

FLORIDA REDEVELOPMENT AWARDS

2016 Best Book



FROM THE PRESIDENT



Diane Colonna, AICP, FRA-RA
2015-2016 FRA President

One of the most challenging yet rewarding responsibilities of my year as president of FRA was the selection of a redevelopment project to receive the President's Award. Choosing one candidate from the outstanding entries was quite a task. The quality of the projects was truly inspiring, and demonstrates the high level of commitment that so many of our communities have placed on improving the lives of their citizenry.

There was a wide range of submissions including initiatives that provided much needed affordable housing, beautified blighted areas, improved the safety and appearance of transportation corridors, restored and repurposed historic structures, provided art and culture enhancements to communities, addressed the need for healthy food alternatives, promoted business and economic development, and improved the ways that redevelopment agencies communicate with the public. Redevelopment professionals are truly rising to the challenges that face their jurisdictions, in creative and effective ways.

My choice for the 2016 President's Award is the **Overtown Performing Arts Center**, submitted by the **Southeast Overtown/Park West CRA**. The center is located in the historic Overtown neighborhood of Miami – an area with high rates of poverty and unemployment that is striving to capitalize on the economic growth occurring in other parts of the city. The project restored the former Ebenezer Methodist Church for use as both a performance venue and a new Hospitality and Culinary Institute. The basement has been converted to a culinary/catering kitchen and multi-purpose training area, while the main floor includes performance space and a banquet hall. This initiative was made possible through the partnership of a number of entities including the CRA, Miami Dade College, the U.S. Department of Commerce Economic Development Administration, and the local hospitality industry. The project has the potential to improve the lives of hundreds of Overtown residents by providing training and skills that can be used to obtain meaningful employment in Miami's expanding hospitality industry. Additional benefits of the project are that a blighted building is restored and repurposed, and the neighborhood has a new cultural venue in its midst. It's not often that one project can achieve so many positive outcomes, and I'm glad for the opportunity to acknowledge this outstanding effort.

I'd like to commend all of those who submitted award entries for their incredible achievements in redeveloping communities – your successes make us proud to be in this profession, and motivate us to continue improving our own towns. A special shout out to the FRA Awards Committee for the hard work they do every year evaluating and selecting projects – this experience gave me a new appreciation for the challenges they face in choosing the best among so many worthy projects. Thank you!

A handwritten signature in black ink that reads "Diane Colonna". The signature is fluid and cursive.

Diane Colonna, AICP, FRA-RA
2015-2016 FRA President

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Make no little plans.
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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Top Cover Photo: 2015 President's Award
Winner - City of Daytona Beach, CRA/ White
Challis Redevelopment Co., William Square

ABOUT THE FLORIDA REDEVELOPMENT ASSOCIATION

Exciting changes are transforming Florida's urban centers. Innovative approaches to design, mixed-use areas and cooperative development are creating vibrant commercial districts, centers for culture and entertainment, and stimulating places to live.

The **Florida Redevelopment Association (FRA)** unites professionals from around the state who are involved in preserving and improving Florida's communities. Founded in 1974 to promote redevelopment and growth of downtowns, the focus of the FRA 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 without **downtown development authorities**, CRAs or Main Street Programs. Our goal is to be a comprehensive association of partners and stakeholders in Florida's urban revitalization network.

An independent association governed by a member-elected Board of Directors, the FRA 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 experience in redevelopment, including opportunities and problems; to encourage adoption of programs and the legal and financial tools necessary to community redevelopment; and to 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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www.redevelopment.net

ABOUT THE FRA AWARDS PROGRAM 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 awards 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 across all categories. A winning entry from the Florida Redevelopment Association provides an acknowledgment of excellence for the work of an organization.

Within 14 juried categories, the Roy F. Kenzie Awards showcase and celebrate the most innovative and effective redevelopment programs in Florida. Winners of the Roy F. Kenzie Awards demonstrate innovation, positive impact on their community and provide inspiration to other Florida communities. The 14 categories are: **President's Award, Annual Report, Capital Projects and Beautification, Creative Organizational Development and Funding, Cultural Enhancement, Fiscal Impact Study, Management Programs and Creative Partnerships, Out of the Box, Outstanding Housing Project, Outstanding New Building Project, Outstanding Rehabilitation, Renovation or Reuse Project, Planning Studies, Promotion, Transportation and Transit Enhancements.**

The Best Book highlights this year's winners and all of the quality entries received, as a celebration of the innovative redevelopment work that has transformed Florida this year. The Florida Redevelopment Association encourages you to use the Best Book as a tool to gather innovative ideas and share them within your community. They are true success stories.

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PRESIDENT'S AWARD WINNER

Outstanding Rehabilitation, Renovation or Reuse Project



Overtown Performing Arts Center Southeast Overtown/Park West CRA

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The **Overtown Performing Arts Center** is the adaptive reuse and rehabilitation of a historic former church building located in the historic **Overtown** neighborhood of **Miami**. The 9,500 square foot, three-story concrete block structure consists of a main level, balcony/mezzanine level and basement. The basement supports the newly expanded Hospitality and Culinary Institute with a state-of-the-art culinary/catering kitchen and classroom for job training as well as a kitchen incubator space that nurtures startup food businesses. The **Southeast Overtown/Park West CRA** has committed \$2,600,000 to the build-out of this project.



ANNUAL REPORT

2015 ANNUAL REPORT



Over the past several years the CRA has assembled 36 acres of land in the area of Margate Boulevard and State Road 7 to create a downtown "city center." The CRA solicited proposals from qualified development firms to partner with on this project. Four proposals were received, and two finalists were selected to submit their concepts for development of the property. In July 2015 the CRA Board selected New Urban Communities as the CRA's development partner for the project. New Urban has retained urban designers Dover Kohl and Associates to create a plan that includes:

retail, dining and community uses designed to support entertainment, recreation and commercial destination. The project (i.e. number of residential units, square footage, retail amenities, parking spaces etc.) as well as the details that will be outlined in a formal development agreement.

COMMUNITY EVENTS

MCRA sponsored several community events to address the goal of providing for community members a safe and secure environment for their families and friends.

Water Festival - A community event that includes water games, water balloons, water balloons, water balloons, water balloons, water balloons.

Summer of Fun - This event includes water games and water balloons.

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2015 Annual Report Margate CRA

More info: sarah@rma.us.com

The **Margate CRA 2015 Annual Report** is an eye catching publication that tells the story of the agency's activities while highlighting the city's branding efforts. The report is in an 8" by 8" booklet with a die cut cover in the shape of Margate's logo, acting as a "window" into the progress being made in the Margate community. The faceted shapes bordering each page are intended to reflect the same careful attention to detail and multi-dimensional thinking that the MCRA puts into all of its projects and promotional pieces.

CAPITAL PROJECTS AND BEAUTIFICATION



Before



After

B.F. James Park

City of Hallandale Beach and Burkhardt Construction, Inc.

More info: jfrastai@hallandalebeachfl.gov

B.F. James Park was the second completed park of **Hallandale Beach's Citywide Parks Master Plan**. The renovated park spans three acres and features a 3,815 square foot building that includes restrooms, two basketball courts, a playground, exercise stations and a swimming pool. The pool hosts a variety of aquatic programs and is open year-round. B.F. James Park was completed on time, under budget and achieved LEED Gold certification. The park was built using a large contingent of local workers; it has enhanced not only recreation opportunities in the community, but has also had a positive economic impact on the **City of Hallandale Beach**.

CREATIVE ORGANIZATIONAL DEVELOPMENT AND FUNDING



Orlando City Soccer Club Land Agreement City of Orlando, CRA

More info: Kelly.allen@cityoforlando.net

The **City of Orlando** understood the significant impact a Major League Soccer franchise would bring not just to Orlando but to all of Central Florida. In 2015, the city attempted to secure \$30 million in state funding to build a Major League Soccer stadium. Due to challenges with state funding, the team approached the city with a plan to privately develop the soccer stadium. Together, **Orlando City** and the City of Orlando created a funding plan for the soccer stadium that has allowed the development of the stadium to move forward.

CULTURAL ENHANCEMENT



The 4th Annual Boynton Beach Haunted Pirate Fest and Mermaid Splash Boynton Beach CRA

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The **Boynton Beach Haunted Pirate Fest and Mermaid Splash** took place on October 24 and 25, 2015, 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 65,000+ people of all ages to downtown Boynton Beach, to enjoy a variety of offerings, including continuous live music, children's activities, pirate re-enactments, visits with live mermaids, stunt shows and vendors from all over the seven seas.

FISCAL IMPACT STUDY



Orlando Downtown Economic Indicators

City of Orlando/GAI Consultants, Inc./Community Solutions Group

More info: t.kohler@gaiconsultants.com

Downtown Orlando's quarterly reports are an integral part of the CRA's strategic planning. The data describes all residential and commercial activities within the downtown area and are a reliable source of information for the development and investment communities. A significant by-product of the information has been used to support major civic and educational initiatives and to garner the political approval for the funding of the Amway Center, Performing Arts Center, Citrus Bowl and the proposed UCF Downtown Campus. This reliable and uniformly collected data has been used to recruit and retain businesses and to rally support for the area's major investments.

MANAGEMENT PROGRAMS AND CREATIVE PARTNERSHIPS



Pompano Beach CRA and Turner School of Construction Management **Pompano Beach CRA/Redevelopment Management Associates/ Turner School of Construction Management**

More info: dahlia.baker@copbfl.com

To help address a skills gap, the **Pompano Beach CRA** brought in the Turner School of Construction Management Program, intending to provide small and disadvantaged businesses with the skill sets to work with firms like Turner and to participate in local projects and grow. Through this partnership, the program was offered for free. A similar program by Miami-Dade College would cost each student \$707, totaling over \$70,000 in free education to the local workforce at little or no cost to the partners. This partnership was recognized by the governor, the county, the city and a graduate, who is the current mayor of Miramar.

OUT OF THE BOX



Lot 23 Artist in Residency Program West Palm Beach CRA/RMA

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The **LOT 23 Artist in Residence** program assists working artists with providing arts education and outreach to area residents and businesses using art as a vehicle for community revitalization. LOT 23, comprised of two, four-unit apartment buildings, is a neighborhood-scale artist colony in **Pleasant City of West Palm Beach**. In return for affordable housing, artists dedicate 20 hours per month creating and delivering free art classes, lectures, shows and events that help individuals, especially children, to establish a connection to their community and build civic minded behavior. This community engagement, between residents, local businesses, artists, government and nonprofits, is what generates successful redevelopment.

OUTSTANDING HOUSING PROJECT



Island Living Southeast Overtown and Park West CRA, City of Miami

More info: jadderley@miamigov.com

Island Living Apartments is a 70-unit, mixed-use, affordable housing development located in the **City of Miami** in the Historic Overtown neighborhood. The 11-story rental building features one, two and three bedroom units, offering high-quality, affordable housing for local residents. The property's ground floor space houses retail for both the building's residents and the community. The transit-oriented development also includes 5,000 square feet of commercial space, pedestrian friendly streetscapes, a playground area, a community room, exercise room, computer lab and a parking garage. The cost of construction was \$23,225,066, of which the **Southeast Overtown and Park West CRA** contributed \$9,000,000.00.

OUTSTANDING REHABILITATION, RENOVATION OR REUSE

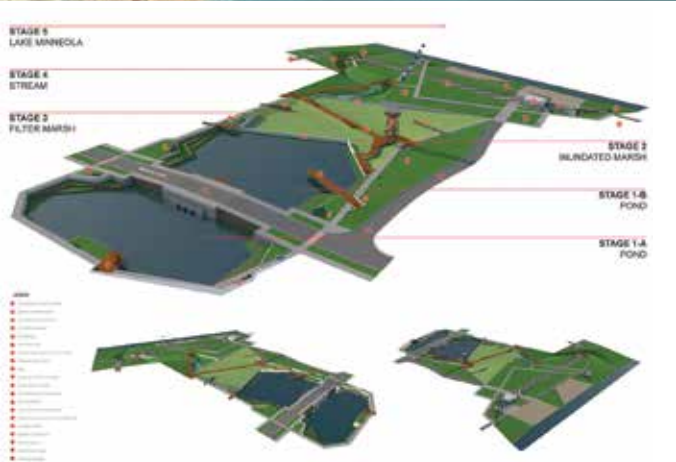


Healing Heart, Inc. Boynton Beach CRA

More info: utterbackt@bbfl.us

Two vacant residential buildings on the main corridor into downtown **Boynton Beach**, were converted into a holistic veterinary clinic and a day spa. Because CRA districts are faced with the problem of residential and commercial buildings mixed together along main thoroughfares **Healing Heart** purchased the vacant homes and redeveloped them into one commercial project. The buildings are connected by a breezeway separating the veterinary clinic from the animal spa. The **Boynton Beach CRA** provided the business with matching, reimbursable grants for the façade, interior build-out and rent. For every public \$1 spent the business owner spent \$9.45.

PLANNING STUDIES



Clermont Downtown and Waterfront Master Plan City of Clermont/GAI Consultants, Inc./Community Solutions Group

More info: b.drury@gaiconsultants.com

The **Community Solutions Group** and **City of Clermont** worked to develop a new vision for the city's downtown and waterfront. Clermont's waterfront is a center of activity for the performance and training community. The plan anticipates the opening of the **Coast to Coast Trail** while repositioning the waterfront as a place for people, with new environmental character and economic activity. The plan better positions high impact waterfront events with downtown businesses, while positioning other waterfront areas for neighborhood use. The plan has resulted in CRA modifications, infrastructure investments and first phase projects, which will begin construction in early 2017.

PROMOTION

DOWNTOWN BOCA

Come Early, Stay Late



DowntownBoca.org

Website enhancements that increase viewership, provide inspiration and the information to act on it. A detailed online guide to what's happening in Downtown Boca.



- Website Improvements
- Easier usability
- Expanded business directories
- More inviting design
- Weekly specials
- Expanded homepage event listings
- Addition of the Boca Buzz Blog section
- Revenue generating advertising

Downtown Street Lamp Banners



250 total banners
14 different designs in 7 different colors, each highlighting a specific activity

3 different sizes geared to pedestrian and vehicular traffic
- 24" x 36"
- 24" x 48"
- 24" x 60"



Merchant Marketing Packet

Targeted 'sell sheets' introducing the CRA, highlighting specific website and social media opportunities, providing local business resources, and Downtown Marketing Forum information.



DOWNTOWNBOCA Come Early, Stay Late

DOWNTOWNBOCA Come Early, Stay Late

DOWNTOWNBOCA Come Early, Stay Late

Downtown Boca: Come Early, Stay Late

City of Boca Raton and Boca Raton CRA

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The **Boca Raton CRA** has a vision for downtown Boca, as a where residents, businesses and visitors engage in a vibrant and happening destination: a place where they can **"Come Early, Stay Late"** and enjoy all that downtown has to offer. In an effort to communicate this to consumers and locals, a broad marketing and promotion campaign was implemented, reinforcing downtown Boca's attractions and appeal through a revamped website, blogs, digital newsletters, outdoor street lamp banners, maps, print ads and downtown merchant outreach. The result was a successful branding of downtown Boca that continues to inspire, drives visitation and in turn, spurs economic vitality.

TRANSPORTATION AND TRANSIT ENHANCEMENTS



Before



After



Before



After

US 1/Federal Highway Beautification Delray Beach CRA

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The former Delray US-1/Federal Highway corridors, in stark contrast to other downtown roads, had narrow sidewalks and minimal landscaping which promoted high speeds leading to triple the statewide crash rate. Through the **US-1/Federal Highway Pairs Beautification** project, the **Delray CRA**, in partnership with Florida Department of Transportation, Palm Beach County and the city, was able to reconfigure the existing roadway to reduce one travel lane in each direction to accommodate on-street parking, a bike lane and wider landscaped sidewalks, resulting in a reduction of average speeds by six miles per hour and crash rates down by 75%, a safer pedestrian environment and enhanced retail opportunities.

2016 ROY F. KENZIE AWARD ENTRIES

ANNUAL REPORT

Annual Report

Boynton Beach CRA

The Boynton Beach 2015 Annual Report contains the CRA's activities for the past fiscal year, including financial information regarding assets, liabilities, income and operating expenses; With additional information about capital projects, improvements to Boynton Beach's downtown and special events. The Annual Report was inserted into marketing packets, including grant incentives given to the Business Development Board and distributed to over 5,000 residents in the 33435 Zip Code as an insert in the Boynton Forum, Sun Sentinel and Jewish Journal.

Uncover GNV Annual Report

Gainesville CRA

Many people recognize Gainesville CRA projects but don't realize how interconnected they are. With many signature projects undergoing construction in the 2015 fiscal year, CRA staff created a functional tour map to encourage citizens to "uncover GNV" by exploring Gainesville's vibrant urban districts. The map key includes detailed information on each project and presents budget and local impact information in an engaging way. The interactive Annual Report includes red decoder glasses so readers can actively uncover interesting new trivia about major projects and accomplishments. The report is still functional without the glasses, but the lenses allow viewers to dive a little deeper.

Annual Report

Lake Worth CRA

The Lake Worth CRA's goal in this year's annual report was to not only report its accomplishments and promote financial transparency but to also place emphasis on all of the projects and programs with artistic flare that help make up the fabric of Lake Worth's community. The CRA hired Nick and Ashley Nardone of Seldom Seamed, a local design firm. The Nardones' creative photography, local imagery, geometric graphics and eye-catching color palette took the Annual Report to another level.

Bayfront Waterfront Project Marketing

Bayfront CRA

The latest Bayfront CRA Annual Report not only provided a striking visual contrast to last year's version, but also strove to innovate by providing new footnoted cross-references, connecting approved community redevelopment plans with each project found within the Annual Report. If you have readers who have ever been confused by financial terms, you will like the new layout, as its footnoted financial terms provide definitions and explanations, making it much easier to understand.

Annual Report

City of Rockledge CRA

When developing the 2015 Rockledge CRA Annual Report, the intention was not only to capture all of the agency's numerous achievements from 2015, but also to create an aesthetically pleasing report with a one-of-a-

2016 ROY F. KENZIE AWARD ENTRIES

kind look. This report provides the CRA with an educational tool and marketing piece to showcase the goals, objectives, successful projects, events and economic development efforts throughout 2015. It is also extremely useful when speaking with developers, retailers and commercial real estate professionals.

CAPITAL PROJECTS AND BEAUTIFICATION

Boynton Beach Welcome Signage Project

Boynton Beach CRA

The BBCRA district consists of approximately 1,650 acres located within the eastern portion of the City of Boynton Beach. The majority of the BBCRA district is located along the US Highway 1 corridor which acts as the northern and southern entrances or “front doors” into the city and CRA District. Prior to the BBCRA’s Welcome Signage project, these areas were poorly lit and had little or no landscaping, no hardscape elements nor prominent accent features. The scope of the Welcome Signage Project was to construct new entry signage features at both entrances along with new lighting, landscaping and hardscape improvements.

ArtWalk

City of Coral Springs, CRA

The ArtWalk provides the perfect downtown gathering space with 1,300 linear feet of park space, large seating walls, seven innovative art sculptures, 52-vendor tent capacity and beautiful streetscape and landscape. This project required culverting an open canal and making a four-lane

road into two lanes, separated by a median to create an attractive, pedestrian-friendly environment. The ArtWalk, as a park, event and entertainment space, has a unique flair. It has given a distinct identity to downtown Coral Springs and provides a new opportunity to attract investment that will stimulate an influx of retail and commercial businesses resulting in increased economic vitality for the City of Coral Springs.

Bo Diddley Plaza Renovations

Gainesville CRA

Located in the heart of Downtown Gainesville, Bo Diddley Plaza has been a gathering point for decades. In recent years, it became apparent that the public plaza could benefit from increased safety, visibility and accessibility. The Gainesville CRA led the creation of a new café space, airport-style restrooms, a gently-trickling water wall with 250 LED light combinations, an information kiosk and a green room for enhanced performances. The renewed plaza is already drawing more events like Zumba fitness, tango lessons, yoga, concerts and downtown festivals, creating a fun, active space for all to enjoy.

Marina Village

Riviera Beach CRA

Designed to become a significant visitor destination, the Marina Village offers a wide variety of watersports and family activities. It will soon feature restaurants, shops and other amenities. The village is a vibrant destination for visitors and residents in a waterfront location unmatched anywhere else in the county. The Marina Village is

2016 ROY F. KENZIE AWARD ENTRIES

going to be the living room of the city, a showcase that will attract a range of visitors with the Marina Event Center functioning as a centerpiece. The new district-wide infrastructure and fully prepared future development sites will set the stage for the next exciting phases of the masterplanned project.

Lois Avenue Streetscape and Stormwater Improvements

Drew Park CRA, City of Tampa

Much-needed improvements to Drew Park now allow residents to enjoy driving on Lois Avenue, its main thoroughfare. The street is easy to drive, without worry about flooding during rain or driving into deep, water-filled ditches. It is now easy to find parking and safe to walk. The trees have grown to shade the road and it is easy to see where you are going. At night, the street is well-lit, safe and enjoyable for an evening walk or bicycle ride. Lois Avenue improvements have made this all a reality for the Drew Park community.

Winter Park Wayfinding Kiosks

Winter Park CRA

Two custom-designed downtown information kiosks were part of the 1998 Park Avenue Master Plan. Staff had to manually post informational items while merchant maps quickly became outdated. Over time, the acrylic door panels discolored. The Winter Park Wayfinding Kiosk project restored the unique structures at significant savings and retrofitted them with innovative digital sign panels. Residents and visitors now have interactive access to city news and special event

announcements as well as to information about cultural destinations, restaurants and merchant locations. The new digital design features bring efficiency by saving man-hours and allow for information to be downloaded and updated from a remote location.

CREATIVE ORGANIZATIONAL DEVELOPMENT AND FUNDING

Nineteen 61

Lakeland CRA

Business failure is undesirable and may seem to be evidence of an unstable area or market. Lakeland CRA chose to view a vacant building as an opportunity. The Nineteen 61 project is an example of how several iterations of a building's reuse combined with CRA incentives can create excitement and add value to the community. By providing incentives at the same address but for different businesses, the CRA was able to leverage its investment.

CULTURAL ENHANCEMENT

Overtown Music and Arts Festival

Southeast Overtown and Park West CRA, City of Miami

The Overtown Music and Arts Festival (OMAF) is a first-rate, street festival that celebrates the neighborhood's rich culture and heritage. The family-friendly event includes live performances by nationally-known recording artists and local musicians and a vast array of vendors showcasing artwork, ethnic cuisine, unique crafts, jewelry and an expanded youth zone with interactive arts

2016 ROY F. KENZIE AWARD ENTRIES

activities for kids. The OMAF took place on July 25, 2015, in the heart of the Overtown Business District. In 2015, the Southeast Overtown and Park West CRA provided a \$120,000 grant to Headliner Market Group to produce the event.

Culinary Arts District Events

Oakland Park CRA

The Oakland Park CRA implemented Music on Main Street, a monthly concert and food truck event, to attract investors and familiarize the public with the Culinary Arts District. The event was an immediate success, with participation exceeding 3,000 participants monthly. The CRA also introduced the Culinary Arts Showcase to Main Street, a seasonal monthly event showcasing a local chef who cooks four courses with samples provided to attendees. Each course is paired with a wine, beer or cocktail and fresh local food is included in the menu. Attendance has grown from 25 to over 100 attendees at each of these events.

Art in Odd Places

City of Orlando, CRA

In 2014, the City of Orlando's CRA launched a new initiative, Project DTO – Advancing Downtown Orlando, to chart a path for the evolution of the area over the next ten years. One of the Vision Themes that spurred from Project DTO was that of stellar arts and entertainment. In 2015, that vision came to life in downtown Orlando with Art in Odd Places, an annual international visual and performance public art festival. This festival made its inaugural debut in Downtown Orlando in September, 2015, and attracted more than 12,500 people to the area.

Ali Cultural Arts

Pompano Beach CRA and RMA, LLC

Ali Cultural Arts is a platform to enrich the community through visual and performing arts. The mission of the Ali is to celebrate the history and culture of the African American community in Pompano Beach and to enhance local access to cultural activities, with a focus on dance, music, theater and the spoken word, as part of the Downtown Pompano Creative Arts District. It provides a new state-of-the-art multifunctional cultural facility in a depressed area that was once the commercial center of the Pompano Beach African American community, where members can celebrate creativity through shared arts experiences.

FISCAL IMPACT STUDY

CRA District Tax Increment Financing Analysis

Delray Beach CRA and Munilytics, Inc.

In 2015, the Delray Beach CRA received requests from the City of Delray Beach to assist in analyzing boundary reductions within the CRA district. The CRA commissioned Munilytics, Inc. to create a Tax Increment Financing Report encompassing historical market value and taxable values from the inception of the CRA, along with projections on tax increment financing revenues through the CRA's sunset date in 2045. This report also compared other CRAs throughout the surrounding area in order to establish a peer group and analyze benchmarks. Through this analysis, the Delray CRA leveraged the approval of continuation for the next 30 years.

2016 ROY F. KENZIE AWARD ENTRIES

Increment Revenue Cost and Benefit Analysis

Palmetto CRA

This analysis measured the cost/benefit of renovation redevelopment. The Florida Redevelopment Association notes that measuring the benefits, “takes a long time for the value of renovation to appear as an increase in the building’s value on the tax roll, if ever.” This fiscal impact analysis provided an innovative, linear regression solution to this problem. The impacts measured during the CRA lifespan were: frozen value, property values, millage rates, property tax, increment revenue, accumulated taxing authority frozen value, increment incentives, CRA breakeven year and CRA increment benefit.

MANAGEMENT PROGRAMS AND CREATIVE PARTNERSHIPS

The Patch and Healthy Community Zone

Dania Beach CRA

The Dania Beach Healthy Community Zone is a bold new approach to neighborhood planning, employing a public health model focused on policy, systems and environmental (PSE) change. Funded through the Broward Regional Planning Council’s TOUCH partnership, it engages unlikely partners from the not for profit and public sectors to provide resources related to economic, educational and health disparities within the community. The four focus areas are: Active Living and Healthy Eating; Clinical and Community Linkages; Healthy and Safe Built Environment; and, Tobacco and Drug Free Living. The results have included capital projects, health programs, increased physical fitness and training and job opportunities.

Housing First

City of Orlando, CRA

Housing First is a homeless assistance approach that prioritizes providing people who are experiencing homelessness with permanent housing as quickly as possible and then providing voluntary supportive services as needed. The community has developed a business model that builds the necessary system, including case workers and housing specialists, to provide long-term housing for chronically homeless individuals. Results have included a one year 23.6% decrease in the number of homeless individuals and a virtual end to chronic veteran homelessness in Orlando.

Event Center/Community Garden

Riviera Beach CRA

The Riviera Beach Community Redevelopment Agency saw an opportunity to leverage local resources with federal programs and created Riviera Beach CDE, Inc. and the Riviera Beach CDC. In four years, these organizations have attracted nearly \$10 million in federal funding and secured \$70 million in private commitments to invest in Riviera Beach’s low income communities, subject to an allocation of NMTC, while building a bridge between RBCRA and the neighborhoods.

OUT OF THE BOX

Project Seahorse

Boynton Beach CRA

The Boynton Beach Community Redevelopment Agency heard that close to 70% of kids in the State of Florida did not know how to swim, including a large percentage in the Boynton Beach

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area. Project Seahorse Boynton Beach is a program that works with low income children ages 10 to 12 in the City of Boynton Beach camp system, to the importance of knowing how to swim. They are taught how to snorkel, for instance, so that they can now explore the marine resources around them, along with many other aquatic skills that will improve and enrich them mentally and physically as strong well-taught swimmers.

Movies in the Park Video Campaign **Boynton Beach CRA**

The Boynton Beach CRA created the Movies in the Park Video Ad Campaign to promote local businesses, including 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. The results helped to create awareness of the downtown businesses and increased their customer numbers.

Small Business Week Fort Lauderdale 2016 **City of Fort Lauderdale, CRA**

The newly branded Fort Lauderdale Village District hosted its 2nd Annual National Small Business Week on May 5-7, 2016. Small Business Week – Ft. Lauderdale: Small Business. Big Impact is a series of events focused on empowering and creating awareness for existing businesses within the NPF and CRA region, attracting new business

interests to the area and encouraging aspiring entrepreneurs to launch new ventures.

Eatonville Capacity Building Program **GAI Consultants, Inc. and Community Solutions Group**

Building on years of involvement in supporting health and wellness in partnership with the Town of Eatonville - the oldest incorporated black municipality in the country - the Winter Park Health Foundation determined that funding a capacity-building program was essential to the economic future of the community. The Healthy Eatonville team proposed a partnership with the Town of Eatonville Community Redevelopment Agency to assist in their efforts to create a vision for the Town of Eatonville that ensures the Historic Town of Eatonville supports a healthy, livable, workable and sustainable future for its residents and visitors. The goal of the work and partnership was to support an initiative providing substantive and organizational skill-building, partnership development and strategic planning for the town during a crucial time for the town's future development.

SR 429 "Bi-Cities" Master Plan **GAI Consultants, Inc. and Community Solutions Group**

The cities of Winter Garden and Ocoee worked together, with GAI's Community Solutions Group, to develop a strategic plan that describes and activates the cities' shared economic potential along the SR 429 Corridor. The plan explores job creation, urban development patterns, infrastructure and circulation for three very different

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interchange areas (West Road, Plant/Franklin, SR 50) as well as the east-west connection and “next step” opportunities for each downtown. With the SR 429 Master Plan complete, each city is actively working on implementation activities including partnered site development, updated land development codes and strategic planning and financing.

Doing Business Guide

Fifth Avenue South Business Improvement District

The Doing Business Guide is a one-stop resource for business operation, start-up, relocation and expansion. The guide was developed through a partnership with the 5th Avenue South Business Improvement District, the City of Naples and CRA and the Greater Naples Chamber of Commerce. The guide is an important resource to facilitate business and property development within the City of Naples, CRA and downtown districts by addressing the basic tools and resources necessary to successfully operate a business or to develop property.

In the Biz Tuesdays: Small Business Promotional Event Series

Margate CRA

In the Biz Tuesdays is an innovative event series to help stabilize and expand the economic base of the Redevelopment Area. Struggling local merchants are targeted for assistance with unique promotional programs tailored to their businesses. Events are held at the businesses’ locations, highlighting their products and services in a casual, fun atmosphere that allows people to

meet the owners and enhance their awareness of Margate’s merchants. Events are heavily marketed by the CRA and Margate Chamber of Commerce. Merchants learn about other programs that are available. Repeat business is encouraged with special VIP discount cards and distinctive cross-promotional campaigns.

Leaf Bar Easel/Social Table

My Own Cruising Journal, Inc.

This project increased the use of community parks in the Pompano Beach area by allowing artists to use a one-legged table as an easel. It easily straps to a tree, causing no harm to the tree. This easel was designed by Captain John Wetzstein. It is detachable, portable, stackable and made from recycled plastic. Pat Anderson, president of My Own Cruising Journal, utilizes the prototypes to teach art at Pompano Beach parks. It has enabled her to teach art outdoors. This project was supported by Mayor Lamar Fisher and city commissioners. The easel can be utilized in parks, schools, marinas and at social events.

Riviera Beach Linear Park and Health Trail

Riviera Beach CRA

Designed to become a signature community amenity, the Linear Park and Health Trail has offered a solution to a problematic site running through the Riviera Beach Heights neighborhood. The Linear Park and Health Trail Project demonstrates innovation in creating public spaces by re-imagining and re-engineering community liabilities and turning them into community assets. The project is designed to create a safe, walkable pathway

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for students and residents, as well as provide an attractive spot for health and exercise. It is becoming a bright spot in one of the city's oldest neighborhoods that draws neighbors out of their houses and encourages them to interact.

OUTSTANDING HOUSING PROJECT

Sound Side Apartments

City of Fort Walton Beach

In August 2014, the Sound Side Apartments affordable housing project was completed on Carson Drive S.E. and Third Street S.E. in Fort Walton Beach. The project is a 200-unit multi-family development that replaced the former 50-unit Germany Terrace Housing Complex. Sound Side was a joint public-private partnership effort to provide new affordable housing opportunities, which is a primary goal of the City's Community Redevelopment Area and Comprehensive Plan. The City worked with the Fort Walton Beach Housing Authority and the US Department of Housing and Urban Development to complete the project.

Railroad Avenue Development April 2016

City of New Smyrna Beach

The New Smyrna Beach Housing Authority, the City of New Smyrna Beach and the city's Community Redevelopment Agency and Volusia County have partnered for the development of six new affordable housing units. These units were constructed to fill the need for affordable rental housing in the city's Historic Westside neighborhood – a need evidenced by the mass exodus of 30 families and the results of a survey conducted

by the housing authority. Properties near parcels already owned by the city were acquired, and the housing authority managed the design and construction. The units are now full, with a waiting list.

Home at “J” Street

Place Planning and Design and Gulfstream Goodwill Industries

The Home at “J” Street is a substantial renovation of four contributing structures in the S.E. Lucerne Historic District of Lake Worth, Florida. Purchased by Gulfstream Goodwill Industries (GGI) in 2014 and renovated using a grant from the Florida Housing Finance Corporation and GGI's own funding, GGI took these four deteriorated buildings that were a visual and social blight on the neighborhood, and turned them into clean, safe, welcoming and affordable homes for formerly homeless individuals in great need; the home provides them with valuable and on-going supportive services.

OUTSTANDING REHABILITATION, RENOVATION OR REUSE PROJECT

The Boardwalk Italian Ice and Creamery

Boynton Beach CRA

A mid-century modern structure was turned into a destination. The building was improved while the unique Floridian feel that locals and visitors have come to love was preserved, though the property sat vacant for years. It now serves a diverse community enjoying local, homemade treats on the boardwalk. The Boynton Beach CRA provided the business with matching, reimbursable grants for the façade, interior build-out and

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rent. For every public \$1 spent on this project the business owner spent \$2.50 and created a family destination.

Renew Arlington CRA Plan **City of Jacksonville, Office of Economic Development**

The Renew Arlington Redevelopment Plan is intended to serve as the framework for guiding development and redevelopment of declining corridors over the next 25 years. This Plan incorporates the overall goals and objectives of the numerous redevelopment studies for the area. It also addresses financial and implementation strategies, as well as managerial and administrative opportunities. These strategies will continue to be refined as they are implemented. It is a clear intention that special assessments and other revenues may need to be used in conjunction with available increment revenues to achieve stated goals. The plan's focus is mitigation or correction of infrastructure, transportation and community safety as documented in the University Boulevard and Merrill/Arlington Road Finding of Necessity Report.

Ali Cultural Arts **Pompano Beach CRA and Redevelopment Management Associates, LLC**

The Ali Cultural Arts project is the first cultural arts facility to be built in the area that was once the commercial heart of the African American community in Pompano Beach, FL, rumored to have hosted iconic musical acts during the first half of the twentieth century. This project con-

sisted of renovating an existing, culturally significant 4,442 square foot, two-story building and constructing a new outdoor stage, courtyard and ancillary service structures to house a state-of-the-art cultural destination. This project celebrates the history and culture of the African American community in Pompano Beach and enhances local access to cultural activities.

PLANNING STUDIES

Village of Mayport CRA Plan **City of Jacksonville and VHB**

The City of Jacksonville, community stakeholders and the Mayport Waterfront Partnership created a community redevelopment plan for Mayport Village in order to revitalize the fishing industry and improve economic opportunities for residents. Strategies included the restoration of historic fishing docks that were removed for a failed speculative project; construction of a public boardwalk that connects restaurants, parks and access to the St. Johns River; a pro forma for catalytic mixed-use development of a vacant waterfront site; and event space needed to bring the community together. This market-driven approach is needed to enhance the quality of life for Mayport's residents, business owners and visitors.

North End Visionary: Currie Corridor **West Palm Beach CRA/RMA, LLC**

Many areas of the north end of West Palm Beach have long struggled with redevelopment; vacant waterfront property has remained undeveloped for nearly 20 years. Through the March 2014

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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 have long thwarted development. This land is now being masterplanned 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.

PROMOTION

Bayfront Waterfront Project Marketing

Bayfront CRA

This innovative promotional strategy, using both traditional media and social video, was tremendously successful in attracting developer interest in the waterfront redevelopment project Request for Interest (RFI). As a result of this promotion using a showcase of social video, developers quickly took interest in the rest of the district and have since contracted to purchase over 54 acres of property valued at more than \$8,000,000 in new investment. The proposed projects (if approved) will provide over \$80,000,000 in new construction within the BCRA District.

Fort Lauderdale Village District Brand

City of Fort Lauderdale, CRA

The City of Fort Lauderdale Community Redevelopment Agency (NPF-CRA) sought the professional services of a qualified marketing, public relations and community outreach firm to promote the agency. The selected firm, The Mosaic Group, developed a new brand for the NPF-CRA

redevelopment area. The Northwest-Progresso-Flagler CRA is now called the Fort Lauderdale Village District, to involve all of the neighborhoods within the CRA under one umbrella. This new name will create a destination that is inclusive of the three unique neighborhoods: Historic Sistrunk, Progresso Village and Flagler Village. Each neighborhood will keep their distinct brands and marketing for neighborhood initiatives. However, the Fort Lauderdale Village District brand will provide a cohesive solution for the NPF-CRA to market the area and attract new residents, businesses, developers and visitors. The brand also serves as an instrument to bridge the three neighborhoods and their residents.

Social Media Campaign

Margate CRA

The Margate CRA Facebook page and social media plan have led the way for how CRAs should communicate on social media. The integration of a page that focuses on awareness, while reminding residents about the city's history, has built a loyal base of citizens and business owners who consistently turn to the Margate CRAs Facebook page as their one-stop-shop for everything they need to know in Margate. The informative content and engaging posts have established a page that is now a central spot for the community. Community engagement on the page solidifies the city slogan, "Together We Make It Great."

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Margate Under the Moon

Margate CRA

Margate Under the Moon is a new event series held on the future site of the Margate City Center redevelopment project. It is intended to increase awareness and bring attendance to the downtown redevelopment area during the off-season months (August-November). Attendance last season was in the thousands, most under the age of 45, which successfully attracted a younger demographic. The goal is to enhance the City's image and create a vision that encourages attendees to think of the City Center as a future place to live, work and play. Local merchants benefit by having free vendor space to promote their businesses.

Live Overtown Campaign

Southeast Overtown/Park West CRA, City of Miami

The City of Miami's Southeast Overtown/Park West CRA sought the professional services of a qualified marketing, public relations and video production firm to promote the Southeast Overtown / Park West Community Redevelopment Agency. The selected firm, The Mosaic Group, developed a new branding and marketing campaign for the Overtown community titled "Live Overtown" and "Overtown Live" which is used interchangeably for purposes outlined below. Live Overtown is the primary campaign usage. "Live Overtown" creates a renewed sense of place for current residents, community stakeholders, businesses, newcomers and tourists. "Overtown Live" promotes Overtown's

rich history, housing, economic opportunities, businesses, health and wellness, art and culture, entertainment and more.

TRANSPORTATION AND TRANSIT ENHANCEMENTS

Winter Park Bicycle Wayfinding Master Plan

GAI Consultants, Inc.

GAI's Community Solutions Group (CSG) was tasked with creating the logic portion of the City of Winter Park Bicycle Wayfinding Master Plan. In order to build the plan logic, CSG employed an approach involving a hierarchy of districts, destinations and decision points, followed by development of a GIS database and mapping tools intended to efficiently process the large number of routes, decision points and signs. The use of these innovative tools and processes enabled CSG to build and illustrate the plan for the city's extensive bicycle route network in an efficient manner, whereas traditional methods would have proven to be cost-prohibitive.

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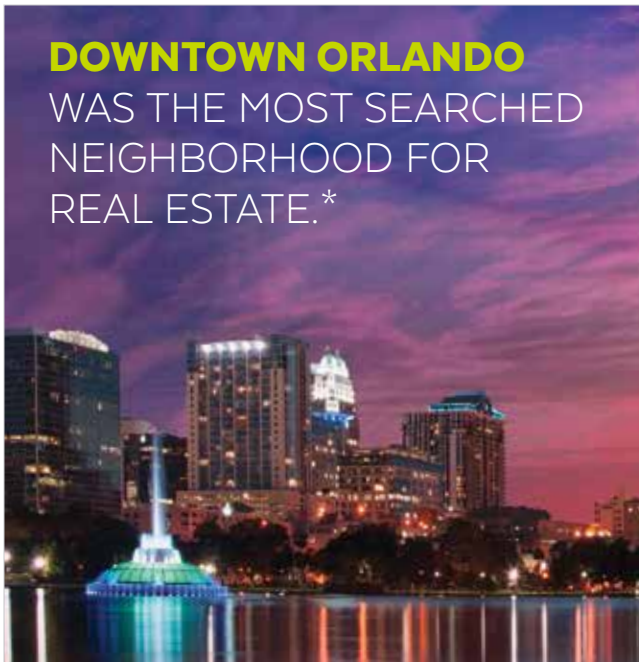
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FLORIDA REDEVELOPMENT AWARDS

2016 Best Book



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