside Funding Opportunities
- 4. Design
- 5. Construction

COMMUNITY POLICING.....

Description: Implementation of community policing strategies through the City of Pensacola Police Department (PPD).

Location: Westside CRA

Funding Source(s): Funding allocated from Westside CRA TIF Fund.

Next Steps:

1. Oversight of Interlocal Agreement with PPD

RESIDENTIAL PROPERTY IMPROVEMENT PROGRAM

Description: The goal of this program is to encourage and support revitalization efforts by funding improvements which repair and enhance the visual appearance of residential properties within the redevelopment area. *This project is an implementation priority contained within the Live Work Learn Play West Moreno District Development Plan and Implementation Strategy.

Target Area(s): West Moreno District

Location: Westside CRA

Funding Source(s): Funding allocated from Inner City Housing Initiatives Fund. *Note: Inner City Housing Initiatives funds may be expended within the entirety of the Inner City CRA. Funds will be primarily targeted to the Westside CRA but may be used to address housing needs in other redevelopment areas.

- 1. Development of Program Materials, Community Outreach and Program Oversight
- Coordination with West Florida Regional Planning Council (WFRPC) for Administration – Eligibility Certification, Procurement, Program Funding Agreements, Inspections, Closing

3. Processing Lien Forgiveness Documentation following 3-5 Year Term

AFFORDABLE HOUSING INFILL PROGRAM

Description: The goal of this program is to encourage construction and purchase of affordable housing for low to moderate income homeownership. Includes funding of site acquisition, clearance and infrastructure preparation. Affordable home construction will be underwritten by the value of the land and site preparation. *This project is an implementation priority contained within the Live Work Learn Play West Moreno District Development Plan and Implementation Strategy.

Target Area(s): West Moreno District

Location: Westside CRA

Funding Source(s): Funding provided through Westside Redevelopment Revenue

Bond.

Next Steps:

1. Acquisition

2. Clearance and preparation for redevelopment, as needed.

3. Marketing and outreach

COMMERCIAL COMMUNITY REDEVELOPMENT INFILL PROGRAM

Description: The goal of this program is to eliminate blight along key commercial corridors and support the redevelopment of commercial properties. Includes funding of site acquisition, clearance and infrastructure preparation.

Target Area(s): Westside CRA Commercial Corridors

Location: Westside CRA

Funding Source(s): Funding provided through Westside Redevelopment Revenue

Bond.

Next Steps:

1. Acquisition

- 2. Clearance and preparation for redevelopment, as needed.
- 3. Request for Proposals
- 4. Selection of Preferred Developer
- 5. Preparation of Development Agreement
- 6. Property Closing
- 7. Compliance Monitoring

HAZARDOUS TREE PROGRAM

Description: The goal of this program is to remove trees and/or limbs which pose a hazard to residential properties within the redevelopment area.

Location: Westside CRA

Funding Status: Funding allocated from Westside CRA TIF Fund.

Next Steps:

- 1. Development of Program Guidelines and Application
- 2. Program Marketing, Outreach and Administration

WEST CERVANTES CORRIDOR MANAGEMENT IMPROVEMENTS

Description: Corridor improvements to enhance pedestrian safety following a "complete streets" design which may include enhanced crosswalks, on-street parking, pedestrian refuge medians, bus shelters, landscaping, stormwater improvements, decorative lighting, and sidewalks. Project to be supported through a partnership with the Florida Department of Transportation (FDOT), City of Pensacola, CRA and Escambia County based on the short term recommendations of the FDOT West Cervantes Street/Mobile Highway Corridor Management Plan".

Location(s): West Cervantes Street from "A" to the City Limit Line

Funding Source(s): \$1.5M allocated from LOST and the Westside Redevelopment Revenue Bond. Outside funding sources will be sought.

Next Steps:

- 1. Cost Estimate Development for Short Term Improvements
- 2. Design of Short Term Improvements
- 3. Construction of Short Term Improvements
- 4. Coordination with partnership between TPO, Escambia County, City and County/City CRAs
- 5. Track and submit applications for available grant/funding opportunities
- 6. Regularly Attend TPO/TCC Meetings
- 7. Request funding from FDOT Project Priority/5-Year Work Plan Process

COMMERCIAL FAÇADE IMPROVEMENT PROGRAM

Description: The goal of this program is to encourage and support revitalization efforts by funding improvements which enhance the public realm and visual appearance of non-residential property, including historic or culturally significant properties, within the redevelopment area.

Target Area(s): Identified Westside CRA Commercial Corridors

Location: Westside CRA

Funding Status: Funding allocated from Westside CRA TIF Fund.

Next Steps:

- 1. Program Marketing, and Outreach
- Administration Processing Applications, Preparing Closing Documents, Tracking Project Development and Compliance

PLANNING & DESIGN

CRA OVERLAY OF DESIGN STANDARDS - WESTSIDE

Description: Development and adoption of urban design standards for incorporation into the City of Pensacola's Land Development Code (LDC) as an Overlay District, as identified in the Westside Redevelopment Plan. Adoption anticipated for July 2018.

Location: Westside CRA

Funding Source(s): Funding allocated from Westside CRA TIF Fund. A \$40,000 Department of Economic Opportunity (DEO) Community Technical Assistance Grant was awarded and accepted in FY2017 to support the project.

Next Steps:

- 1. Development of Design Standards and Ordinances
- 2. Approval Recommendation by Planning Board (Public Hearing) and CRA
- 3. City Council Adoption Proceedings (Public Hearing)
- 4. Training and Implementation

RESEARCH & REVIEW

ONGOING REVIEW OF OUTSIDE GRANT OPPORTUNITIES

Description: Active review of grant opportunities.

Next Steps:

1. Research and development of applications for all appropriate funding opportunities.

Description: Active review of state and national models related to community redevelopment.

Next Steps:

1. Active review of best practices

COMMUNITY REDEVELOPMENT AREA DEVELOPMENT TRACKING.......

Description: Active review of new potential and permitted developments. Attendance at weekly Development Review meetings held Wednesdays at 9 a.m., monthly review of permitted projects, Architectural Review Board, Gateway Review Board and Planning Board Project considerations.

Next Steps:

- 1. Weekly Development Review Meeting Attendance
- 2. Project tracking

ATTENDANCE AT OTHER MEETINGS

Description: Attendance at other meetings as needed. Examples include community or neighborhood meetings, TPO Technical Coordinating Committee (TCC) meetings and/or other staff-related topics.

EASTSIDE

EASTSIDE REDEVELOPMENT BOARD

Description: The CRA provides staff support including preparation of agendas, action and information items, and public notices relative to each Eastside Redevelopment Board (ERB) meeting. Regular meetings are held quarterly during the months of January, April, July and October, with special meetings scheduled based on need.

Location: Eastside CRA **Funding Source(s):** N/A

- 1. Staffing of ERB meetings. Agenda coordination and supporting material development.
- 2. Presentation of Board Identified Project Priorities and Recommendations to CRA Board
- 3. Implementation of CRA Board Approved Priorities

"CHAPPIE" JAMES MUSEUM AND FLIGHT ACADEMY PARKING EXPANSION....

Description: Redevelopment of former Walker Gas Station site to provide an overflow parking facility to support the General "Chappie" James Museum and Flight Academy.

Location(s): 1700 Dr. Martin Luther King Jr. Dr.

Funding Source(s): Project to be supported by Eastside Redevelopment Revenue Bond revenues.

Next Steps:

- 1. Design
- 2. Construction

RESIDENTIAL PROPERTY IMPROVEMENT PROGRAM

Description: The goal of this program is to encourage and support revitalization efforts by funding improvements which repair and enhance the visual appearance of residential properties within the redevelopment area.

Target Area(s): Identified Eastside CRA Target Areas

Location: Eastside CRA

Funding Source(s): Funding allocated from Eastside CRA TIF Fund.

Next Steps:

- 1. Development of Program Plans and Materials, Community Outreach and Program Oversight
- Coordination with West Florida Regional Planning Council (WFRPC) for Administration – Eligibility Certification, Procurement, Program Funding Agreements, Inspections, Closing
- 3. Processing Lien Forgiveness Documentation following 3-5 Year Term

HOLLICE T. WILLIAMS GREENWAY IMPROVEMENTS.....

Description: Greenway improvements to the 1.3 mile linear park located beneath the I-10 Interstate, as identified in the Hollice T. Williams Greenway Framework Plan. Improvements to feature recreational and landscape enhancements, stormwater improvements and park amenities.

Location: Eastside CRA

Funding Source(s): Design/Permitting funded through Escambia County RESTORE funds. Additional funding opportunities will be sought.

- 1. Design and Permitting
- 2. Seek funding for Construction phase.
- 3. Construction

PLANNING & DESIGN

CRA OVERLAY OF DESIGN STANDARDS - EASTSIDE

Description: Development and adoption of urban design standards for incorporation into the City of Pensacola's Land Development Code (LDC) as an Overlay District, as identified in the Eastside Urban Infill and Redevelopment Plan. Adoption anticipated for July 2018.

Location: Eastside CRA

Funding Source(s): Funding allocated from Eastside CRA TIF Fund. A \$40,000 Department of Economic Opportunity (DEO) Community Technical Assistance Grant was awarded and accepted in FY2017 to support the project.

Next Steps:

- 1. Development of Design Standards and Ordinances
- 2. Approval Recommendation by CRA and Planning Board (Public Hearing)
- 3. City Council Adoption Proceedings (Public Hearing)
- 4. Training and Implementation

MAINTENANCE AND REPAIRS

GENERAL "CHAPPIE" JAMES MUSEUM AND FLIGHT ACADEMY MAINTENANCE

Description: Renovation of the historic General "Chappie" James home to accommodate the General "Chappie" James Museum and Flight Academy completed in 2018. Eastside CRA TIF funds will pay debt service during current and future fiscal years. Lease agreements administered by the City of Pensacola with the Chappie James Museum of Pensacola, Inc. and General Daniel "Chappie" James Summer Flight Academy, Inc.. Grounds and building maintenance to be provided by the CRA under an interlocal agreement with the City of Pensacola.

Location(s): Chappie James Museum and Flight Academy (1608-1610 Dr. Martin Luther King Jr. Drive) and Overflow Parking Facility (1700 Dr. Martin Luther King Jr. Drive)

Funding Source(s): Funding allocated from Eastside CRA TIF Fund for maintenance, utilities and debt service.

Next Steps:

- 1. Active Oversight and Monitoring
- 2. Preparation of Agreement Amendments, as needed.

RESEARCH & REVIEW

ONGOING REVIEW OF OUTSIDE GRANT OPPORTUNITIES

Description: Active review of grant opportunities.

Next Steps:

1. Research and development of applications for all appropriate funding opportunities.

ONGOING REVIEW OF REDEVELOPMENT BEST PRACTICES

Description: Active review of state and national models related to community redevelopment.

Next Steps:

1. Active review of best practices

COMMUNITY REDEVELOPMENT AREA DEVELOPMENT TRACKING......

Description: Active review of new potential and permitted developments. Attendance at weekly Development Review meetings held Wednesdays at 9 a.m., monthly review of permitted projects, Architectural Review Board, Gateway Review Board and Planning Board Project considerations.

Next Steps:

- 1. Weekly Development Review Meeting Attendance
- 2. Project tracking

ATTENDANCE AT OTHER MEETINGS

Description: Attendance at other meetings as needed. Examples include community or neighborhood meetings, TPO Technical Coordinating Committee (TCC) meetings, and/or other staff-related topics.