

FLORIDA REDEVELOPMENT AWARDS

2015 Best Book



FROM THE PRESIDENT



Gus Gianikas, AICP, FRA-RA
2014-2015 FRA President

I would like to start out by saying how profoundly impressed I am with all of the creative and beneficial redevelopment projects and programs occurring throughout Florida. This is undeniable evidence of how CRAs have a positive economic impact and improve the quality of life in their areas. It is also important to note all of these entries, which are showcased in the **Best Book** provide valuable models for other CRAs to utilize.

It has been an incredibly arduous task trying to select just one entry for the President's Award from all of the inspiring projects and programs. Along with the President's Award, there are several other projects that merit personal recognition, like the **City of Stuart's Downtown Micro-Transit Program**. This program is an innovative solution to parking issues faced by so many CRA communities. **Pompano Beach** sends a powerful message with its **731 MLK Blvd Project**. If the private market is not interested in your area, you can take the lead. You can be the developer, the builder and the property manager. This project will truly be a catalyst for the transformation of this neighborhood.

For the 2015 President's Award, I have selected **William Square** in **Downtown Daytona Beach**, submitted by **White Challis Redevelopment Co., LLC**. Although it is not a large-scale project, William Square represents the typical infill site with all its complexities that CRAs must continually confront. This project exemplifies the many challenges redevelopment encounters, as well as the creative solutions and the persistence needed to achieve the intended outcome.

William Square was first planned for redevelopment in 2007. The challenges began soon thereafter, including site contamination, inadequate utilities, reluctant bank financing, and the ever-fluctuating market. The solutions involved several public and private entities working together and multiple funding sources including a Brownfields Grant and CRA funding for utilities. Persistence paid off! Construction on the first phase was completed in 2014. When completed, the project will provide much needed housing in downtown Daytona Beach.

Sometimes we have a tendency to focus on the large-scale projects when in many circumstances it is the smaller projects, like William Square, that one by one, over time, ultimately transform our redevelopment areas.

I would like to congratulate all who submitted projects and applaud you for your dedication and commitment to your communities and involvement in the FRA.

A handwritten signature in black ink, appearing to read "Gus Gianikas". The signature is fluid and cursive, written over a white background.

Gus Gianikas, AICP, FRA-RA
2014-2015 FRA President

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They have no magic to
stir men's blood and
probably themselves
will not be realized.
Make big plans; aim
high in hope and work,
remembering that a
noble, logical diagram
once recorded will
never die, but long
after we are gone
will be a living thing,
asserting itself
with ever-growing
insistency. Remember
that our sons and
grandsons are going
to do things that
would stagger us.
Let your watchword
be order and your
beacon beauty.
Think big.
~ *Daniel Burnham,*
Chicago architect

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Improvement Program, Town of Lauderdale-
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Engineering Corp.

ABOUT THE FLORIDA REDEVELOPMENT ASSOCIATION

Cities throughout Florida are rediscovering their roles as crossroads for commerce, as Mecca's 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 development agencies (CRAs)** and **main street program** cities. Today, the FRA also includes nonprofit organizations, consultants and private developers, as well as cities that do not have **downtown development authorities**, CRAs or main street programs. Our goal is a comprehensive association of all partners and stakeholders in Florida's urban revitalization network.

The FRA is an independent association governed by a Board of Directors elected by the membership. It 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's redevelopment efforts, please contact:

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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.

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. A winning entry from the Florida Redevelopment Association provides an acknowledgment of excellence for the work of an organization.

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 14 juried categories, the Florida Redevelopment Association Awards showcase and celebrate the most innovative and effective redevelopment programs in Florida. The 14 categories of the Roy F. Kenzie Awards are: **President's Award; Annual Report; Capital Projects & Beautification; Creative Organizational Development & Funding; Cultural Enhancement; Fiscal Impact Study; Management Programs & Creative Partnerships; Out of the Box; Outstanding Affordable Housing Project; Outstanding New Building Project; Outstanding Rehabilitation, Renovation or Reuse Project; Planning Studies; Promotional Videos; Transportation & Transit Enhancements.**

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.

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PRESIDENT'S AWARD WINNER



President's Award (Outstanding New Building Project)

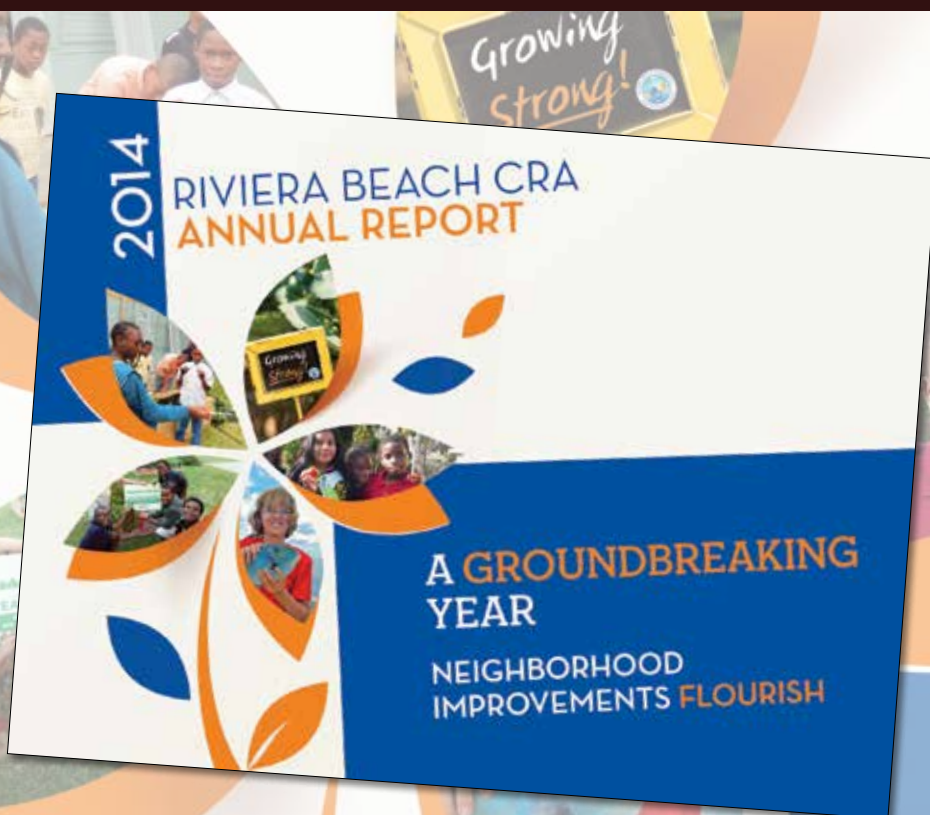
City of Daytona Beach, CRA/White Challis Redevelopment Co., LLC William Square

More info: Jack@whitechallis.com

William Square is an urban block development located in downtown **Daytona Beach**. William Square provides 15 mixed-use city homes with ground floor commercial uses that allow individual owners to have true live-work units or to lease out the ground floor commercial space to third parties. The project is specifically designed to the pedestrian scale and architecture of historic downtown Daytona Beach. All units are single-family detached (with permitted ground floor commercial use), and have rear-entry two-car garages serviced from an internal alleyway and storm-water located in the rear of the project.



ANNUAL REPORT



Riviera Beach Community Redevelopment Agency Riviera Beach CRA 2014 Annual Report

More info: tbrown@rbkra.com

The **Riviera Beach Community Redevelopment Agency's** goal with its **2014 Annual Report** was to highlight the launch of a sophisticated array of projects and programs promoting neighborhood growth, beautification and safety. As exemplified by the cover, the report captures a community that is “growing strong,” with the flower articulating in visual terms the growth and positive development of neighborhoods in the CRA District. The symbolism of the children in each blooming petal is representative of the current and future benefactors of these programs. The report details the theme of a “Groundbreaking Year” for the CRA, and details for the public accountability of these programs.

CAPITAL PROJECTS & BEAUTIFICATION



City of Tampa, East Tampa Community Redevelopment Agency North 22nd Street Beautification and Street Enhancement Project

More info: ed.johnson@tampagov.net

The **North 22nd Street** project was the number one priority for the **East Tampa** community in the Community Redevelopment Plan and Strategic Action Plan. This project incorporates the following Livable Community features: continuous sidewalks, multi-modal trail, improved bus stops and shelters, upgraded traffic signals, landscaping and decorative art features. The project created an aesthetically pleasing identity marker and gateway into the community. Enhancing the corridor promotes economic stimulation for commercial and residential development and provides safer, more comfortable pedestrian, bicycle multi-modal access to transit and community infrastructure. 22nd Street now provides a balance of the community's values while meeting their mobility needs.

CREATIVE ORGANIZATIONAL DEVELOPMENT & FUNDING



Delray Beach Community Redevelopment Agency Fairfield Inn & Suites Hotel

More info: burrows@mydelraybeach.com

The **Fairfield Inn & Suites Hotel** is the product of a 2010 RFP issued by the CRA for 7.7 acres of land along the West Atlantic Avenue corridor. The four-story business class hotel boasts 95 moderately priced rooms, a pool, fitness center and other contemporary amenities. The CRA contributed three incentives to the \$11.5 million project, including a \$332,348 partial reimbursement for public infrastructure improvements, a \$1.5 million construction loan, and a heavily discounted 40-year ground lease. Community input led to a voluntary local hiring program that resulted in 48 percent of the hotel's permanent jobs going to local residents.

CULTURAL ENHANCEMENT



City of Orlando, Downtown Development Board/ Community Redevelopment Agency

Best of Downtown Orlando Photo Contest

More info: Kelly.allen@downtownorlando.com

In 2014, the **City of Orlando's Downtown Development Board** hosted the **Best of DTO** photo contest, inviting photographers of all ages and skill levels to submit images capturing the uniqueness of Downtown Orlando. The contest increased engagement on the city's social media platforms, increased traffic to the area, provided a fun way for individuals to connect to Downtown Orlando and refresh their marketing photo library. More than 1,000 photos were submitted by over 200 photographers. Downtown Orlando gained more than 5,000 additional 'likes' on Facebook throughout the duration of the contest, reaching more than 250,000 people.

FISCAL IMPACT STUDY



City of Stuart, Community Redevelopment Agency Colorado Avenue Economic Benefit Report

More info: tsarno@ci.stuart.fl.us

In 2011, the **City of Stuart's Community Redevelopment Agency** applied for and was granted a Community Development Block Grant to redesign a blighted commercial corridor, **Colorado Avenue**. When the project was completed in 2013, the corridor was improved, vacancies were decreasing, and two large buildings were undergoing renovations. Anecdotally, this all seemed to prove the value of the project; however, pressure was growing for the CRA to provide data on the economic benefit of the project along with a strong ROI (Return On Investment). Staff "ran the numbers" and the results were positive, showing that a CRA's investment in a project is a long-term commitment.

MANAGEMENT PROGRAMS & CREATIVE PARTNERSHIPS

YBOR CITY BUSINESS WATCH



City of Tampa
Tampa Police Department
Ybor City Development Corporation

**Ybor City Development Corporation,
City of Tampa/Tampa Police Dept.**
Ybor City Business Watch

More info: Brenda.thrower@tampagov.net

How do you create a safe, friendly commercial district with limited resources? One way is to create a business watch program. The **Ybor City Business Watch** program was launched in 2011 by the Tampa Police Department and the Ybor City Development Corporation with the goal of reducing and preventing crime through effective community policing and improved communications. To date, the program is a success with 250-plus businesses participating and a 70-percent crime reduction. The program has engaged the business community in crime prevention, thus enhancing the quality of life for businesses, visitors and residents in the Ybor City Historic District.

OUT OF THE BOX



Gainesville Community Redevelopment Agency Just a Sidewalk Project – The Story of Southwest 5th Avenue

More info: mcpratena@cityofgainesville.org

This is the story of the lengths the **Gainesville CRA** took to build public trust for the construction of a simple residential sidewalk project. The agency overcame homeowner fears about public right-of-way boundaries by designing custom “look books” for the neighborhood; creating “what to expect” homeowner packets; leading months of door-to-door engagement; working with subcontractors to hire an underemployed resident to help with the sidewalk construction; and more. This .4-mile sidewalk will provide a safe place for children to walk, connect Porters to Downtown and the Innovation District, and feature 8-foot-tall monuments that will communicate its history for generations to come.

OUTSTANDING AFFORDABLE HOUSING PROJECT



Lake Worth Community Redevelopment Agency La Joya Villages

More info: etheodossakos@lakeworth.org

Earlier this year, the **Lake Worth CRA** completed construction on one of the most innovative affordable housing developments in Palm Beach County. The 55-unit **La Joya Villages** apartment complex was designed and built on one of the main gateways into the city. This project was made possible due to funding received from the federal stimulus program and through partnering with private and nonprofit organizations. The development, which has dramatically reduced slum and blight in the CRA district, was built to obtain Florida Green Building Council “Bronze” status. The CRA is proud to offer this project to its residents.

OUTSTANDING NEW BUILDING PROJECT



Pompano Beach Community Redevelopment Agency/ Redevelopment Management Associates 731 Retail Shoppes

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The **731 Retail Shoppes** project is the first new building in 50 years to be built in the area that was once the commercial heart of the African-American community in **Pompano Beach**. This project consisted of constructing a new 4,000-plus square foot building to house six tenant spaces and included improvements to the site, landscaping and reconfiguration of a public parking lot. This project has reignited development in the once-vibrant community and created opportunity for five new businesses to spur economic activity and employment prospects. This project has renewed a sense of pride in the Northwest CRA community.

OUTSTANDING REHABILITATION, RENOVATION OR REUSE PROJECT



Lakeland Community Redevelopment Agency Lakeland Service Center of the Polk County Tax Collector's Office

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916 N. Massachusetts Avenue, a 25,000-square-foot Art Deco structure on a 2.48-acre site, was restored and put to use as the Polk County Tax Collector's regional service center for western Polk County. Although the location was within the geographical area designated for the service center, the particular location was not desirable due to surrounding uses and location between two isolating east-west highways, resulting in blight of neighboring properties. The Lakeland Community Redevelopment Agency's provision of gap funding for \$600,000 of a \$4,600,000 project facilitated the feasibility of the project, which now brings in 1,200 customers per day to the area, restored a historically significant building, and provided jobs in an economically depressed area.

PLANNING STUDIES



Before



After

City of Orlando, Community Redevelopment Agency & Downtown Development Board/VHB

Parramore Comprehensive Neighborhood Plan

More info: paul.lewis@cityoforlando.net

Downtown Orlando is experiencing tremendous change and much of that change is occurring in **Parramore**, a historic African-American community located just west of Orlando's Central Business District. Changing conditions include SunRail commuter rail service, expanded free Bus Rapid Transit service, a new performing arts center, and high-tech mixed-use "Creative Village," which will include the University of Central Florida and Valencia College. Intended to balance the preservation of cultural heritage with the need for economic development, the Parramore Comprehensive Neighborhood Plan uses the Centers for Disease Control and Prevention's Healthy Community Design Initiative principles to revitalize the community and address critical issues such as chronic diseases, homelessness, crime, low educational achievement and residential displacement.

PROMOTIONAL VIDEOS



West Palm Beach Downtown Development Authority

Downtown: Always Original

More info: tfaublas@downtownwpb.com

The **West Palm Beach Downtown Development Authority** produced a video to promote the downtown as one of the most diverse and vibrant places to live, work and socialize. The excitement and energy of Downtown West Palm Beach was captured through familiar scenes and places that attract residents and visitors. Social offerings such as places to meet people, live entertainment and community events; aesthetics including physical beauty and openness; and a welcoming downtown are the most important factors that attract residents, visitors and businesses to Downtown West Palm Beach.

TRANSPORTATION/TRANSIT ENHANCEMENTS



City of Stuart, Community Redevelopment Agency Stuart Downtown Micro-Transit Program

More info: rlemay@ci.stuart.fl.us

Stuart's Downtown Micro-Transit Program has proven to be an extremely cost-efficient, rider-friendly tram service that is easily coordinated to fit the many demands for its use. Parking and pedestrian movement is a premium service in the core downtown area. The program has exceeded expectations of ridership and service from its inception in 2006, then moving 16,000 passengers, to more than 40,000 passengers in 2014. Using Tax Increment Funds, a funding source unique to CRAs, Stuart has invested in improving mobility and accessibility to the downtown area, both as a way to reduce vehicular traffic and congestion and to stimulate economic development.

2015 ROY F. KENZIE AWARD ENTRIES

ANNUAL REPORT

Delray Beach Downtown Development Authority **2013-14 Year-End Review**

The vision of the 2013-14 Delray Beach Downtown Development Authority Annual Report and Video was to creatively and professionally illustrate the broad range and scope of the DDA's activities that will effectively inform and educate our stakeholders. Delray Beach is a meeting place and the symbolic heart of the community. It is a thriving business center, a fun and vibrant retail and residential center, and an ethnically and generationally diverse community. Our Annual Report effectively communicated the Position Marketing, Place Making and Economic Development activities from 2013-2014, as well as provides a snapshot into 2014-2015.

City of Largo Community Redevelopment Agency **2014 Largo CRA Annual Report**

The City of Largo Community Redevelopment Agency annually publishes an Annual Report for the two areas that form the core of Largo's downtown, the West Bay Drive and Clearwater-Largo Road Districts. The 2014 Annual Report proudly showcases Largo's projects, programs and initiatives and is used to inform and educate residents, businesses, property owners and developers about the CRA's success. Serving as a central communications and marketing piece, the annual report tells a forward-looking story about Largo's vision and direction.

Gainesville Community Redevelopment Agency **2015 CRA Annual Report**

In an effort to increase civic interest in redevelopment, the Gainesville CRA partnered with a local arts school known as the Sequential Artists Workshop (SAW) to transform its project milestones into a parody of a Sunday comic's newspaper. The comic artists drew 16 custom cartoon anecdotes ranging from a "Peanuts"-style sketch about its commercial facade grants and a "Dilbert"-inspired office strip about the behind-the-scenes work that goes into revitalizing urban spaces through a partnership with the local newspaper. More than 31,000 copies of the report were distributed. This was a new community outreach record that was more than 15 times last year's reach.

City of Oldsmar **2014-15 Annual Report**

As an annual requirement, the City of Oldsmar CRA utilizes the publication of the annual report to communicate the activities that have occurred within the CRA in addition to the requirements outlined in Chapter 163, Part III, Florida Statutes. This report is published on the city website and distributed as informational or marketing materials throughout the year to developers, property owners and other parties who are interested in the city and the CRA.

2015 ROY F. KENZIE AWARD ENTRIES

CAPITAL PROJECTS & BEAUTIFICATION

Boca Raton Community Redevelopment Agency **Sanborn Square Arches**

A mission of Downtown Boca and the CRA is to continually improve a resident's or visitor's time spent within the city limits. A strong pedestrian-friendly district, which allows for greater public gathering, interaction and that showcases architecturally relevant landmarks, is one of the ways to make Boca Raton complete. Since their completion in 2014 as the finishing touch on a pedestrian promenade, the Sanborn Square Arches have realized this vision. The arches are not only a breathtaking aesthetic improvement, but they serve as a notable guidepost for visitors between two of Downtown Boca's most visited shopping and dining areas.

Boynton Beach Community Redevelopment Agency **Harbor Master Building, Fuel Dock and Site Improvement Project**

The historic marina area was identified in the Boynton Beach CRA Redevelopment Plan as the eastern anchor in the redevelopment of the city's downtown. Development pressure to turn a waterfront parcel into privately owned commercial property would eliminate a much needed marine fueling station servicing the historic commercial marine fishing and diving industry. The CRA acquired the parcel to provide enhanced public waterfront space, preserve and upgrade the existing marine fueling components, and construct a new Harbormaster building with

retail space and public restrooms. \$3,575,000 in CRA funding was utilizing for property acquisition, as well as \$1,100,000 for construction.

City of Alachua Community Redevelopment Agency **Roadway, Drainage and Park Enhancement**

A \$2 million project that was funded by the City of Alachua Community Redevelopment Agency has an annual tax increment revenue of approximately \$430,000. The project is located in the heart of the city, proximate to City Hall and historic Main Street. The project includes an underground stormwater management system located beneath a recreational ball field. Other aspects include streetscaping, hardscaping, sidewalks, new asphalt driving surfaces, curb and gutter, on-street parking, intersection improvements and park enhancements including new baseball dugouts, fencing and renovated tennis and basketball courts. The project fosters innovative design, walkability and efficient utilization of recreational land.

Delray Beach CRA **Reverend J.W.H. Thomas, Jr. Park**

The Reverend J.W.H. Thomas, Jr. Park Project consists of the construction of a park at the intersection of SW 9th Avenue and SW 1st Street, named in honor of the late Reverend Thomas, a pastor at St. Paul Missionary Baptist Church for 46 years. The park offers opportunities for cross generational mentoring. It features exercise equipment for adults and playground equipment for children,

2015 ROY F. KENZIE AWARD ENTRIES

safety surface for play areas, perimeter fencing and landscaping. Adjacent to the park, a 40-space permeable paver parking lot was constructed, serving the CRA-owned Palm Manor Apartments and the surrounding community. Total CRA investment is \$1,649,092.

City of Fort Walton Beach

Downtown Pedestrian Improvements

In April 2015, the Downtown Pedestrian Improvements project was completed along U.S. Highway 98 in downtown Fort Walton Beach. Over the past few years, city staff and the Downtown Merchants Association have identified the need for pedestrian improvements along U.S. Highway 98 in downtown Fort Walton Beach to improve pedestrian safety and encourage mobility. Through the successful completion of this project, multiple pedestrian safety and traffic calming techniques have been implemented including pedestrian-activated signals, speed feedback signage, special emphasis crosswalks, and a lane realignment to create a pedestrian island at an existing midblock crosswalk.

City of Kissimmee/Burkhardt Construction, Inc.

Kissimmee Lakefront Park

Kissimmee Lakefront Park was a five-year, three-phase project that required realignment of roadways and infrastructure to create a contiguous 25-acre park that interacts closely with Lake Toho. It is the largest capital improvement project in Kissimmee's history.

The park's numerous features are connected by a large horseshoe-shaped pedestrian path. There is a marina with floating docks accompanied by an overwater bait shop and restaurant. This project has turned these 25 acres into a beautiful, multifunctional landscape that makes this park a very popular community asset.

City of New Smyrna Beach CRA

Gateway Mini-Park

A corner of one of the most prominent intersections in New Smyrna Beach was vacant and in poor overgrown condition. A merchant group in the area proposed to construct a mini-park as an aesthetic feature. The group prepared a plan and a budget that included both a CRA grant and private donations. The completed project serves as a "gateway" feature to the historic commercial areas on either side of the intersection, and includes special lighting during the holidays.

City of Orange City/Tindale Oliver

Mill Lake Park

The City of Orange City identified the development of Mill Lake Park to support the vision and intent for the Community Redevelopment Area. This is the city's first civic park and will create an early and precedent-setting change in the downtown core and spur economic growth. The park is designed to combine stormwater management with recreational uses by employing filtration devices, green spaces, aquatic plants and public fountains to sequester urban stormwater runoff.

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Mill Lake Park also will serve as a couplet to connect pedestrian and bicycle and multi-use trails to Blue Springs State Park and the Spring to Spring Trail.

West Palm Beach Downtown Development Authority **Arts and Entertainment Banners**

To identify South Florida's most progressive city, West Palm Beach, as the destination for art galleries, performance venues, art studios, museums, and performing arts groups, the much-anticipated West Palm Beach Arts & Entertainment District (A&E District) launched in November 2014 with street banners signifying its affirmation. The stylish, large simple text with logo design are easily identified during the day and night, connecting residents and visitors to our hub for arts and culture.

West Palm Beach Downtown Development Authority **Fotofusion Banners**

The West Palm Beach Downtown Development Authority used more than 50 original designs for a campaign that included banners showcasing photographs from celebrated photographers and 11 award-winning female journalists. These banners were part of the welcome of over 20 amateur and professional photographers during the 20th Anniversary of Fotofusion. This festival marks the start of the art season in West Palm Beach, yet it never attained the recognition it

merited. For its pivotal 20th anniversary, greater attention was warranted.

CREATIVE ORGANIZATIONAL DEVELOPMENT & FUNDING

Palmetto Community Redevelopment Agency **Palmetto Riverside Park Boat Ramp**

Sixty years ago, the City of Palmetto purchased a piece of Manatee River frontage and the following year (1956) constructed the Palmetto Boat Ramp. Since then, the ramp has served as an entrance and exit point to the Manatee River, Tampa Bay and the Gulf of Mexico. In 2014, the Palmetto CRA partnered with two independent special districts and its insurance carrier to fund the innovative \$1.27 million redevelopment of the dilapidated facility. The CRA effectively paid 52 cents for each dollar spent on this stormwater cleaning (LID), energy saving (LED) and crime preventing (CPTED) redevelopment project.

CULTURAL ENHANCEMENT

Boca Raton Community Redevelopment Agency **Brazilian Beat Event**

Downtown Boca's signature annual event, Brazilian Beat, brings together the art of music and dance with the cultural celebration of Brazil and its Independence Day. More than 11,000 visitors from Boca Raton and across South Florida descended into the heart of Downtown Boca – Sanborn Square and the Pedestrian Promenade – enjoying the entertainment and driving business

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traffic. The event has emerged as a successful example of the goals of the Boca Raton CRA and the vision for downtown – where residents, businesses and visitors unite in a vibrant and happening destination, celebrating culture and spirit that is very much part of the community.

Boynton Beach Community Redevelopment Agency

Boynton Beach Haunted Pirate Fest and Mermaid Splash

The Boynton Beach Haunted Pirate Fest and Mermaid Splash took place in October 2014, in Downtown Boynton Beach. This free two-day festival was located along East Ocean Avenue between Seacrest Boulevard and Federal Highway. Downtown was transformed into Hobb's Cove, a bustling old-world port brimming with pirates and mermaids. Last year, Haunted Pirate Fest and Mermaid Splash drew 18,000 people of all ages to Downtown Boynton Beach to enjoy a variety of swashbuckling adventures, including continuous live music, children's activities, pirate re-enactments, visits with live mermaids, stunt shows and vendors from all over the seven seas.

City of New Smyrna Beach, CRA

The HUB Building Purchase

The HUB is a nonprofit arts consortium that had received CRA funds for 50 percent rental assistance. Near the end of its three-year lease for three inter-connected buildings, the HUB was faced with losing half of its rental assistance

while incurring a 29.5 percent rent increase. The buildings were also for sale. Through a final CRA grant, a 20-year mortgage and donations, the HUB purchased two of the buildings, while another party simultaneously purchased the third building. The HUB's mortgage payment is significantly lower than its rent payment had been, and anticipates a continued, unsubsidized operation.

Pompano Beach CRA

Bailey Contemporary Arts

In the heart of the Northwest CRA district in Downtown Pompano Beach sits Bailey Contemporary Arts (BaCA), an artist and cultural haven ripe with opportunity. At the time of the CRA's acquisition of the property in January 2012, the building had sat vacant and boarded up for 12 years, and the surrounding neighborhood had been long forgotten and plagued with vacant businesses. Now, the building is the center piece of the emerging Creative Arts District in Downtown Pompano Beach and is thriving hub for arts, culture and education for the community it serves. BaCA serves as a place where artists, residents and businesses come together through the power of the arts to uplift, revitalize and build a stronger community.

City of Winter Park, CRA

Winter in the Park Ice Rink

On January 11, 2015, the Winter Park CRA completed its 6th annual "Winter in the Park" ice rink event. More than 30,000 visitors celebrate the holiday season at the rink each year through

2015 ROY F. KENZIE AWARD ENTRIES

love, laughter and vibrancy, attracting all walks of life to Winter Park's CRA district. As a socio-economic driver, the ice rink encourages patrons to (re)discover the district's "main street" through business and citizen interaction and encourages participants to buy local. The event offers a regional marketing plan and high visibility in the downtown area, ultimately providing a family friendly activity that says "we put winter in Winter Park."

MANAGEMENT PROGRAMS & CREATIVE PARTNERSHIPS

Pompano Beach CRA/Redevelopment Management Associates Security Ambassadors

Redevelopment in reality is a public/private partnership whereby active public sector involvement will subsequently spur private sector investment. Partnerships are vital to achieve a common goal. One important partnership program often implemented by redevelopment agencies is the Clean and Safe Program, where the goals are to reduce crime by working with residents and businesses to improve neighborhood safety, awareness and enforcement. The most effective way to enact this program is through local law enforcement with community policing programs. For cities without community policing programs, an effective alternative is to partner with a private security firm to form a team of Security Ambassadors. The Pompano Beach Community Redevelopment Agency has partnered with a private security firm to carry

out the Clean and Safe Program within downtown Pompano Beach with positive results.

Riviera Beach Community Redevelopment Agency The Ambassadors

The Ambassador Program is the very heart and soul of our Clean and Safe Plan in action. It was planned in a very intentional and integrated way to impact both real and perceived safety for the Riviera Beach CRA. The program consists of a Clean Team and a Public Service Team. The Clean Team's focus is beautification of the CRA District, including landscaping, eliminating graffiti and debris removal. The Public Service Team assists guests and visitors, and provides a second set of eyes to ensure safety and security. Both programs contribute to an increased sense of pride in the community.

OUTSTANDING AFFORDABLE HOUSING PROJECT

City of Clearwater Country Club Townhomes

For over six years, the City of Clearwater/CRA worked closely with SP Country Club Homes, LLC to develop an underutilized parking lot located within the CRA's East Gateway District, where 74 percent of the units are rental. This 31-unit, mixed-income townhome project utilized collaborative partnerships and a layering of public and private funds to overcome the obstacles associated with the downturn in the housing market. The result is a quality designed and constructed development that has given 18 low to moderate-income families

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the ability to purchase a home in this economically and demographically diverse neighborhood.

Tampa Housing Authority

The Trio at Encore

Trio at Encore is Tampa's newest affordable, multifamily rental housing development. It consists of 141 mixed-income, mixed-use multifamily units. The development is configured within a three-building framework of green construction, LEED Silver Certification minimum. Residents of the Trio enjoy amenities such as a library, theater, pool, fitness center, computer room, retail space, community room and early childhood education center. Tile murals depicting the former Central Avenue business district and music-themed art are featured throughout the development. The Trio was developed through a partnership between the Tampa Housing Authority and Banc of America Community Development Corporation.

OUT OF THE BOX

Boynton Beach Community

Redevelopment Agency

Hotel Concierges VIP Event

As part of its ongoing business development and marketing efforts, the Boynton Beach CRA hosted a Hotel Concierges VIP Tour. The main objective of the tour was to introduce the Concierge Association of Palm Beach County to the area with efforts to promote Downtown Boynton Beach and the Boynton Harbor Marina

as a tourist destination. The tour showcased the local restaurants with a trolley ride throughout the district and ended with a final stop at the Boynton Harbor Marina to highlight the marina merchants with a walk down the docks to meet the charter captains and view the many amenities.

Boynton Beach Community

Redevelopment Agency

Boynton Beach CRA Video Ad Campaign

The Boynton Beach CRA created the Movies in the Park Video Ad Campaign to promote local businesses to the community as part of an economic development initiative to encourage growth and development in downtown Boynton Beach. The idea led to professional video ads that featured area businesses in two-minute videos as an introduction to the movie and finished with a drawing of gift certificates from the businesses that were featured. Pairing the Movies in the Park event with area businesses created a positive community synergy and helped to market the downtown area to a wider audience.

Central Florida Regional Planning Council

Mulberry Health Clinic

The Mulberry Health Clinic was envisioned, funded and constructed through the use of innovative funding, partnerships and desire to redevelop a brownfield site while adding quality of life to a community by providing health care in an underserved population. This project was accomplished as a Healthfields Redevelopment

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concept, which transforms brownfield sites into viable projects that improve access to health and health care of the community through brownfields redevelopment, principals, tools and resources. The Mulberry Health Clinic is considered a National Health Fields Model and has been cited as a best practices example of such redevelopment projects.

Hollywood CRA

Complete Streets Pop-Up

The Hollywood CRA coordinated a complete streets demonstration in conjunction with International Park(ing) Day, an annual event to transform parking spaces into parks. The purpose of this project was to build community support for complete streets throughout the CRA districts. It transformed one intersection along the FEC corridor, a potential complete streets corridor and Tri-Rail Coastal Link station into a temporary complete street including wide sidewalks, bulb-outs, parallel parking and a protected bike lane. This allowed the community and elected officials to see, understand and experience how a complete street feels and how it changes the pedestrian and bicycle experience.

Leesburg Partnership

Downtown Leesburg “We’re Open”

The Main Street Streetscape Project construction began in fall 2014 with the goal presenting a welcoming entry and presence to Downtown Leesburg. Unfortunately, the construction dirt, noise

and closing of one lane created obstacles both real and perceived for the downtown merchants as shoppers and visitors avoided the area. The merchants felt the economic impact immediately, reporting lower holiday sales and foot traffic. To address this problem and educate the public, the Leesburg Partnership, in conjunction with the City of Leesburg and local businesses, created the We Are Open Campaign.

Margate CRA/Redevelopment Management Associates

Comprehensive Marketing Campaign

The Margate CRA Marketing Campaign was developed to implement the strategies identified in the marketing and economic development plan. The approach for marketing the message of the Margate CRA was consistent, engaging and exciting, while grounded in family oriented, active lifestyle values of residents. The result of this approach was the creation of a branding and messaging strategy that included the creation of a new city/CRA logo, social media, collateral, pole banners and public relations. The community’s deep-rooted pride and civic involvement became the inspiration behind the creation of Margate’s campaign, emphasizing the belief that “Together, We Make it Great!”

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Palmetto Community Redevelopment Agency

Key to the City

What can a business card communicate? It should provide a person's name, title, company affiliation, address, website, fax number and phone number. What if it could give the recipient EVERYTHING? What if that card held the CRA Plan, Chapter 163 Part III, Florida Statutes, incentives and other agency program documents and applications, videos and pictures of completed projects, programs and events, contact information of the entire CRA board and staff? What if all that was offered in a menu system with music and awesome backgrounds depicting CRA people, places and things? This is Palmetto's "Key to the City."

Pompano Beach CRA

Turner School of Construction Management Training Program

The Pompano Beach Community Redevelopment Agency teamed up with Turner Construction Company to bring its School of Construction Management Program to Pompano Beach. This is to bridge a skills gap and better position local emerging subcontractors and tradespeople to participate in local projects and grow. The program was offered free to the community. The course was held two evenings per week for 12 weeks, from January 26 through April 15, 2015. Each graduate received a certificate and a report to the state of the Continuing Education Units (CEUs), which can be used to renew their state contractor's license.

City of Stuart CRA

MSNBC Your Business "Main Street USA"

In June 2014, MSNBC's *Your Business* profiled Stuart's Florida Main Street districts: East Stuart and Downtown Stuart, for a segment titled "Main Street USA." While pitching a story to a national network is not a typical "bricks and mortar" CRA activity, the video segment, which has appeared on network television, online and in social media, has generated increased visibility for the CRA locally and nationally, stimulating community pride, reinforcing partnerships and highlighting both progress made in the CRA area and available development opportunities.

OUTSTANDING REHABILITATION, RENOVATION OR REUSE PROJECT

Delray Beach CRA

Muse and Harvel Cottages Adaptive Reuse

The historical preservation and adaptive reuse of the Muse and Harvel Cottages from residential to commercial uses and the clustering of these structures in the "Sands," Delray Beach's historic African-American commercial district, not only preserved the cultural context and character of the adjacent historic West Settler's District but also spurred economic development and sustainability for the entire NW/SW 5th Avenue commercial corridor. Through public outreach and creative partnerships with a local developer, SDS, the CRA spent approximately \$500,000 toward the restoration of these structures and the development of the much needed parking and alley improvements for the area.

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City of Stuart CRA

555 Place Rehabilitation

555 Place, in Stuart's historic downtown area, was left vacant for over five years when the law office that occupied it relocated. The building, a former grocery store, was blighting the area due to its prominent location and large footprint along the Colorado Avenue corridor. Developer Ted Glasrud renovated the historic building, capturing the essence of the original Spanish-style architecture. This outstanding example of revitalization has converted what was once a liability in the district into the city's newest commercial hotspot with a variety of restaurants, retail and services and has spurred more than 20 new businesses along Colorado Avenue.

PLANNING STUDIES

City of Bartow/Central Florida Regional Planning Council

Bartow Community Redevelopment Plan 2014

Facilitated cooperatively by the City of Bartow Community Redevelopment Agency and the Central Florida Regional Planning Council, the development and adoption of the innovative Bartow Community Redevelopment Plan 2014 was a collaborative effort involving citizens, property owners, business leaders, civic organizations, nonprofits, economic development professionals, planners, and key representatives from various segments of the local economy. All of the participants were passionate about the future of the City of Bartow and were engaged

in the planning process they discussed local strengths, weaknesses, key issues and goals for the CRA, offering "Big Ideas" for redevelopment within the CRA district.

City of Coral Springs/Chen Moore and Associates CRA Stormwater Study

CMA conducted a stormwater study identifying any deficiencies within the existing stormwater management system and assess the impact of any future redevelopment within the CRA. The city is interested in verifying the performance of the existing stormwater system within the CRA and determining the potential stormwater improvements, which would be required if there is future development within the CRA. The general purpose of this study was to analyze the performance of the existing stormwater system and identify existing problem areas where flooding is expected under the existing conditions; analyze the performance of the existing stormwater system and identify future problem areas where flooding is expected under future development scenarios; recommend stormwater improvements within the CRA under both existing conditions and future conditions; estimate implementation costs for any recommended stormwater improvements; and develop a phasing plan for any recommended stormwater improvements.

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City of Fort Walton Beach

Landing Master Plan

In April 2015, the Fort Walton Beach City Council adopted the Landing Master Plan, which will guide the redevelopment of the Landing Park in downtown Fort Walton Beach for the next 10 years. Throughout the project, the team developed a set of goals and objectives, completed a Strengths Weaknesses Opportunities and Threats (SWOT) analysis, established master plan directives, developed a concept plan and, finally, a 10-year Capital Improvement Plan. The plan is broken down into three phases consisting of waterfront improvements, general park improvements and street frontage improvements.

City of Jacksonville/Diettrich Planning, LLC

Downtown Jacksonville Business Investment and Development (BID) Plan

The BID Plan is a cross between a long-term vision document and an immediate change through short-term and long-term action projects, with potential revenue streams identified. Residents, business owners and not-for-profits participated in crafting the plan through an extensive community outreach program. Ultimately, the BID Plan focuses its attention on the first five years for small-scale beautification and hardscape improvements, along with a new retail enhancement grant program. This was structured to cause immediate results that people could rally behind and help to build confidence in downtown, which is already showing national

private capital investment and international attention.

Margate Community Redevelopment Agency/ Redevelopment Management Associates

Margate City Center Master Plan

In 2013, the City of Margate's Community Redevelopment Agency (CRA) requested proposals for the development of its City Center site, which encompassed more than 70 acres of land including 36 acres of CRA-owned properties. After issuing an RFP and receiving disappointing submittals that were suburban in nature, unlike the walkable urban environment the CRA wanted to create, a vision and corresponding Master Plan were created with consensus and buy-in from the community. The CRA reissued the RFP based on the vision for a transit-oriented corridor and is currently reviewing the proposals in more detail to understand the financing strategies and public-private partnerships to implement this project.

North Miami Beach CRA/Redevelopment Management Associates

North Miami Beach Mixed Use Districts

North Miami Beach needed to make itself competitive with thriving neighboring municipalities. After adopting a strategic plan to create a more transit-oriented, pedestrian-friendly environment, a new code was needed to complement this vision and match its desired outcome of an urban environment and enhanced quality of life. Development was stifled by low height and density, even in

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desired transit-oriented areas. Three public meetings to establish community support were held before a 7-0 commission approval. Density and height issues, as well as the incentives needed to attract new beneficial development for public benefit, were addressed by the code.

City of Orlando, CRA

Project DTO – Advancing Downtown Orlando

Project DTO – Advancing Downtown Orlando is a comprehensive visioning process that has formulated the next chapter of Downtown Orlando’s evolution. The process emphasized extensive and innovative public and stakeholder outreach, including the utilization of unique tactics to gain insight into the community’s needs and interests. The process engaged diverse stakeholder groups to provide feet-on-the-ground information while utilizing several unique strategies to gain public input in order to actively envision Orlando’s future as a leading city. Every concept envisioned by the Orlando community is embodied in the pages of the DTO Vision Plan and DTO Outlook plan.

City of Tampa, Drew Park CRA

Drew Park Streetscape and Beautification Plan

The Drew Park CRA Streetscape and Beautification Master Plan is a long-range comprehensive guide for public improvements designed to create a sense of place and identity for the Drew Park CRA community. The plan’s walkability element, sustainable landscaping, swale strategies, public art, gateway features, linear and community park

system, and links to transit and bicycle trails, redefines Drew Park as a progressive, mixed-use community that embraces its current light industrial character. Plan elements also promote Drew Park’s rich and unique history. The master plan provides a roadmap for a positive future, and positions the area for quality redevelopment.

West Palm Beach CRA/Redevelopment Management Associates

North End Visioning – Currie Park

Many areas of the North End of West Palm Beach long struggled with redevelopment, and vacant, waterfront property has remained undeveloped for nearly 20 years. Through the March 2014 North End Visioning process, the CRA developed a master plan for the Currie Corridor that would transform the waterfront. The CRA also rewrote the land development regulations that long thwarted development. This land is now being master planned by a single owner, who has recently submitted a first draft to develop the entire 20-plus acres, similar to the plan created by the CRA, that will jumpstart redevelopment in the North End.

West Palm Beach Downtown Development Authority

Urban 3

In April 2015, the West Palm Beach DDA and City of West Palm Beach worked with consulting group Urban3 to perform a detailed value-per-acre analysis of the downtown district. This

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analysis included a comparison of the downtown's per acre value against that of the surrounding region. The main outcome of the analysis focused on total property value compared to land area consumed. What emerged was a clear display of market trends and development opportunities in the downtown area, and a need to make policy changes to allow better, more valuable development to occur.

PROMOTIONAL VIDEOS

City of Orlando, CRA

ECHL All-Star Classic: Discover Your Urban Commercials

Through an opportunity with the local East Coast Hockey League (ECHL) team, the Orlando Solar Bears, the City of Orlando's Community Redevelopment Agency created a series of commercials that aired during the ECHL All-Star Classic in January 2015. The commercials were a part of the Discover Your Urban campaign and were able to reach a national audience of more than 5 million sports fans. With only three weeks lead time, the City of Orlando's internal production team produced three 30-second commercials featuring players from the Orlando Solar Bears discovering their urban.

Pompano Beach CRA

Bailey to BaCA: Promotional Video

To create a Cultural Arts hub in the Old Pompano Downtown district the Pompano Beach CRA documented the success of this historical rehab

project through the "Bailey to BaCA" promotional video. The purpose of this video was to showcase the historic value of the building, but it quickly became the go-to resource for the city, CRA and chamber to showcase the success and spawn interest for future development in the area.

West Palm Beach CRA

Heart and Soul of West Palm Beach Video

In an effort to address the neighborhood decline in the Northwest District of downtown West Palm Beach, to reinvigorate a sense of pride and to gain community support for the many redevelopment projects underway, the street festival "Heart and Soul Fest" was born. The main purpose of this event is to expose the attributes of this historic neighborhood and promote private investment opportunities. The West Palm Beach CRA documented the success of this historical rehab project through the "Heart and Soul of West Palm Beach" promotional video. The purpose of this video was to showcase the historic value of the area.

TRANSPORTATION & TRANSIT ENHANCEMENTS

Lakeland Community Redevelopment Agency

Lake Beulah Multi-Use Trail and Transit Enhancements

The Lake Beulah Multi-Use Trail project, with its transit amenities, has so many unique aspects that range from its connectivity and linkage to transit, other bicycle/pedestrian facilities to its connections to schools, parks and activity centers.

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The pathway “loop” around Lake Beulah is a Lake-to-Lake Bikeway segment included in the adopted Citywide Pathways Plan and the crosswalk improvements at Veterans Memorial Park and the West Lake communities are included in the City’s adopted *Parks and Recreation Connectivity Plan*.

Palmetto Community Redevelopment Agency **Palmetto Riverside Park Boat Ramp**

Sixty years ago, the City of Palmetto purchased a piece of Manatee River frontage and the following year (1956) constructed the Palmetto Boat Ramp. Since then, the ramp has served as an entrance and exit point to the Manatee River, Tampa Bay and the Gulf of Mexico. In 2014, the Palmetto CRA created a multimodal transportation hub with this innovative \$1.27 million redevelopment of the dilapidated facility.

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