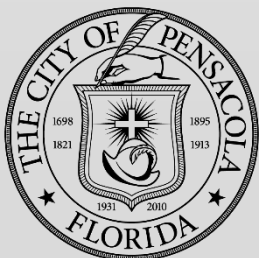




**Fiscal Year  
2020**

# **19-00376 - Proposed FY 2020 CRA Work Plan**



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# CRA WORK PLAN: FY2020

## 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
- Liaison to General “Chappie” James Museum Board
- Liaison to Community Stakeholders
- Project Development and Administration



### PROJECTS

#### COMPLETE STREETS/STREETSCAPE REDEVELOPMENT PROJECTS

**Description:** Streetscape improvements along Urban Core corridors including sidewalks, right of way enhancements and landscaping to provide for complete streets.

**Projects Planned/Underway:** “A” Street, DeVilliers Street, Reus Street, Jefferson Street, Garden Street Median and Main Street. Additional projects as authorized by the redevelopment plan.

**Location:** Urban Core CRA

**Key Tasks:**

- Concept Development and Cost Estimates
- Tracking and Application Submittals for Outside Funding Opportunities
- Design
- Construction

#### HOLLICE T. WILLIAMS GREENWAY & SKATE PARK IMPROVEMENTS

**Description:** Greenway improvements to the linear park located beneath the I-10 Interstate, as identified in the Hollice T. Williams Greenway Framework Plan. Improvements to segment south of Cervantes Street feature recreational and landscape enhancements, park amenities, and a multi-purpose skate park and amphitheater.

**Location:** Urban Core CRA

**Key Tasks:**

- Design and Permitting
- Tracking and Application Submittals for Outside Funding Opportunities
- Construction

#### COMMUNITY POLICING

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

**Location:** Urban Core CRA

**Key Tasks:**

- Preparation of Annual Interlocal Agreement with PPD

- Coordination with PPD
- Expenditure review and tracking

## **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.

**Priority Area(s):** Belmont-DeVilliers and Tanyard Neighborhoods, or as approved by CRA.

**Location:** Urban Core CRA

### **Key Tasks:**

- Program Marketing and Outreach
- Coordination with West Florida Regional Planning Council (WFRPC) for Administration – Eligibility Certification, Procurement, Program Funding Agreements, Inspections, Closing
- 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 residents. Includes funding of site acquisition, clearance and infrastructure preparation.

**Location:** Urban Core CRA

### **Key Tasks:**

- Acquisition
- Clearance and preparation for redevelopment, as needed.
- 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, or as approved by CRA.

**Location:** Urban Core CRA

### **Key Tasks:**

- Program Marketing/Outreach

- Administration – Processing Applications, Preparing Closing Documents, Tracking Project Development and Compliance
- Processing Lien Forgiveness Documentation following 5 Year Term

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## PROPERTY DISPOSITION

### DISPOSITION OF CRA PROPERTIES FOR INFILL REDEVELOPMENT

**Description:** Disposition of CRA-owned property to support redevelopment of commercial, mixed use projects and/or affordable housing as opportunities are identified.

**Available Properties:** As approved by CRA.

**Location(s):** Urban Core CRA

**Key Tasks:**

- Property Marketing
- Clearance and preparation for redevelopment, as needed.
- Request for Proposals
- Selection of Preferred Developer
- Sale Negotiations
- Preparation of Development Agreement
- Property Closing
- Compliance Monitoring

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## 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.

**Location:** Urban Core areas not governed or protected by a special review district (except area east of 9<sup>th</sup> Avenue and south of Cervantes Street).

**Key Tasks:**

- City Council Adoption Proceedings
- Implementation

## **REDEVELOPMENT PLAN UPDATE – URBAN CORE**

**Description:** Update to the City of Pensacola’s adopted 2010 Urban Core Redevelopment Plan, including development of performance metrics.

**Location:** Urban Core CRA.

### **Key Tasks:**

- Application Submittals for Supplemental Outside Funding, as needed
- RFQ Solicitation/Award
- Development of Plan Amendments/Updates
- CRA Board Approval
- City Council Adoption Proceedings
- Plan Implementation

## **GENTRIFICATION STUDY – URBAN CORE**

**Description:** Study of gentrification of the Urban Core redevelopment area.

**Location:** Urban Core CRA.

### **Key Tasks:**

- Application submittals for supplemental outside funding, as needed.
- Consultant selection
- Study implementation
- Report of findings

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## **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

### **Key Tasks:**

- Concession Agreement Compliance Monitoring
- Monthly Payment Verification
- 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 cost estimate support and processing, as well as, coordination with the Port of Pensacola and Parks and Recreation Department.

**Location:** Plaza De Luna

### **Key Tasks:**

- Administration of Berth Applications and Cost Estimates
- Coordination of Docking Access, Arrival and Departure & Invoicing

## **BELMONT DEVILLIERS AGREEMENT FOR INSTALLATION OF HOLIDAY LIGHTS**

**Description:** Administration of an agreement for the installation of holiday lights by 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

### **Key Tasks:**

- Preparation and Execution of Annual Agreement
- 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 9<sup>th</sup> Avenue and Romana Street and 216 “A” Street.

**Location(s):** Urban Core CRA

**Funding Source(s):** N/A

### **Key Tasks:**

- Compliance Monitoring



## ADDITIONAL LEASES & AGREEMENTS

**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
- CRA Maintenance Interlocal Agreements (2)
- Administrative Services Interlocal Agreement
- Community Policing Interlocal Agreement

### Key Tasks:

- Preparation of Agreements/Amendments
- Compliance Monitoring

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## MAINTENANCE & REPAIRS

### REGULAR CRA MAINTENANCE

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

**Maintenance Areas:** Palafox Street Streetscape, MLK Plaza, Palafox Place Streetscape, Palafox Pier Promenade, Plaza de Luna, Seville Square, Garden Street Median, Jefferson Street Streetscape, Gregory/Chase Streetscape, Alcaniz/Romana Streetscape, Zarragossa Streetscape, Belmont/DeVilliers Streetscape, Coyle Street Parking Lot, Henry Wyer Park, Bayfront Parkway Streetscape, Bayfront Parkway Streetscape and “A” Street Streetscape.

**Location:** Urban Core CRA

### Key Tasks:

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

### SPECIAL CRA MAINTENANCE

**Description:** Upkeep and maintenance of CRA-constructed improvements that are outside of the CRA’s maintenance interlocal with the City of Pensacola.

**Projects Planned/Underway:**– Maintenance of Plaza de Luna, Palafox Street & MLK Plaza, Palafox Place, Palafox Pier, Jefferson Street, Belmont DeVilliers, Coyle Street

Parking Lot & Henry Wyer Park (including trash can, and bench repair/replacement, light pole painting, bollard repair, and railing and pavement improvements, as needed.)– Palafox Place pavers, MLK Plaza improvements, Seville Square repairs and maintenance, Spring Street landscaping, Coyle Street parking lot resurfacing, and Baylen Slip and Alcaniz/Romana repairs.

**Location:** Urban Core CRA

**Key Tasks:**

- Coordinate project tasks and bid solicitations with appropriate City departments
- Actively monitor and track repairs/maintenance
- Process payment

## **INVENTORY & ASSESMENT OF CRA ASSETS**

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

**Location:** Urban Core CRA

**Key Tasks:**

- Inventory and track CRA amenities & conditions – ongoing

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## **RESEARCH & REVIEW**

### **ONGOING REVIEW OF OUTSIDE GRANT OPPORTUNITIES**

**Description:** Active review of grant opportunities.

**Key Tasks:**

- 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.

**Key Tasks:**

- Active review of best practices

## **COMMUNITY REDEVELOPMENT AREA DEVELOPMENT TRACKING**

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

### **Key Tasks:**

- Development Review Meeting Attendance
- Project tracking
- Redevelopment data analysis

## **ATTENDANCE AT OTHER MEETINGS**

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

### 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

**Key Tasks:**

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

### PROJECTS

#### COMPLETE STREETS/STREETSCAPE REDEVELOPMENT PROJECTS

**Description:** Streetscape improvements along Westside corridors including right of way enhancements and landscaping to provide for complete streets.

**Projects Planned/Underway:** “A” Street, “L” Street, Gregory Street, Wright Street, Cervantes Street, Pace Boulevard and Main Street. Additional projects as authorized by the redevelopment plan.

**Location:** Westside CRA

**Key Tasks:**

- Concept Development and Cost Estimates
- Tracking and Application Submittals for Outside Funding Opportunities, as needed
- Design
- Construction

#### WEST MORENO DISTRICT STORMWATER PARK

**Description:** 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 open space. 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 and Westside CRA Plan.

**Location(s):** Approximately two blocks from Lee Street to West Blount Street between “E” and “F” Streets.

**Key Steps:**

- Site Assembly
- Concept Development & Cost Estimates
- Tracking and Application Submittals for Outside Funding Opportunities, as needed
- Design
- Construction

## **RESIDENTIAL PROPERTY IMPROVEMENT PROGRAM**

**Description:** The goal of this program is to encourage and support revitalization efforts by funding improvements that 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 and Westside CRA Plan.

**Priority Area:** West Moreno District, or as approved by CRA.

**Location:** Westside CRA

**Key Tasks:**

- Program Marketing and Outreach
- Coordination with West Florida Regional Planning Council (WFRPC) for Administration – Eligibility Certification, Procurement, Program Funding Agreements, Inspections, Closing
- Processing Lien Forgiveness Documentation following 3-5 Year Term

## **AFFORDABLE HOUSING INFILL PROGRAM**

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

**Location:** Westside CRA

**Key Tasks:**

- Acquisition
- Clearance and preparation for redevelopment, as needed.

- 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. Funding of site acquisition, clearance and infrastructure preparation to support commercial or mixed use projects may be considered as opportunities are identified.

**Location:** Westside CRA

### **Key Tasks:**

- Acquisition
- Clearance and preparation for redevelopment, as needed.
- Request for Proposals
- Selection of Preferred Developer
- Preparation of Development Agreement
- Property Closing
- Compliance Monitoring

## **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):** Portions of Cervantes Street and Pace Boulevard, or as approved by CRA.

**Location:** Westside CRA

### **Key Tasks:**

- Program Marketing, and Outreach
- Administration – Processing Applications, Preparing Closing Documents, Tracking Project Development and Compliance
- Preparation of lien forgiveness documentation following 5 year term

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## 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.

**Location:** Westside CRA

**Key Tasks:**

- City Council Adoption Proceedings
- Implementation

### REDEVELOPMENT PLAN UPDATE – WESTSIDE

**Description:** Update to the City of Pensacola's adopted Westside Redevelopment Plan, including performance metrics.

**Location:** Westside CRA.

**Key Tasks:**

- Application Submittals for Supplemental Outside Funding
- RFQ Solicitation/Award
- Development of Plan Amendments/Updates
- CRA Board Approval
- City Council Adoption Proceedings

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## RESEARCH & REVIEW

### ONGOING REVIEW OF OUTSIDE GRANT OPPORTUNITIES

**Description:** Active review of grant opportunities.

**Key Tasks:**

- 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.

**Key Tasks:**

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

### **Key Tasks:**

- Development Review Meeting Attendance
- Project tracking
- Redevelopment data analysis

## **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 meetings.

## **INVENTORY & ASSESMENT OF CRA ASSETS**

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

**Location:** Westside CRA

### **Key Tasks:**

- Inventory and track CRA amenities & conditions – ongoing

## **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

### **Key Tasks:**

- Staffing of ERB meetings. Agenda and meeting coordination and supporting material development.



- Presentation of Board Identified Project Priorities and Recommendations to CRA Board
- Implementation of CRA Board Approved Priorities

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## PROJECTS

### COMPLETE STREETS/STREETSCAPE REDEVELOPMENT PROJECTS

**Description:** Streetscape improvements along Eastside corridors including right of way enhancements and landscaping to provide for complete streets.

**Priority Area(s):** Davis Hwy, MLK Jr. Blvd, or as approved by CRA.

**Location:** Eastside CRA

**Key Tasks:**

- Concept Development and Cost Estimates
- Tracking and Application Submittals for Outside Funding Opportunities
- Design
- Construction

### HOLLICE T. WILLIAMS GREENWAY IMPROVEMENTS

**Description:** Greenway improvements to the linear park located beneath the I-10 Interstate, as identified in the Hollice T. Williams Greenway Framework Plan. Improvements to segment north of Cervantes Stret to feature recreational and landscape enhancements, and park amenities.

**Location:** Eastside CRA

**Key Tasks:**

- Design and Permitting
- Tracking and Application Submittals for Outside Funding Opportunities
- Construction

### RESIDENTIAL PROPERTY IMPROVEMENT PROGRAM

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

**Priority Area(s):** Portions of Martin Luther King Jr. Blvd. or as approved by CRA.

**Location:** Eastside CRA

**Key Tasks:**

- Program Marketing and Outreach
- Coordination with West Florida Regional Planning Council (WFRPC) for Administration – Eligibility Certification, Procurement, Program Funding Agreements, Inspections, Closing
- 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 residents. Includes funding of site acquisition, clearance and infrastructure preparation.

**Location:** Eastside CRA

### **Key Tasks:**

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

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## **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.

**Location:** Eastside CRA

### **Key Tasks:**

- City Council Adoption Proceedings
- Implementation

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## **MAINTENANCE AND REPAIRS**

### **REGULAR CRA MAINTENANCE**

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

**Maintenance Areas:** General “Chappie” James Museum and Flight Academy (1608-1610 Dr. Martin Luther King Jr. Drive), and 1700 Dr. Martin Luther King Jr. Drive.

**Location:** Eastside CRA

### **Key Tasks:**

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

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## RESEARCH & REVIEW

### ONGOING REVIEW OF OUTSIDE GRANT OPPORTUNITIES

**Description:** Active review of grant opportunities.

**Key Tasks:**

- 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.

**Key Tasks:**

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

**Key Tasks:**

- Development Review Meeting Attendance
- Project tracking
- Redevelopment data analysis

### 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 meetings.

## **INVENTORY & ASSESMENT OF CRA ASSETS**

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

**Location:** Eastside CRA

**Key Tasks:**

- Inventory and track CRA amenities & conditions – ongoing