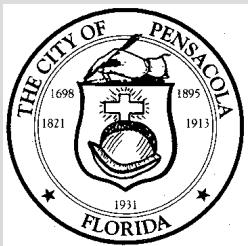




**Fiscal Year
2021**

City of Pensacola Community Redevelopment Agency Annual Work Plan



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CRA WORK PLAN: FY2021

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, Minutes and Public Notices
 - Community Redevelopment Agency (CRA)
 - Westside Redevelopment Board (WRB)
 - Eastside Redevelopment Board (ERB)
 - Urban Core Redevelopment Board (UCRB)
- Contract Development and Oversight
- Accounts Payable - Invoices, Purchase Orders, and Requisitions
- Payroll
- Liaison to General “Chappie” James Museum Board & Youth Flight Academy
- Liaison to Community Stakeholders
- Project Development and Administration

URBAN CORE REDEVELOPMENT BOARD

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

Location: Urban Core CRA

Key Tasks:

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

PROJECTS

COMPLETE STREETS/STREETSCAPE REDEVELOPMENT PROJECTS

Description: Streetscape and corridor enhancements along Urban Core corridors including sidewalks, right-of-way improvements and landscaping to support complete streets.

Projects Planned/Underway: “A” Street, DeVilliers Street, Reus Street, Jefferson Street, Garden Street Median, Main Street, Cedar Street, Palafox Street, Alcaniz Street, Davis Street, and sidewalk improvements. 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

BRUCE BEACH PARK IMPROVEMENTS

Description: Park improvements to Bruce Beach Natural Area guided by the Urban Core Community Redevelopment Plan and the Waterfront Framework Plan developed by SCAPE.

Location: Urban Core CRA

Key Tasks:

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

COMMUNITY MARITIME PARK DAY MARINA

Description: Floating day-use marina to be located along the southwest segment of Community Maritime Park.

Location: Urban Core CRA

Key Tasks:

- Design and Permitting
- Construction

HOLLICE T. WILLIAMS GREENWAY & SKATE PARK IMPROVEMENTS

Description: Greenway, park and storm water improvements to the linear park located beneath the I-110 overpass. Design and permitting funded by Escambia County RESTORE grant and managed by Escambia County in coordination with the City of Pensacola. Design to consider the 2010 Hollice T. Williams Urban Greenway Framework Plan concepts.

Location: Urban Core/Eastside 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: Forgivable loan program for improvements to priority residential properties under the CRA Residential Property Improvement Program within target areas of the community redevelopment areas.

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

Location: Urban Core, Westside and Eastside CRA

Key Tasks:

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

HOUSING INFILL & REDEVELOPMENT

Description: The goal of this program is to encourage construction and purchase of affordable housing, workforce and mixed income housing, including mixed use projects. Priority towards low to moderate income housing. May include site acquisition, clearance and infrastructure preparation.

Location: Urban Core, Westside and Eastside CRA

Key Tasks:

- Acquisition, as needed.
- Clearance and preparation for redevelopment, as needed.
- Marketing and Outreach
- Procurement and Negotiations, as needed.
- Preparation of Development Agreement
- Compliance Monitoring

COMMERCIAL INFILL & REDEVELOPMENT

Description: The goal of this program is to eliminate blight along key commercial corridors and support the redevelopment of commercial properties. May include site acquisition, clearance and infrastructure preparation to support commercial or mixed use projects as opportunities are identified.

Location: Urban Core and Westside CRA

Key Tasks:

- Acquisition, as needed.
- Clearance and preparation for redevelopment, as needed.
- Marketing and Outreach
- Procurement and Negotiations, as needed.
- Preparation of Development Agreement
- 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 community redevelopment areas.

Target Area(s): Belmont-DeVilliers Neighborhood Commercial District, or as approved by CRA.

Location: Urban Core and Westside 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

PLANNING & DESIGN

CRA OVERLAY OF DESIGN STANDARDS – URBAN CORE

Description: Implementation monitoring for the CRA Urban Design Overlay District.

Location: As established by ordinance within portions of the Urban Core CRA.

Key Tasks:

- Implementation Monitoring

REDEVELOPMENT PLAN UPDATE – URBAN CORE

Description: Update to the City of Pensacola’s adopted 2010 Urban Core Redevelopment Plan.

Location: Urban Core CRA.

Key Tasks:

- Procurement
- Development of Plan Amendments/Updates
- CRA Approval
- City Council Adoption
- Plan 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

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.

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/projects 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, 216 “A” Street, and the “East Garden District” / Jefferson Streetscape project.

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

Key Tasks:

- Preparation of Agreements/Amendments
- Compliance Monitoring

MAINTENANCE & REPAIRS

CRA MAINTENANCE

Description: Upkeep and maintenance of CRA-constructed improvements.

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, “A” Street Trees, Baylen Slip Promenade, CRA-owned properties, and other assets improved by CRA.

Location: Urban Core CRA

Key Tasks:

- Active Oversight and Monitoring
- Project Development and Implementation
- Contract management

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

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: Review of new potential and permitted developments. Attendance at weekly One-Stop Development Review meetings, and 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 discussion items, project lists, presentations, 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-Approved Priorities

PROJECTS

COMPLETE STREETS/STREETSCAPE REDEVELOPMENT PROJECTS

Description: Streetscape and corridor enhancements along Westside corridors including sidewalks, right-of-way enhancements and landscaping to support complete streets.

Projects Planned/Underway: “A” Street, “L” Street, Gregory Street, Wright Street, Cervantes Street, Pace Boulevard and Main Street, and sidewalk improvements. 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: Forgivable loan program for improvements to priority residential properties under the CRA Residential Property Improvement Program within target areas of the community redevelopment areas.

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

Location: Westside, Urban Core and Eastside CRA

Key Tasks:

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

HOUSING INFILL & REDEVELOPMENT

Description: The goal of this program is to encourage construction and purchase of affordable housing, workforce and mixed income housing, including mixed use projects. Priority towards low to moderate income housing. May include funding of site acquisition, clearance and infrastructure preparation.

Location: Westside, Urban Core and Eastside CRA

Key Tasks:

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

- Procurement and Negotiations, as needed.
- Preparation of Development Agreement
- Property Closing
- Compliance Monitoring

COMMERCIAL INFILL & REDEVELOPMENT

Description: The goal of this program is to eliminate blight along key commercial corridors and support the redevelopment of commercial properties. May include site acquisition, clearance and infrastructure preparation to support commercial or mixed use projects as opportunities are identified.

Location: Westside CRA

Key Tasks:

- Acquisition, as needed.
- Clearance and preparation for redevelopment, as needed.
- Marketing and outreach
- Procurement and Negotiations, as needed.
- 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 community redevelopment areas.

Target Area(s): Portions of Cervantes Street and Pace Boulevard, or as approved by CRA.

Location: Westside and Urban Core 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

PLANNING & DESIGN

CRA OVERLAY OF DESIGN STANDARDS – WESTSIDE

Description: Implementation monitoring for the CRA Urban Design Overlay District.

Location: As established by ordinance within the Westside CRA.

Key Tasks:

- Monitoring implementation

REDEVELOPMENT PLAN UPDATE – WESTSIDE

Description: Update to the City of Pensacola’s adopted Westside Redevelopment Plan.

Location: Westside CRA.

Key Tasks:

- Procurement
- Development of Plan Amendments/Updates
- CRA Approval
- City Council Adoption
- Implementation

MAINTENANCE AND REPAIRS

CRA MAINTENANCE

Description: Upkeep and maintenance of CRA-constructed improvements.

Maintenance Areas: CRA-owned properties, and assets improved by CRA.

Location: Westside CRA

Key Tasks:

- Active Oversight and Monitoring
- Project Development and Implementation
- Contract management

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: Review of new potential and permitted developments. Attendance at weekly Development Review meetings, and review of permitted projects.

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 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

PROJECTS

COMPLETE STREETS/STREETSCAPE REDEVELOPMENT PROJECTS

Description: Streetscape and corridor enhancements along Eastside corridors including sidewalk, right-of-way improvements and landscaping to support complete streets.

Projects Planned/Underway: MLK Blvd, Davis Hwy, and sidewalk improvements. Additional projects as authorized by the redevelopment plan.

Location: Eastside CRA

Key Tasks:

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

GENERAL DANIEL “CHAPPIE” JAMES, JR. MUSEUM AND FLIGHT ACADEMY – PHASE II

Description: Second phase of improvements in support of the General Daniel “Chappie” James, Jr. Museum and Flight Academy, principally located at 1606-08 MLK Jr. Drive to provide additional educational space and connectivity.

Location: MLK Blvd – Eastside CRA

Key Tasks:

- Property Acquisition
- Concept Development and Cost Estimates
- Design and Permitting
- Construction

HOLLICE T. WILLIAMS GREENWAY IMPROVEMENTS

Description: Greenway, park and storm water improvements to the linear park located beneath the I-110 overpass. Design and permitting funded by Escambia County RESTORE grant and managed by Escambia County in coordination with the City of Pensacola. Design to consider the 2010 Hollice T. Williams Urban Greenway Framework Plan concepts.

Location: Eastside/Urban Core CRA

Key Tasks:

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

RESIDENTIAL PROPERTY IMPROVEMENT PROGRAM

Description: Forgivable loan program for improvements to priority residential properties under the CRA Residential Property Improvement Program within target areas of the community redevelopment areas.

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

Location: Eastside, Westside and Urban Core CRA

Key Tasks:

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

HOUSING INFILL & REDEVELOPMENT

Description: The goal of this program is to encourage construction and purchase of affordable housing, workforce and mixed income housing, including mixed use projects. Priority towards low to moderate income housing. May include site acquisition, clearance and infrastructure preparation.

Location: Westside, Urban Core and Eastside CRA

Key Tasks:

- Acquisition, as needed.
- Clearance and preparation for redevelopment, as needed.
- Marketing and outreach
- Procurement and Negotiations, as needed.
- Preparation of Development Agreement
- Property Closing
- Compliance Monitoring

PLANNING & DESIGN

CRA OVERLAY OF DESIGN STANDARDS – EASTSIDE

Description: Implementation monitoring for the CRA Urban Design Overlay District.

Location: As established by ordinance within the Eastside CRA.

Key Tasks:

- Monitoring implementation

MAINTENANCE AND REPAIRS

CRA MAINTENANCE

Description: Upkeep and maintenance of CRA-constructed improvements.

Maintenance Areas: General “Chappie” James Museum and Flight Academy (1608-1610 Dr. Martin Luther King Jr. Drive), CRA-owned properties, and other assets improved by CRA.

Location: Eastside CRA

Key Tasks:

- Active Oversight and Monitoring
- Project Development and Implementation
- Contract management

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: Review of new potential and permitted developments. Attendance at weekly Development Review meetings, and review of permitted projects.

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