

# 2009 BEST BOOK



Florida Redevelopment Association Awards

# From the President



Greetings my friends,

The core mission of the FRA is to guide and support the improvement of urbanized areas through redevelopment advocacy and training.

Once again, the annual Florida Redevelopment Association Awards Program is bringing statewide recognition to the Best Practices of our members in community redevelopment and revitalization.

As your 2009 FRA president, it is a privilege to be given the opportunity to serve and to celebrate with you all as we honor the Best of the Best this year.

The annual FRA conference provides us with the opportunity to shine a light of due recognition upon exemplary redevelopment projects and programs being implemented all across the great state of Florida. Please join me in extending our congratulations to our winners during the conference and please take time to engage our award recipients to gain deeper insights into the "when, where, how and why..." behind their award-winning efforts.

The FRA is available to our members on an ongoing basis to help as you lend your support to our leaders in policy making. We are here to assist you in expanding public awareness of the many benefits derived from community redevelopment and to help you promote redevelopment as an accountable method of revitalizing our communities in a sustainable way.

I wish to remind you all that FRA membership is open to public and private sector redevelopment professionals: governments, businesses, consultants, nonprofits, developers, students and Main Street communities. Please urge others within your sphere of influence to consider joining the FRA so that they also may enjoy the benefit of membership and help to strengthen your own local support base for your CRA.

My best wishes and congratulations to all the winners. Thank you on behalf of the Board of Directors and members of the FRA.

A handwritten signature in black ink, appearing to read "J. Gary Rogers". The signature is stylized with a large, sweeping loop at the beginning and a long, horizontal flourish extending to the right.

J. Gary Rogers  
2009 FRA President

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new or uncommon  
raises a pleasure  
in the imagination,  
because it fills  
the soul with an  
agreeable surprise,  
gratifies its curiosity,  
and gives it an idea  
of which it was not  
before possessed. –  
Joseph Addison*

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# About the Florida Redevelopment Association



Cities throughout Florida are rediscovering their roles as crossroads for commerce, as meccas for culture and entertainment, and as stimulating places to live. These urban centers are experiencing exciting changes brought about by innovative approaches to design, activity mix and cooperative development.

The **Florida Redevelopment Association** (FRA) brings together professionals from around the state who are involved in preserving and improving Florida's communities. The FRA was founded in 1974 to promote redevelopment and growth of downtowns. The focus was later broadened to encompass **Community Redevelopment Agencies** (CRAs) and **Main Street Program** cities. Today, the FRA also includes nonprofit organizations, consultants, private developers and cities that do not have **Downtown Development Authorities**, CRAs or Main Street programs. Our goal is a comprehensive association of all players in Florida's urban revitalization network.

The FRA is an independent association governed by a Board of Directors, elected by the membership. It and is staffed through an annual contractual agreement with the Florida League of Cities, Inc. The FRA's mission is to provide a forum for members to share knowledge and common experiences regarding redevelopment opportunities and problems, encourage adoption of legal and financial tools and programs favorable to community redevelopment, and serve as a statewide clearinghouse for redevelopment information.

For more information on the Florida Redevelopment Association and resources to help your community, please contact:

Florida Redevelopment Association  
P. O. Box 1757  
301 S. Bronough Street, Suite 300  
Tallahassee, FL 32302-1757  
(800) 342-8112  
(850) 222-9684  
Fax: (850) 222-3806  
[www.redevelopment.net](http://www.redevelopment.net)

Carol Westmoreland  
Executive Director  
E-mail: [cwestmoreland@flcities.com](mailto:cwestmoreland@flcities.com)

Jan Piland  
Executive Assistant  
E-mail: [jpiland@flcities.com](mailto:jpiland@flcities.com)

## About the FRA Awards and Best Book

The **Florida Redevelopment Association Awards Program** recognizes the best in redevelopment in Florida. It is open to any member of the association. Winners of the **Roy F. Kenzie Award** are evaluated on how effectively their projects demonstrate innovation, positively impact their community and provide applicability to other Florida communities, among other criteria. Within the 12 juried categories, the Florida Redevelopment Association Awards showcase and celebrate the most innovative and effective redevelopment programs in Florida. The 12 categories are: **Planning Studies; Marketing and Communications; Capital Projects/Beautification; Management Programs/Creative Partnerships; Creative Organizational Development and Funding; Outstanding Rehabilitation, Renovation or Reuse Project; Outstanding New Building Project; Transportation/Transit Enhancements; Cultural Enhancement; Outstanding Affordable Housing Project; Out of the Box**; and **President's Award**.

To recognize the projects and people involved in redevelopment throughout the state, three award series have been established. The **Roy F. Kenzie** and **Thomas J. Mills Awards** are given for outstanding examples of redevelopment and leadership, respectively, in Florida. The **President's Award** is given for the "Best of the Best," to honor the best project overall across all categories. An entry receiving an award from the Florida Redevelopment Association is an acknowledgment of excellence for the work your organization is doing.

The Best Book highlights this year's winners and all of the quality entries received to celebrate the innovative redevelopment work transforming Florida every day. The Florida Redevelopment Association encourages you to use the Best Book as a tool to gather innovative ideas and communicate those ideas within your community for they are true success stories.

# Roy F. Kenzie Awards

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**President's Award**

**Capital Projects/Beautification**

**Creative Organizational Development & Funding**

**Cultural Enhancement**

**Management Programs/Creative Partnerships**

**Marketing & Communications**

**Out of the Box**

**Outstanding Affordable Housing Project**

**Outstanding New Building Project**

**Outstanding Rehabilitation, Renovation or Reuse Project**

**Planning Studies**

**Transportation/Transit Enhancements**

# 2009 Winners

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**Boynton Beach CRA**

**City of Rockledge, CRA/Burkhardt Construction/  
Kimley-Horn & Associates, Inc.**

**City of West Palm Beach, CRA**

**City of West Palm Beach, CRA**

**City of Tampa, Drew Park, CRA**

**Delray Beach Downtown Development Authority**

**Ybor City Development Corp./City of Tampa**

**Adopt-A-Family of the Palm Beaches, Inc./  
Place Planning & Design**

**Fort Myers Redevelopment Agency**

**Martin County, CRA**

**City of Tavares/IBI Group, Inc.**

**Sarasota County/Reynolds, Smith & Hills, Inc.**





# President's Award Winner: Management Programs/Creative Partnerships



## Urban Infill Housing Development Program Boynton Beach CRA

**More info:** (561) 737-3256 • [brooksvi@bbfl.us](mailto:brooksvi@bbfl.us)

The **Urban Infill Housing Development Program** is helping to solve a number of issues within the heart of the Boynton Beach community, including the lack of decent affordable housing, illegal dumping and low taxable values. By partnering with local nonprofits, the city and the private sector, the CRA was able to develop nine new homes, with an additional five in the pipeline. The program is strengthening the fabric of the community by bringing in homeowners who will be vested in the future of the community. The CRA will continue to implement this program.

# Capitol Projects/Beautification



## Barton Boulevard Streetscape

### City of Rockledge Community Redevelopment Agency

**More info:** (321) 690-3978 • [jmcknight@cityofrockledge.org](mailto:jmcknight@cityofrockledge.org)

Between February 2007 and August 2008, the **Rockledge Community Redevelopment Agency** completed a two-mile \$7.5 million infrastructure and amenity project on Barton Boulevard, which grew in the 1960s from suburbanizing mobility. The project fixed long-standing drainage problems; solved access issues; provided 21st century utility, Internet and infrastructure; improved traffic flow with new lanes and mast arm traffic lights; added decorative lighting and landscaping; improved pedestrian movements with new sidewalks and bike paths; and beautified the heart of the redevelopment district. It has already stimulated a farmers' market, art/craft show and \$300,000 in public/private investments in façade improvements.

**10** THE 2009 FRA AWARDS BEST BOOK

# Creative Organizational Development & Funding



## Merchant Assistance Program

City of West Palm Beach, Community Redevelopment Agency

**More info:** (561) 822-1428 • [kvazquez@wpb.org](mailto:kvazquez@wpb.org)

The **Merchant Assistance Incentive Program** is designed to assist merchants in increasing sales through training and merchandising techniques. The program is available only to restaurant and retail businesses located in Northwood Village. The incentive is limited to the following activity: re-merchandise an occupied space; evaluate and create a marketing strategy for the business; train restaurant and retail business operators in advertising, marketing, promotion, sales and service techniques; and other related tools and to stimulate sales for business retention purposes.

## Cultural Enhancement



### Nights in Northwood Village – Art & Wine Promenade City of West Palm Beach, Community Redevelopment Agency

**More info:** (561) 822-1551 • [smccormick@wpb.org](mailto:smccormick@wpb.org)

**Nights in Northwood Village "Art and Wine Promenade"** is an event to attract pedestrians to an area that is undergoing redevelopment. Designed for all the senses – visual arts for sight, music and friendly conversation for sound, beautiful jewelry and handmade soaps to touch, tastes and smells from around the globe, and the feeling you have experiencing it all in one eclectic place with authenticity at its core. The event attracts visitors to the "up and coming Northwood Village, where once abandoned stores have been polished back to mint condition" as quoted from the April 2009 issue of *Southern Living*.

## Management Programs/Creative Partnerships



### Adult Use Enforcement Program, Drew Park CRA City of Tampa, Drew Park CRA

**More info:** (813) 274-7427 • [jeanette.fenton@tampagov.net](mailto:jeanette.fenton@tampagov.net)

The **Drew Park Community Redevelopment Area** used tax increment financing for an innovative project with the Tampa Police Department (TPD). CRA staff and the Criminal Intelligence Bureau/Adult Entertainment Unit developed an enhanced enforcement plan to achieve compliance with city codes from the adult use businesses in the Drew Park CRA. The project was one of the highest priorities of the Drew Park Community Advisory Committee, community stakeholders and the strategic action plan. During the initial phases of the program from May 2008 to November 2008, all nine of the non-regulated adult establishments were closed and 163 arrests were made. The plan is ongoing, and TPD will continue monitoring and enforcement to assure future compliance.

# Marketing & Communications

**DOWNTOWN DELRAY BEACH STRATEGIES FOR SURVIVAL**

**THE COMMUNITY REDEVELOPMENT AGENCY**

As stated in its Mission Statement... The Community Redevelopment Agency fosters and directly assists in economic growth by encouraging economic growth through creating a sustainable downtown to the benefit of the entire City. Some CRA-funded initiatives include Downtown banners, street signage, window lighting and Christmas tree maintenance. The CRA also contributes to funding for administrative expenses and provides funding for the Clean & Safe Program. Other programs include:

- Business Development Assistance Program** - Rent assistance grants are available throughout the ODA District to assist small businesses during their first year of operations (rents of up to one-third of the monthly rent (\$500/month maximum) are paid directly to the landlord for 12 months. Qualifying businesses must have at least two full-time equivalent jobs and a minimum two-year lease and a business plan.
- Site Development Assistance Program** - Created to help businesses expand and make property improvements, this grant reimburses businesses and related improvements, design fees and of the cost of renovations and exterior improvements, design fees and signage, landscaping, parking improvements, development Area more. Merchants in the West Atlantic redevelopment area are eligible to receive reimbursement of up to 40% of approved expenses (\$50,000 maximum); merchants in all other areas can be reimbursed for 25% of approved expenses (\$25,000 maximum).
- Paint Up Program** - Businesses in the West Atlantic redevelopment area can be reimbursed for 50% of the cost of an approved exterior pressure cleaning and paint project of an approved maximum.
- Business Incubator Services** - Business owners may receive business incubator services at the Center for Technology, Enterprise and Development (TED) center at heavily subsidized rates. Services include incorporation information, business marketing plans, graphic design, web design and office rental. Call (561) 265-3790 for more information. For more details on the above grant programs, please call CRA at (561) 276-8640. [www.delraycra.org](http://www.delraycra.org)

**DOWNTOWN DELRAY BEACH, FLORIDA**

## STRATEGIES for SURVIVAL

TIPS AND ADVICE FOR WEATHERING A FLAT ECONOMY

**We Will Survive!**

The slowdown of the economy and the next two seasons facing Downtown businesses have been generating headlines, discussions and less than optimistic forecasts for months. Enough said! It's time to be proactive and take action.

Inside this helpful guide, you'll find information from the Downtown Marketing Cooperative (DMC) - a partnership of the City of Delray Beach, the Greater Delray Beach Chamber of Commerce, the Community Redevelopment Authority (CRA) and the Downtown Development Authority (DDA) - that will benefit all of the property owners, merchants and businesses in Downtown Delray Beach. To actively support the various events geared to drive customers to our Downtown.

Don't get bogged down by the naysayers. We will get through this challenging time if we all work together, continue to communicate, reapply basic business principles, provide excellent service to our customers and above all... be nice! If we do so, our customers will be faithful to us, come Downtown often, enjoy our wonderful dining opportunities, support our special events, laugh with us, play at the beach and continue our sociable village atmosphere!

Our programs can't stop now. We must optimize ALL opportunities and maintain a basis of good business. Downtown Delray Beach will survive this dip, standing tall and ready when the economy turns.

Will your business be ready for the bounce-back?

*Marjorie*  
Marjorie Ferrer  
Executive Director  
Delray Beach Downtown Marketing Cooperative  
Downtown Development Authority

**10 Ways to Keep Your Business Thriving**

- 1. Know your customers.** Gather customer email and street addresses so you can stay in touch via cards, flyers and e-mails. Think about sending birthday and holiday cards to customers.
- 2. Give them a reason to come in.** Special events draw traffic! Consider hosting seminars, book signings, artist trunk shows, before- or after-hours private shopping for your best customers.
- 3. Stay open.** Many merchants have discovered that opening earlier, closing later or even introducing Sunday store hours have boosted business.
- 4. Focus on service - BE NICE!** Provide exceptional service that distinguishes you from the competition and makes your customers' lives easier. Coordinate outfits with accessories, introduce Sunday store hours have boosted business.
- 5. Create an experience.** Arrange your store displays and bring products to the forefront to create a shopping experience that encourages buying rather than browsing.
- 6. Individualized products.** Sell products that can be personalized and customized to fit customer personalities - such as the Dorsie Shoes' Flip-Flop with changeable tops.
- 7. Keep your store fresh, new and exciting.** Give your store life and make it breathe! One inexpensive way to increase sales is to change your store constantly by moving things around and changing displays.
- 8. Online marketing.** Today's technology makes it easy to keep in constant communication with customers. Expand your business to include mail-order and give your customers additional ways to contact you.
- 9. Collaborate with neighbors.** Get together with fellow merchants on events, sales and programs. Promote your neighbors!
- 10. Shopping excursions.** Reach out to community groups and offer something special not otherwise available. Create a buzz with " insider information" - send out announcements such an outing with an art club in a retirement community that included a before-hours private sale, lunch at a local restaurant and a visit to a local art gallery.

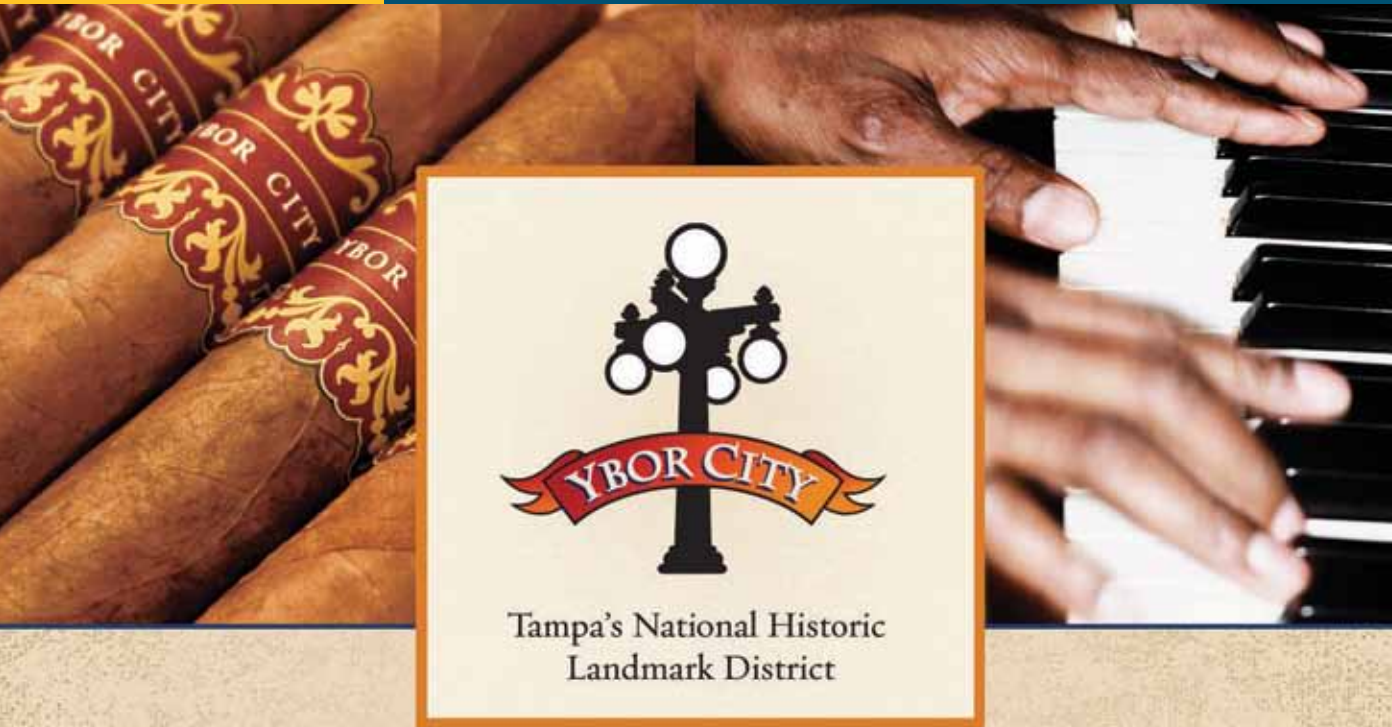
**Refuse to participate in doom and gloom! Think globally, act locally and sell personally.**

## Strategies for Survival Delray Beach Downtown Development Authority

**More info:** (561) 279-1380 • [marjorie@delraybeach.com](mailto:marjorie@delraybeach.com)

Delray Beach's Downtown Development Authority produced **Strategies for Survival** to benefit property owners, merchants and businesses. This proactive approach to meeting current economic challenges was conceived as Delray Beach's personal stimulus guide. Strategies for Survival includes information from the City of Delray Beach, the Greater Delray Beach Chamber of Commerce, the Community Redevelopment Agency and the Downtown Development Authority. Numerous promotional services are provided by these entities, including events geared to drive customers downtown. The survival guide also offers very helpful tips and insights into improving service and business practices to build and maintain customer bases.

## Out of the Box



### Ybor City Development Corporation

#### Experiencing Ybor City Commercial City of Tampa/Ybor City Development Corporation

**More info:** (813) 274-7917 • [brenda.thrower@tampagov.com](mailto:brenda.thrower@tampagov.com)

To positively showcase the true essence of Ybor City, including the eclectic variety of shopping, dining and entertainment options available within the district, the **Ybor City Development Corporation** has produced a 30-second TV commercial. The commercial has been instrumental in communicating consistent brand messaging, directing traffic to the Web site and showcasing Ybor City's finest attractions and activities through a diverse cast of local talent. It has aired locally on several demographically targeted channels on Bright House, Tampa's local cable provider. The TV spot has reached millions and is tracking well among target audiences and generating traffic to the district.

# Outstanding Affordable Housing Project



## Second Avenue Apartments

City of Lake Worth/Place Planning & Design/Adopt-A-Family of the Palm Beaches, Inc.

**More info:** (561) 253-1361 • [mconstantine@adoptafamilypbc.org](mailto:mconstantine@adoptafamilypbc.org)

Adopt-A-Family (AAF) is a nonprofit agency assisting families in crisis. **Second Avenue Apartments** is a nine-unit project with two- and three-bedroom units providing housing for homeless families with rents limited to 30 percent of gross income, and is part of AAF's community land trust. All tenants have access to AAF's free after-school programs, case management and other services designed to re-establish self-sufficiency. The design includes unique architecture, intimate private outdoor spaces, common open space, reduced parking, native and xeriscape landscape plantings, skylights in all units, high-efficiency appliances and high-impact windows.



# Outstanding New Building Project



## Fort Myers River District Publix Grocery Store Fort Myers Redevelopment Agency

**More info:** (239) 321-7100 • [dpaight@cityftmyers.com](mailto:dpaight@cityftmyers.com)

Without a growing residential population, it was difficult to attract the retail businesses, restaurants and entertainment components required to create a revitalized urban center. In the case of the Downtown District, the downtown was faced with the conundrum that it needed residents to attract the retail and yet it needed a grocery store to attract the residents. The solution: The **Fort Myers CRA** formed an innovative partnership with one of the high-rise developers and a national real estate firm in order to bring a top-brand, full-service grocery store into the district.

# Outstanding Rehabilitation, Renovation or Reuse Project



## Golden Gate Building Martin County Community Redevelopment Agency

More info: (772) 288-5456 • [blandry@martin.fl.us](mailto:blandry@martin.fl.us)

Renovation of the **1925 Historic Golden Gate Building** is now complete thanks to volunteers, the Martin County CRA and innovative funding. The building served as a real estate office for the Golden Gate subdivision. During its restoration, there were times when the contractors feared the building would collapse. Yet, they pressed on in their mission to stabilize the building from the interior by building braces that appeared as a building within a building. Rather than an eye sore, the Golden Gate is now a focal point for community pride and a place where parents and children can learn together.

## Planning Studies



### Tavares Master Plan – October 2008 City of Tavares/IBI Group, Inc.

More info: (352) 742-5402 • [bneron@tavares.org](mailto:bneron@tavares.org)

In the fall of 2007, the City of Tavares, county seat of Lake County, retained the services of IBI Group, Inc. to update the existing Downtown Redevelopment Plan. The city's 400-acre waterfront downtown originally received the designation as a Community Redevelopment Area in 1995. The **Downtown Master Plan** was intended to document the city's one-year visioning workshop process and also to provide the city with a strategic implementation program for the realization of its citizens' vision. The plan included recommended strategies for capital improvements, public-private partnerships, urban design guidelines, embracing the existing rail line for the purpose of developing commuter rail access to Orlando, and for preservation and enhancement of the publicly held waterfront.

## Transportation/Transit Enhancements



### The Legacy Trail Sarasota County/Reynolds, Smith & Hills, Inc.

**More info:** (813) 636-2649 • [jennifer.stutts@rsandh.com](mailto:jennifer.stutts@rsandh.com)

On March 28, 2008, thousands took their first trek along Sarasota County's new 10.6-mile multi-use trail, aptly coined "**The Legacy Trail**" for bringing history to life along an abandoned railroad corridor. The trail represents Sarasota County's largest recreational project, led by the consulting firm of RS&H and the design-build team of Gibbs & Register, Inc. The trail was designed to keep the history of the railroad corridor alive by retaining portions of the existing tracks, switches and trestle bridges. Interpretive signs denote historic sites and environmental aspects, providing significant educational opportunities. The trail also enhances multimodal connectivity and quality of life for surrounding communities.

## 2009 Award Entries

### **Station Square Park**

City of Clearwater

#### **Capital Projects/ Beautification**

Station Square Park is an urban focal point for downtown workers, residents and visitors to gather, as well as a venue for city events. The park features pavers, decorative archway entrance, entertainment stage, movable furniture, lighting, a clock, decorative fencing and new landscaping. As the former site of a train station, elements of the park reflect its heritage, including signage by the historical society. Originally part of the Cleveland Street Streetscape, the park construction was delayed due to budget constraints. Construction costs totaled \$1.2 million, funded through the CRA, Penny for Pinellas and utility funds.

### **Purple Heart Park**

City of Dunedin

#### **Capital Projects/ Beautification**

On August 3, 2006, Dunedin was the first city in the nation to become a Purple Heart City by the Military Order of the

Purple Heart. Local veterans started a grass-roots effort to raise funds for a special monument. On August 7, 2008, the Purple Heart Park, located in the downtown, had a dedication that included the special monument and the Walk of Honor. Twelve Dunedin recipients of the Purple Heart were recognized at the dedication. Commemorative bricks are displayed throughout the park to create the Walk of Honor.

### **Eastside Gateway**

Gainesville Community Redevelopment Agency

#### **Capital Projects/ Beautification**

Utilizing a site that suffers from accessibility, regulatory and environmental obstacles, the CRA has transformed the once-dreary intersection into a prominent, beautiful neighborhood feature. The landmark serves as a gateway to eastern Gainesville and as a balanced counterpart to an existing gateway feature located on West University Avenue. Additionally, this initiative incorporated other CRA projects, such as

undergrounding overhead utilities, replacing worn lighting fixtures with high-quality decorative street lighting and installing newly landscaped street medians. A simultaneous Florida Department of Transportation roadway resurfacing provides added visual impact. The finished product lends prominence to eastern Gainesville and is indicative of exciting opportunities to come.

### **Keystone Heights Downtown Improvement and Beautification**

City of Keystone Heights

#### **Capital Projects/ Beautification**

The City of Keystone Heights has struggled for years to establish a CRA. Ultimately, the city achieved that goal and was able to move forward with capital improvement projects downtown. Although the CRA is new and small, they started off with high hopes and big plans. They took an overall approach by addressing the greatest needs, which were parking and beautification.

## 2009 Award Entries

In less than three years as a CRA, the following three projects have been completed: new signage at the city beach, a new downtown parking area and new trees lining the business corridor. It was a major cooperative success.

### **Clearwater/Largo Road**

City of Largo

#### **Capital Projects/ Beautification**

The City of Largo completed the Clearwater/Largo Road Streetscape project in January 2008. The \$1.4-million project included trees, landscaping, sidewalks, decorative lighting, sign enhancements, benches, midblock pedestrian crosswalks and traffic signalization upgrades. Through the project, a sense of place was established for the Community Redevelopment District that this roadway corridor traverses. In addition to beautifying the corridor, the project created a safer pedestrian environment and better access to existing multimodal transportation opportunities along the corridor. The overall enhancements

have played a significant role in the viability and the image of the district

### **Hobe Sound**

Martin County Community Redevelopment Agency

#### **Capital Projects/ Beautification**

The Martin County CRA built a mile of central sewer main to serve the 75 percent of Hobe Sound downtown district properties still using septic tanks. This public project has encouraged private investment in an aging downtown by removing an expensive barrier to redevelopment. It was done in season but with minimal disruption to business or traffic flow thanks to smart construction techniques and strong communication and cooperation among the Hobe Sound Chamber of Commerce, the barrier island Town of Jupiter Island, the Martin County Utilities Department, South Martin Regional Utility, the contractors, CAPTEC Engineering and Olney Earthworks, and the CRA.

### **N.W. 3rd Avenue Streetscape Project**

City of Miami, Southeast Overtown/Park West CRA

#### **Capital Projects/ Beautification**

The N.W. 3rd Avenue Business Corridor is a major artery within the Overtown community. In an effort to upgrade the infrastructure along N.W. 3rd Avenue, the Southeast Overtown/Park West Community Redevelopment Agency undertook an extensive streetscape project for the avenue. The project consisted of new paving and drainage, water main replacement, new sidewalks, paved crosswalks, reconstruction of the roadway, decorative lighting, street furniture, landscaping and a mural.

### **Landscape Training and Beautification Institute**

City of Miami, Southeast Overtown/Park West CRA

#### **Capital Projects/ Beautification**

The Landscape Training and Beautification Institute promotes job creation and beautification in the Southeast Overtown/

## 2009 Award Entries

Park West Redevelopment Area. The institute provides on-the-job training to trainees in landscaping and urban agriculture, who, in turn, are referred to other jobs in the industry. The institute also accommodates as many as 500 volunteers who participate in planting and harvesting in the institute's community garden. There are 13 designated sites throughout the redevelopment area that are maintained during the year, and each site contributes to create a total outdoor environment of exceptional beauty.

### **Dell Homes Park**

City of St. Petersburg  
**Capital Projects/  
Beautification**

Dell Holmes Park, once a magnet for undesirable activities due to its isolation, lack of basic facilities and the vast overgrowth of nuisance vegetation, has been transformed into one of the city's parkland jewels. Through determination, communication and a common goal, the city and its residents banded together to make this

park an exciting, pleasurable play area for neighbors and visitors from across the city to enjoy during their leisure time.

### **Skip Stasko Park**

Sarasota County/Frederick Derr & Company, Inc.

### **Capital Projects/ Beautification**

On January 9, 2009, many years of hard work came to fruition at the grand opening for Skip Stasko Park in Venice. The park, named after a long-time Sarasota County Parks employee who passed away suddenly, converted an eyesore into a focal point of the neighborhood. With an ideal location situated on a lake and adjacent to a popular multi-use trail, this has become a popular park in the Sarasota parks system. Frederick Derr & Company, Inc. constructed the park, which consists of parking stalls, Florida native landscaping and irrigation, a rock garden and a gazebo.

### **America in Bloom**

City of Stuart, CRA  
**Capital Projects/  
Beautification**

The City of Stuart was awarded "The Most Beautiful City," 2008 (population 15,001-25,000) with honorable mention of its "Community's Environmental Awareness" by the America in Bloom organization. Municipalities are judged based on efforts in management, planning, maintenance, improvement and innovation of tidiness effort, environmental effort, community involvement, heritage, urban forestry, landscaped areas, floral display, and turf and ground cover areas. The City of Stuart and the CRA made incredible strides in developing positive relationships within the community that benefit all who make Stuart their home.

### **Martin Luther King, Jr. Intersection**

City of Stuart, CRA  
**Capital Projects/  
Beautification**

With a combination of Community Development Block Grants and tax increment

## 2009 Award Entries

funding, major improvements were accomplished on the intersection of Dixie Highway/ Martin Luther King, Jr. Boulevard. The CRA contributed more than \$490,000 of TIF funds to the total project, worth \$1.6 million. Improvements to Martin Luther King, Jr. Boulevard included realignment, grade changes, drainage, FEC railroad pedestrian crossings gates, streetscaping and traffic signalization. These improvements have made a significant impact in improving the pedestrian experience and traffic circulation in the area, but most important, they significantly improve the entrance to the east Stuart community.

### **Lake Avenue Streetscape Enhancements**

City of Tampa, East Tampa Community Redevelopment Agency

### **Capital Projects/ Beautification**

In response to community requests made as part of the “Heart of East Tampa” enhancement study and the Community

Redevelopment Plan, the City of Tampa initiated a capital improvement project to enhance Lake Avenue from North 22nd Street to North 29th Street. This project created an attractive roadway with landscaping, bicycle lanes, improved bus shelters, decorative trash receptacles and enhanced maintenance. Other creative features of this project included decorative crosswalks and street lighting, and encasing poetry quotes from famous African-Americans in granite along sections of the pedestrian-friendly walkways.

### **Lot 9 Redevelopment**

Gainesville Community Redevelopment Agency

### **Creative Organizational Development & Funding**

Acquiring site control of a vacant downtown lot, the Gainesville CRA recruited a private sector partner to develop a mixed-use hotel/retail project. Initially approved via a complex financial program (including public/private partnership, private equity, debt, New Markets Tax Credits and TIF), project feasibility was erased

in the aftermath of the *Strand* decision. Subsequently, the CRA/developer restructured both the funding and organizational framework, creating a development program based not on multi-year payments, but on a single reimbursement for certain hard costs. Thanks to this tenacity, the \$14.7-million development is almost complete, creating 28 full-time jobs and generating approximately \$115,000 in annual tax increment.

### **Magnolia Townhomes**

City of Leesburg, Carver Heights & Vicinity CRA

### **Creative Organizational Development & Funding**

The proposed project involves renovation of a 59-unit apartment complex that will be converted into a homeownership 56-unit townhome development. This project will provide affordable three-bedroom, one-bath units with 850-square-feet of livable space. The remaining three units will be converted into a “clubhouse” and be utilized for various activities, meetings, economic empower-



## 2009 Award Entries

ment seminars, workshops and tutorial programs.

### **Boynton Beach CRA Special Event: The Commodores Concert**

Boynton Beach CRA

#### **Cultural Enhancement**

A cultural trademark of the CRA District and important catalyst for downtown revitalization, the Boynton Beach CRA's special events program combines private funding with public resources to cost-effectively produce popular annual events. On February 23, 2008, the CRA capped its month-long Heritage Celebration with a free concert by the legendary Motown band, The Commodores. The three-hour show attracted 5,000 people to the downtown area and produced a business-boosting \$351,000 in economic activity.

### **Savor the Avenue**

City of Delray Beach  
Downtown Development  
Authority

#### **Cultural Enhancement**

With its March 2009 debut, "Savor the Avenue" introduced

a new dimension in fine dining to downtown Delray Beach. This grand table showcase of prix fixe menus, paired with wines from 13 participating downtown Delray Beach restaurants, brought more than 625 diners to the city. The grand table was set up right down the middle of the city's main thoroughfare, Atlantic Avenue. Savor the Avenue 2009 was a rousing success that will be repeated in 2010 and inspired another event for summer 2009.

### **Brazil on the Beach**

Hollywood Beach Community  
Redevelopment Agency

#### **Cultural Enhancement**

The Hollywood Beach CRA created the inaugural Brazil on the Beach, a free three-day celebration of Brazilian music and sports held March 20-22, 2009, on Hollywood Beach's Broadwalk. This weekend was an unparalleled chance for visitors of all ages to enjoy the full range of Brazilian fun and culture, with sports stars, musicians, artists, cultural figures and celebrities drawing an

estimated 65,000 attendees. A huge beachside concert by Brazilian superstar Daniela Mercury climaxed an exciting weekend that featured an international pro footvolley tournament. Partners included the Rhythm Foundation and the Brazilian Consulate. The event received a Brazilian International Press Award.

### **Make a Scene Downtown!**

Jacksonville Economic  
Development Commission

#### **Cultural Enhancement**

The City of Jacksonville, in collaboration with the Business Improvement District and several downtown partners, created "Make a Scene Downtown!" a cultural enhancement initiative designed to create new events and promote downtown Jacksonville. The creation of the program was an effort to produce a brand and build awareness that would increase attendance in downtown, in accordance with the Downtown Action Plan and revitalization efforts. The year-round campaign has made a significant

## 2009 Award Entries

annual impact since its inception in May 2008. Hundreds of events have been produced, bringing thousands of people downtown in the evenings and on the weekends.

### **Jazz at MOCA Concert Series**

North Miami Community  
Redevelopment Agency

#### **Cultural Enhancement**

In 2006, the North Miami Community Redevelopment Agency began work on physical enhancements to North Miami's Civic Center that included landscape improvements both in and around MOCA plaza adjacent to the Museum of Contemporary Art (MOCA). In tandem with physical redevelopment projects in MOCA plaza, the CRA began funding an important cultural event, "Jazz at MOCA," a free outdoor jazz concert that is held in the MOCA plaza at the civic heart of North Miami. On the last Friday of each month, Jazz at MOCA concerts attract 400 to 600 people of all ages to enjoy some of the finest jazz around.

### **Downtown Orlando Farmers' Market**

City of Orlando Community  
Redevelopment Agency

#### **Cultural Enhancement**

The Farmers' Market, established in 1987, is a weekly event that showcases fresh produce, ethnic and gourmet food, plants and handmade jewelry. The event supports local farmers and nearly 70 local vendors with weekly entertainment. The market, open every Sunday from 10:00 a.m. to 4:00 p.m., is Central Florida's largest weekly market and takes place in downtown Orlando at Lake Eola Park, within the downtown Orlando redevelopment area. With new residential development in downtown Orlando, the Farmers' Market plays an important role in building community and promoting downtown living.

### **East Tampa Holiday and Tree Lighting Event**

City of Tampa, East Tampa  
Community Redevelopment  
Agency

#### **Cultural Enhancement**

The 2008 East Tampa Holiday and Tree Lighting event focused

on the community as a whole and reflected its vast diversity. The event was created through a multitude of partnerships and showcased the caring nature of the community for its children. Tampa Police District III hosted the community event at its East Court Art Plaza. One-hundred twenty-five bicycles and 20 \$100 grocery gift cards were donated to low-income children. Hundreds of teddy bears were given to all the children. The pinnacle of the event was the living 25-foot tree in the center of the art plaza to be reused each year.

### **Downtown Orlando Vendors Way**

City of Orlando Community  
Redevelopment Agency

#### **Management Programs/ Creative Partnerships**

In 2007, the City of Orlando and Orange County governments approved a \$1.2-billion venues construction project, the new event center, performing arts facility and renovation of city football stadium. One of these venues, the new event center, was constructed in the

## 2009 Award Entries

core of the urban area which was surrounded by retail shops that relied heavily on neighborhood customers. An innovative partnership was needed in order to sustain the existing retail during the construction of the events center.

### **East Stuart Entrepreneurship Course**

City of Stuart, CRA

### **Management Programs/ Creative Partnerships**

In order to stimulate the local economy, the CRA, with East Stuart Main Street, collaborated on an entrepreneurship course. The objective of the course was to inform, educate and motivate local budding businesses. This course was unique because it was tailored to serve predominately African-Americans from the East Stuart community. East Stuart Main Street assisted with recruitment of students, and the CRA covered the costs of each student. The course lasted six weeks and covered how to write a business plan, funding, taxes, management and mar-

keting. Many graduates have expanded or improved their business due to this course.

### **Security Ambassador Program**

### **City of West Palm Beach DDA Management Programs/ Creative Partnerships**

The Downtown Development Authority's Security Ambassador Program is an innovative community-oriented security program designed to enhance safety, security and quality of life in the downtown West Palm Beach area. The program started operation in July 2006 with two officers patrolling the retail and entertainment district, and has since expanded to cover the entire downtown area, waterfront and public docks. The program now deploys seven security ambassadors for a total of 300 hours per week. The Security Ambassador Program has contributed to a 50-percent decrease in crime in the downtown area over a three-year period.

### **Boynton Beach CRA Publication CRA "FYI"**

Boynton Beach CRA

### **Marketing & Communications**

Conceived as an educational tool for residents and businesses, CRA "FYI" provides a quick reference guide to what the Boynton Beach Community Redevelopment Agency does, how it operates and what benefits it brings to the quality of life and economic prosperity of the city. Using a four-page, newsletter-style format with engaging graphics and easy-to-read segments, CRA "FYI" spotlights CRA-funded projects and initiatives while conveying a spirit of collaboration and community pride.

### **Cleveland Street District Image Piece**

City of Clearwater

### **Marketing & Communications**

The City of Clearwater's Community Redevelopment Agency needed a marketing piece to show off its new downtown in an area that had long been in decline. The city had com-

## 2009 Award Entries

pleted a \$10-million downtown streetscape to attract new retail and residential space. The tarnish is being removed from the city's image and the elegant, tri-fold piece developed in-house reflects the new reality. The piece, which was originally defined in the district's retail recruitment strategy, incorporates the "Cleveland Street District's" new brand and logo and is distributed by the city's retail recruiter as a leave-behind document for prospective downtown business operations.

### **VisitHollywoodFL.org Web Site**

City of Hollywood, Beach District Community Redevelopment Agency

### **Marketing & Communications**

The *VisitHollywoodFL.org* Web site is a CRA marketing tool to attract visitors, foster business development and spark private property investment in Hollywood's Beach and Downtown Districts. While highlighting Hollywood's ideal location and

distinctive assets, the CRA implements social media, SEO and paid search strategies to targeted audiences.

Business participation on *VisitHollywoodFL.org* is an earned privilege, serving as a marketing incentive to promote redevelopment and eliminate causes of slum and blight. Since the redesign, *VisitHollywoodFL.org*'s Google page ranking increased substantially. Analytics show a 250-percent increase in Web traffic and impressive conversion goals for online booking, e-newsletter opt-ins and visitor guide requests.

### **"It's Your Downtown" Video**

Leesburg Partnership

### **Marketing & Communications**

"It's Your Downtown" is a full-length music video to the Petula Clark song "Downtown." This song was used to point out all that downtown has to offer. Many different snapshots are shown of what you can find in the downtown, for example, beauty salons, events,

public library, produce market, police and fire station, restaurants, night life, churches and even funeral homes. This was a fun and innovative way to get the message of downtown out to the public.

### **Building Lives: the Story of the Miami Beach CDC**

Miami Beach Community Development Corporation

### **Marketing & Communications**

"Building Lives," a 50-minute documentary film, depicts the sizeable challenges and important accomplishments in the preservation of both affordable housing and historic buildings. The film is highlighted by the poignant artistry of the building's tenants and narrated by project staff and community leaders who contributed to the project's success. Villa Maria Apartments (f/k/a Hampton Court Apartments) was under threat of demolition and replacement by luxury condo development. City and community leadership rallied to protect the historic building and its elderly

## 2009 Award Entries

tenants. The film includes a brief history of the Miami Design Preservation League, the preservation movement in the City of Miami Beach and the story of the Miami Beach Community Development Corporation.

### **North Miami Community Redevelopment Agency Web Site**

North Miami Community Redevelopment Agency

#### **Marketing & Communications**

The North Miami CRA recognizes the importance of transparency to the public and community input. Keeping the public up to date with the latest information on CRA meetings, projects and other activities is therefore an important goal. The CRA Web site serves as a showcase for all the work performed and funded by the CRA; it is a repository for public records such as meeting materials, contracts, resolutions and studies; and it hosts interactive Web applications, such as a searchable vacant lot database.

### **North Miami Community Redevelopment Agency FY 2007-08 Annual Activity Report**

North Miami Community Redevelopment Agency

#### **Marketing & Communications**

All CRAs in the State of Florida are required by state statutes to submit to their governing body an annual audit and an annual report on their activities. The report is required to include a complete financial statement setting forth the CRA's assets, liabilities, income and operating expenses and to list all projects undertaken by the CRA and their costs, and any changes to CRA area boundaries, etc. The North Miami CRA Annual Activity Report complies with all requirements of the statute, but also serves as an in-depth narrative of all the projects undertaken by the CRA, complete with illustrative photos and maps.

### **Public Relations Outreach**

Riviera Beach CRA

#### **Marketing & Communications**

The Riviera Beach Community Redevelopment Agency has adopted the slogan "Riviera Beach...Ready to Rise." To make this slogan a reality, the CRA is engaged in a holistic redevelopment program. However, redevelopment will not work without the support of the residents, which is why the CRA has also launched a comprehensive public relations campaign to accompany the redevelopment efforts of the CRA. This public relations campaign promotes the CRA through quarterly newsletters, its Public Resource Gallery, promotional DVDs, brochures, charrettes and business inventories.

### **Downtown St. Petersburg Brochure**

City of St. Petersburg

#### **Marketing & Communications**

The Downtown St. Petersburg Brochure gives a comprehen-

## 2009 Award Entries

sive overview of the entire downtown St. Petersburg community and was created to better publicize downtown to businesses and residents alike looking to relocate or expand in St. Petersburg. The development and production of the brochure was a collaborative effort among the City of St. Petersburg's Economic Development Department, the St. Petersburg Downtown Partnership, Pinellas County Economic Development, as well as the entire Downtown St. Petersburg Office User Recruitment Committee, which consists of a variety of downtown stakeholders. The brochure encapsulates the synergy of employment, housing and urban amenities that make St. Petersburg's downtown so dynamic.

### **2008 CRA Annual Activity Report**

City of Tampa, Economic and Urban Development Department

#### **Marketing & Communications**

According to Section 163.387, Florida Statutes, the agency

must provide an annual accounting of the CRA Trust Funds. Tampa's 2008 Annual Activity Report satisfies Section 163.387; provides comprehensive, user-friendly information to every type of stakeholder; and is a highly effective marketing tool. The report shows elected officials how their directions are implemented, the general public how they influence community priorities, and taxing districts how their money is spent — not just accounting statements, but descriptions and photos that illustrate the activities. Tampa's Annual Report helps the public understand issues and current priorities, resulting in less anxiety in the community and generating more realistic expectations.

### **Casselberry City Center**

City of Casselberry/Swan Development Advisors, Inc./WilsonMiller, Inc.

#### **Out of the Box**

Faced with a challenging site in a highly competitive environment, the City of Casselberry utilized the recent market

downturn to rethink and then replan its community-driven City Center project. It commissioned a new master plan based on local retail/housing market research, capital market conditions, project risks and financial feasibility. The new plan enables the city to develop the site in phases; partner with developers for various components; reduce developer's capital requirements; and recruit individual retailers, restaurants and office users independently. Ultimately, the plan gives the city more control, more responsibility and greater long-term financial benefits.

### **CRA Beautification Project - Postcards from Boynton**

Boynton Beach CRA

#### **Out of the Box**

Commissioned by the Boynton Beach Community Redevelopment Agency and implemented by the City of Boynton Beach Art in Public Places, "Postcards from Boynton" was designed to improve unsightly trash receptacles that were not enclosed. Eighteen hand-painted dump-

## 2009 Award Entries

sters were created and placed throughout the 16.3-acre CRA district. Artists responded to a call and submitted color concepts. This program reached out to all artists, regardless of age or experience, and awarded them work in the public realm. The results are unexpected displays of art on otherwise unsightly dumpsters, contributing to the beautification of the CRA district. The program received positive press.

### **North Winter Park Drive Project**

City of Casselberry

#### **Out of the Box**

The work for the new North Winter Park Drive consisted of constructing a two-lane roadway, along with supporting drainage and utility infrastructure. The result is a parallel urban collector road to U.S. Highway 17-92. The Northeast Industrial Park was created and design standards were adopted by the City Commission to ensure parameters were set. The new road increases access to the existing businesses, as well as provides access to

future businesses for development. Funding from the Penny Infrastructure Surtax Fund was utilized for this project; therefore, no financing was needed. The total cost for the project was \$5.6 million.

### **Wyland Walk**

City of North Lauderdale

#### **Out of the Box**

Last year, famed marine life artist Wyland volunteered to paint an undersea mural on a 1,000-foot length of buffer wall along a major thoroughfare in North Lauderdale. The spectacular painting features manatees, reef fish and dolphins. Wyland was assisted by well-known artists Guy Harvey and Romero Britto. Local children also played a role, painting alongside the professionals to create a smaller mural that was later exhibited at schools. The wall was later augmented by park benches, landscaping and a walkway inlaid with blue and green recycled glass to create a functional piece of public art known as the Wyland Walk.

### **Planes, Trains and BBQ**

City of Tavares

#### **Out of the Box**

The City of Tavares presented the Second Annual Planes Trains and BBQ Sanctioned BBQ Competition in May with free admission. Spectators saw seaplanes fly-in to Wootton Park's marina/seaplane basin, train robbery rides, a BBQ competition, kid's bike rodeo presented by the Ocala Mountain Bike Association, Radio Disney, People Choice, and more family fun. The Second Annual Planes, Trains and BBQ is a city-sponsored event. The championship-qualifying barbecue contest featured national and state champions. Judges chose winners from several teams that entered in the categories of chicken, ribs, pork and brisket. The categories were judged based on appearance, taste and tenderness.

## 2009 Award Entries

### **The Oaks at Moore's Creek**

Fort Pierce Redevelopment Agency

#### **Outstanding Affordable Housing Project**

The Oaks at Moore's Creek is a single-family residential development providing the historically African-American Lincoln Park area with 12 new energy-efficient owner-occupied workforce housing. None needed help more than this area, where 87 percent of the housing stock is absentee-owned rental property. Acting as the developer, the City of Fort Pierce through the Fort Pierce Redevelopment Agency invested \$1.3 million in the land and infrastructure, along with \$1.7 million from the State of Florida, to construct new housing. First-time buyers chose home designs from a selection of six floor plans coordinated to create cohesive neighborhood, all with character-defining features. Completed in record time of five months.

### **Lakewood Cottages**

Escambia County CRA

#### **Outstanding Affordable Housing Project**

The Lakewood Cottages subdivision is the first public/private partnership between Escambia County's CRA, the local nonprofit Neighborhood Enterprise Foundation, Inc. and a private developer, Lakewood Investment Partners, LLC, to create affordable housing. The 92-lot single-family neighborhood blends into the surrounding CRA neighborhood of post World War II homes by following zoning overlay guidelines put in place by the CRA. Lakewood Cottages will have a blend of affordable housing along with market-priced homes. The buck does not stop there. Builders have worked with various organizations to make a portion of the affordable housing U.S. Green Building Council LEED certified.

### **Downtown Fort Pierce Parking Garage**

Fort Pierce Redevelopment Agency

#### **Outstanding New Building Project**

The four-story, Mediterranean-revival-influenced Downtown Fort Pierce Parking Garage opened on April 1, 2008, to serve the needs of City Hall employees, visitors and merchants that had limited on-street parking for customers. The parking garage and mixed-use space construction was a \$11.8-million project funded by the Fort Pierce Redevelopment Agency. The 31,000-square-foot office shell is available for lease with retail on the first floor. The project is based on specifications arising from a space-needs study commissioned by the City of Fort Pierce.

### **R. Duke Nelson Human Development Resources Centre**

Fort Pierce Redevelopment Agency

#### **Outstanding New Building Project**



## 2009 Award Entries

The R. Duke Nelson Human Development and Resources Centre Gymnasium and Educational Facility located at Avenue 3002 Avenue D in Fort Pierce is a state-of-the-art facility for the northwest residents of the City of Fort Pierce. It was completed May 2008 for a total cost of \$9.6 million. Partnerships with the St. Lucie County Boys and Girls Club, Indian River State College and the City of Fort Pierce afford activities for youth, educational and job-training opportunities at the centre and assist residents in the economically distressed Lincoln Park community.

### **The Plaza Cinema Cafe**

City of Orlando Community Redevelopment Agency  
**Outstanding New Building Project**

In 2005, construction started on one of the most exciting projects in downtown Orlando's history. The Paramount on Lake Eola is a new mixed-use building that opened in the summer of 2008. It encompasses true mixed-use with

residential condominiums, office space, retail and a grocery store. Located steps away from beautiful Lake Eola, the project is an art deco designed building, unique in downtown, and blends in seamlessly in the neighborhood. Public incentives were used to help get the project off the ground. To date, the project has been a huge success, bringing a great amenity to downtown Orlando.

### **The Paramount**

City of Orlando, Community Redevelopment Agency  
**Outstanding New Building Project**

In 2004, the City of Orlando, the Downtown CRA and the Plaza, LLC entered into an agreement to develop a major mixed-use development known as the "Plaza." The residential, commercial and retail components were completed and opened in 2007, with the last portion of the project, the 12-screen theater, having yet to find a tenant. In 2008, the project was bought out by a new owner and the agreement was renegotiated in order to

complete the theater. The city then levied a special assessment on the property owned by the developer that would be specially benefitted from the project.

### **Stuart Public Safety Buildings**

City of Stuart

### **Outstanding New Building Project**

The City of Stuart built a 43,500-square-foot complex that accommodates the entire Police Department, administrative offices for fire officials, a new fire station, a training room that doubles as the city's Emergency Operations Center and a state-of-the-art meeting room ready to provide sleeping quarters when storms shut down the rest of the city. This project utilized \$750,000 of CRA funds for completion. The building was dedicated on January 18, 2008. The final cost of the complex was \$10.2 million.

## 2009 Award Entries

### **Watson Clinic, Bella Vista Building**

Lakeland Community  
Redevelopment Agency

#### **Outstanding New Building Project**

The Watson Clinic, Bella Vista Building houses medical offices and provides meeting space that serves as a gathering place for community activities. As the first building constructed since the inception of the "Medical District" plan, it acts as the cornerstone and sets the precedent for all future construction. This project demonstrates the importance of developing a close working relationship among the business community, the CRA and the city. The successes of Watson Clinic are largely due to mutual support and open lines of communication for establishing vision and direction.

### **Main Street Commons Retail Center Renovation**

City of Dunedin/J. Kokolakis Contracting, Inc.

#### **Outstanding Rehabilitation, Renovation or Reuse Project**

Main Street Commons is composed of four locally owned stores situated on the corner of Main Street and Broadway in Dunedin's Downtown Commercial District. An existing single-tenant building that brought little foot traffic to the downtown core was subdivided into three separate boutiques. The adjacent two-tenant structure was renovated into a single-tenant ice cream café. The existing privately owned park was acquired by the developer and donated to the City of Dunedin. A small portion of the park was converted to an outdoor seating area. Through this redevelopment, existing merchants have realized a significant increase in traffic, tourism and sales.

### **The Haverty's Building**

Jacksonville Economic  
Development Commission

#### **Outstanding Rehabilitation, Renovation or Reuse Project**

The former Haverty's building, a historically significant building located in the core of Downtown Jacksonville,

recently underwent a \$10-million renovation. The Jacksonville Economic Development Commission, as the Downtown Development Authority, structured a unique partnership between the City of Jacksonville and the Jacksonville Police and Fire Pension Fund. Within that partnership, the Police and Fire Pension Fund provided funding for the project, with a lease-back arrangement from the city. Without this creative financing structure, the historical asset would still be sitting in the downtown urban core as an unimproved, blighted building.

### **Jackson Soul Food Restaurant Renovation and Expansion Project**

City of Miami, Southeast  
Overtown/Park West

#### **Outstanding Rehabilitation, Renovation or Reuse Project**

Jackson Soul Food Restaurant is a staple in the Overtown community, serving local residents and visitors. In an effort to promote business development and assist businesses

## 2009 Award Entries

within the redevelopment area, the Southeast Overtown/ Park West Community Redevelopment Agency awarded a grant to Jackson Soul Food Restaurant to underwrite costs associated with renovation and expansion of the restaurant. As a result of the renovation and expansion, Jackson Soul Food Restaurant has become one of the largest employers in Overtown. The restaurant also hosts the CRA's Restaurant Training Institute, which provides business training to restaurants located within the redevelopment area.

### **Rehab of the Arnold's Royal Castle**

North Miami Community Redevelopment Agency

### **Outstanding Rehabilitation, Renovation or Reuse Project**

The North Miami CRA Commercial Rehabilitation Grant Program offers grants of 50 percent of the approved total project cost up to a maximum of \$80,000 for commercial façade rehabilitation. Arnold's Royal Castle burger restaurant

is one such grant awardee. The restaurant had occupied the same spot on N.W. 7th Avenue since 1956, until a fire shut it down in 2005. Due to the importance of this establishment to the North Miami community, restrictions on the use of grant funds to pay for internal work and roof repair were waived by the CRA board. The total project cost was more than \$200,000. The CRA awarded the maximum grant amount of \$80,000. In the first five days back open, more than 8,000 burgers were served.

### **VIA Hall Historical Restoration Project**

City of Oak Hill

### **Outstanding Rehabilitation, Renovation or Reuse Project**

In 2004, three back-to-back hurricanes severely damaged the City of Oak's Hill VIA Hall, the only public civic building in the community. The city (pop. 1,900) spent the next two years performing minor repairs to keep the building in use with its limited funds. In 2006, a resident and a historic preser-

vation architect visited the site. The architect indicated that the building was unsafe and repair costs would be around \$200,000, which was much higher than the city had anticipated. The only funds available were \$30,000, a donation by a businessman. For the next two years, the resident and architect worked at finding ways to restore the Oak Hill VIA Hall. Partnering with the city, they applied for and received a Volusia County ECHO grant. Using the cash donation, previous work completed on the building, the land value and donated services, the necessary matching funds were available for the grant. The VIA Hall restoration project was completed in June 2009.

### **Callaway Central Corridors - An Urban Design Plan**

City of Callaway

### **Planning Studies**

The plan provides a vision and an implementation framework for the future development and redevelopment of the commercial core of the City of

## 2009 Award Entries

Callaway. The plan establishes a long-term process to revitalize the two older suburban commercial shopping corridors that form the retail center of the community. The planning team put forth an urban design vision that evolved through an extensive community participation forum. The vision consists of the creation of a new town center at the intersection of the two roadways, with a series of stormwater treatment lakes as the town center park.

### **Cocoa Waterfront Master Plan**

City of Cocoa, Community Redevelopment Agency  
**Planning Studies**

Cocoa has long enjoyed a rich, productive and colorful history alongside the Indian River Lagoon. It is that history that has inspired the Waterfront Master Plan – an attempt to reconnect Cocoa residents, business owners and visitors to the enormous potential offered by interweaving the future of Historic Cocoa Village with its history as a riverfront community. With this Waterfront Master

Plan, the city is embracing the past, celebrating the present and building for the future.

### **City of Dania Beach CRA Plan**

City of Dania Beach CRA/  
The Mellgren Planning Group  
**Planning Studies**

The CRA Plan for the City of Dania Beach is comprehensive in scope and measure. The entire plan was designed to be implementable and is specifically geared toward having a physical, social and economic impact on not only the City of Dania Beach, but also the South Florida region. The plan provides solutions for the weaknesses and expands upon the strengths inherent throughout the CRA. Three of the prominent issues addressed in the plan are smart growth, energy efficiency and economic development through expansion and growth of the marine industry. Through its extensive analysis, detailed implementation strategies and recommendations, the plan sets the framework for job creation, improved

neighborhoods and improved community identity.

### **City of Holly Hill CRA Master Plan & Implementation Services**

City of Holly Hill/HHI Design  
**Planning Studies**

The Holly Hill Community Redevelopment Area Master Plan was initiated by the Community Redevelopment Agency to update its 1996 Redevelopment Plan. The purpose was to clearly articulate a vision for future redevelopment activities, programs and initiatives based on extensive public input. The redevelopment initiatives were developed and technically tested based on research of market trends and potential, urban design/planning principles and engineering analysis. Specific action steps, a phasing plan and financial cost estimates were recommended to implement these initiatives. The city has already implemented quick victory projects that are currently under way to inspire community pride and attract reinvestment.

## 2009 Award Entries

### **Bicycle Network Plan**

Lake Worth Community  
Redevelopment Agency

#### **Planning Studies**

The Bicycle Network Plan addresses the three components needed for a comprehensive bicycle network, including facilities, amenities and programs. It includes both a policy framework and physical improvements that will better accommodate existing users while encouraging additional use. When fully implemented, the plan will lower transportation costs by allowing each mode to be used for the portion of the trip for which it is best suited; increase economic productivity and efficiency, thereby enhancing the city's regional competitiveness; reduce the burden on overstressed infrastructure components by shifting use to infrastructure with excess capacity; generate higher returns from public and private infrastructure investments; improve mobility for the elderly, disabled, isolated and economically disadvantaged; and reduce energy consumption, thus contributing to im-

proved air quality and environmental conditions.

### **North Miami Beach CRA Infrastructure Master Plan, March 2009**

North Miami Beach CRA/  
Chen & Associates

#### **Planning Studies**

Chen and Associates prepared an infrastructure master plan to estimate the impact of future redevelopment on the existing sanitary sewer, water distribution and stormwater drainage systems within the North Miami Beach CRA, an area of approximately 290 acres. Each scenario was studied with the purpose of recommending the most feasible design scenario for each infrastructure component. The report includes an inventory of the existing infrastructure, results of the computer analysis, prioritization of necessary improvements, regulatory requirements, cost estimates for the construction of the infrastructure improvements, an implementation schedule, recommendations for a system-wide improvement program and the alternate system upgrades.

### **State Road 436/ State Road 50 Area Redevelopment Plan**

Orange County/Reynolds,  
Smith and Hills, Inc.

#### **Planning Studies**

In 2008, Orange County turned the Florida Department of Transportation's construction of a new interchange at State Road 436 and State Road 50 in Orlando into an opportunity to redevelop the surrounding four-square-mile area, which was distressed and in disrepair. The resulting redevelopment plan, developed by RS&H, created a new vision for the community based on new and redeveloped land uses; streetscape, landscape and multimodal transportation solutions; and recommended government policies needed to support this vision. The plan will guide the development actions of both the private and public sectors while ultimately providing neighborhood residents a greater sense of community identity.

## 2009 Award Entries

### **Palm Coast/Flagler County Airport Area Master Plan & Zoning Overlays**

City of Palm Coast/Flagler County/Land Design Innovations

#### **Planning Studies**

Land Design Innovations, Inc. prepared the Palm Coast/Flagler County Airport Area Master Plan and Zoning Overlays. The Master Plan and Overlays are a complete analysis of a three jurisdictional area, located partially within the cities of Palm Coast and Bunnell and Flagler County. The 14,000-acre area in one of the fastest-growing regions of the country contains two Developments of Regional Impact, one Community Redevelopment Area, an airport, residential areas and is traversed by Interstate 95. The outcome of the planning process will enable continued development and safe operation of the airport, plus capitalize on the economic development potential of the community's assets.

### **State Road 100 Corridor Community Redevelopment Area Plan, 2008 Update**

City of Palm Coast/  
WilsonMiller, Inc.

#### **Planning Studies**

WilsonMiller (with Stone Joca & Associates, Swan Development Advisors and Urban Studio Architects) was selected to prepare an update to the State Road 100 Corridor Community Redevelopment Area Master Plan. Palm Coast needed to document the dramatic change occurring within the redevelopment area and update tax increment financing projections to identify a prioritized Capital Improvement Program. Conceptual roadway and enhancement designs were prepared for the reconstruction of the main gateway to the CRA, Bull Dog Drive, from a rural two-lane section to an urban four-lane divided section. A civic architectural guide was prepared outlining site orientation, consistent design standards for future buildings and conceptual site plans for future civic uses.

### **St. Augustine Historic Area Strategic Plan**

City of St. Augustine/Reynolds, Smith & Hills, Inc.

#### **Planning Studies**

The oldest continuously occupied European settlement in America, St. Augustine, celebrates its 450th anniversary in 2015. To preserve, enhance and showcase this national treasure, the University of Florida developed the St. Augustine Historic Area Strategic Plan in partnership with the city, National Park Service and consulting team led by RS&H. The plan sets a framework for a unique visitor experience centered on the city's multiple "layers" of historic periods and themes. A new Interpretive Center and inventive wayfinding features create a well-coordinated, world-class heritage tourism experience that will bring significant cultural, educational and economic benefits to the city and state.

## 2009 Award Entries

### **Evaluation of the 2002 City of Stuart CRA Plan**

City of Stuart, Community Redevelopment Agency

#### **Planning Studies**

Many community redevelopment agencies throughout the state amend their CRA plans; however, the City of Stuart CRA went a step further and demonstrated the foresight to embark on a plan "evaluation." This approach was appropriate since a clear consensus about plan amendments or strategic focus did not exist among the Community Redevelopment Board members or other community leaders. Through the city's leadership, the approach gained support from the Community Redevelopment Board and CRA to first evaluate the plan, and then decide on amendments in the future. The evaluation became an important consensus-building step to choose new plan strategies, goals and objectives, and redevelopment projects.

### **Downtown West Palm Beach Urban Regulations**

City of West Palm Beach/  
Zyscovich Architects

#### **Planning Studies**

Zyscovich was commissioned to evaluate and update the Downtown Master Plan for West Palm Beach (DMP Update) and develop a revised plan that responded to the local environment and the current development climate. Downtown West Palm Beach spans approximately 500 city blocks and encompasses several distinct neighborhoods that included historic, retail, residential and commercial buildings. Working with an economic consultant, the design team investigated planning potentials, development opportunities and appropriate planning and development standards based on new neighborhood sub-districts. The DMP Update considers the goals and objectives of the previous plan and modifies them to reflect current development potentials and the community's vision for the

downtown, promoting two key themes: sustainability and quality of life.

### **HOTexpress**

Hollywood Beach Community Redevelopment Agency

#### **Transportation/Transit Enhancements**

The 2008-2009 HOTexpress circulator/shuttle project servicing Hollywood Beach and downtown Hollywood's central business resulted in increased ridership by residents, visitors and tourists. The HOTexpress played a vital role in the enhancement of transit services during the high tourist season and during special events held on Hollywood Beach and in downtown Hollywood. Hotels and residences in Hollywood's north beach district were serviced as part of the project's objective of providing enhanced transit services throughout the beach district.

## 2009 Award Entries

### **Pinellas Trail Extension**

City of St. Petersburg,  
Transportation & Parking  
Department

#### **Transportation/Transit Enhancement**

The Pinellas Trail Extension is a shared-use path that continues the very popular Pinellas Trail into downtown St. Petersburg. The 3.1-mile rails-to-trails project, completed in 2008, provides a separated facility allowing pedestrians and bicyclists access to St. Petersburg's spectacular downtown waterfront park system. The trail features a small park that pays homage to the corridor's prior use; direct access to Tropicana Field, home of Major League Baseball's 2008 American League Champion Tampa Bay Rays; several restaurants with provisions for trail users; and innovative design treatments along the way to improve safety along this great urban trail.

### **U.S. Highway 192 BeautiVacation Project**

West 192 Redevelopment  
District

#### **Transportation/Transit Enhancement**

The U.S. Highway 192 BeautiVacation Project is a major public/private initiative that is changing the tourist corridor's image, resulting in a more tourist-friendly and economically viable area. Since the U.S. Highway 192 corridor comprises almost 50 percent of Osceola County's tax base, the economic health of Osceola County is directly linked to its success. The U.S. Highway 192 BeautiVacation Project is being funded by private property owners through a Municipal Service Benefit Unit. This project has enhanced the attractiveness of the corridor, which faces ever-increasing competition for business. Stately Washingtonian palms line the roadway. Combined with other features, such as unique signs, custom lighting, transit shelters, benches, trash receptacles and other street

furniture, the area will add to the pleasant experience of both visitors and residents alike. In the long run, this will result in a stronger tourism market and enhanced property values. Safety for pedestrians, transit riders, cyclists and motorists will be dramatically improved with the addition of 10-foot-wide sidewalks on both sides of U.S. Highway 192.



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*When you look at a city,  
it's like reading the hopes,  
aspirations and pride of  
everyone who built it.*

– *Hugh Newell Jacobsen*

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LEWIS, LONGMAN & WALKER, P.A.  
ATTORNEYS AT LAW

Brenna Malouf Durden  
245 Riverside Avenue Suite 150  
Jacksonville, FL 32202  
bdurden@llw-law.com ~ 904.353.6410  
Other offices located in Bradenton,  
Tallahassee, and West Palm Beach.

**R M A**

Redevelopment Management Associates

Kim Briesemeister & Christopher Brown  
3109 East Atlantic Ave Suite B  
Pompano Beach, FL 33062  
Phone: 954-695-0754 Fax: 954-783-4484

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