

2010 BEST BOOK



Florida Redevelopment Association Awards



This year for me has been about Building Better Partnerships and using collaboration with others to achieve our collective goals. So, in trying to pick the President's Award winner, I found myself drawn to those projects which reached beyond our comfortable borders to combine creativity, collaboration, and a comprehensive approach. The 2010 Award Winners found in this "Best Book" were culled from 75 submittals. With incredible pride and respect to all projects, four projects particularly embodied this spirit: the Realize Bradenton Strategic Marketing Program; the Tavares Seaplane Base/Marina Wootton Park Project; West Palm Beach's Investor DVD; and Keystone Heights' CRA Downtown Improvement and Beautification Projects.

But there can only be one President's Award recipient. So, if you want to turn "no" into "yes", turn \$500 into more than \$50,000, implement 15 facade grants, build a new beach sign, get two vehicles, plant trees, save history, promote economic development, and change "lime green" into "sage" all on a \$50,000 annual budget, look only as far as the Keystone Heights CRA, the 2010 President's Award Winner. Their team proves that in CRAs, "size does not matter." Exemplary for creativity, collaboration, problem solving, and an example of how to "get it done", Keystone Heights is a true winner among all submittals, which to me, were all truly winners.

Keep on doing what you're doing, Florida CRA's. You are going to be the leaders in successfully rescuing the state from the economic woe's of today.

Sincerely,

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke at the end.

Rochelle Lawandales, AICP
President
Florida Redevelopment Association

TABLE OF CONTENTS

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

- 2** About the Florida Redevelopment Association
- 3** About the FRA Awards Program & Best Book
- 4** Thomas Mills Jr. Award
- 4** Roy F. Kenzie Awards
- 5** 2010 Winners
- 6** President's Award
- 8** Capital Projects/Beautification
- 9** Creative Organizational Development & Funding
- 10** Cultural Enhancement
- 11** Management Programs/Creative Partnerships
- 12** Marketing & Communications
- 13** Out of the Box
- 14** Outstanding Affordable Housing Project
- 15** Outstanding New Building Project
- 16** Outstanding Rehabilitation, Renovation or Reuse Project
- 17** Planning Studies
- 18** Transportation/Transit Enhancements

About the Florida Redevelopment Association

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



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

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

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

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301 S. Bronough Street, Suite 300
Tallahassee, FL 32301-1757
(850) 701-3608
Fax: (850) 222-3806
www.redevelopment.net

Carol Westmoreland, Executive Director
E-mail: cwestmoreland@flcities.com

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E-mail: jpiland@flcities.com

About the FRA Awards and Best Book

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

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

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

2010 W. Thomas Mills Jr. Award Winner



Victor D. Crist
Senator

The communities located in the six square mile area just west of the University of South Florida's Tampa's campus once represented gross crime, blight, decay, and poverty. Today, the area, formerly known as "Suitcase City," stands as a testament to Senator Victor Crist's leadership and a testimonial to the importance of redevelopment to a community.

Senator Crist recognized that the first step was to create strength in numbers and merge disparate civic groups to become the lead community organization for the area, soon to be known generally as the University Area Community Association. Toiling through two years of community meetings, studies and reviews, Senator Crist and a cadre of tireless volunteers and stakeholders conducted an assessment and created a plan of action for revitalization through grassroots organization and advocacy.

By 1993, there were more than 2,000 street lights in place. By 1994, the University Area Community was selected as one of only 15 target areas nationwide to receive a coveted Federal Weed & Seed designation. This \$2.2 million grant, renewed on three separate occasions, leveraged millions of federal dollars to weed out crime and seed redevelopment. By 1998, there were miles of new sidewalks, major infrastructure and drainage improvements, as well as the new District 1 Sheriff's Command Center.

Through these efforts, the University of South Florida Area Community Civic Association helped to provide a hand up rather than a hand out to the more than 40,000 at-risk children and adults. In 2009, this once-desolate, blighted area now has the award-winning University Area Community Center Complex as its anchor.

Senator Crist has served the greater community as well. He was elected to the Florida Senate in 2000, after serving eight successful years in the Florida House of Representatives. Currently, Crist is the chairman of the Senate Committee on Criminal and Civil Justice Appropriations, where he is responsible for creating Florida's budget for both public safety and the court system. Senator Crist is also currently serving on the Senate Committee on Commerce, the Committee on Criminal Justice, the Committee on Governmental Oversight and Accountability, the Policy & Steering Committee on Ways and Means, and the Senate Rules Committee.

2010 Roy F. Kenzie Award Winners

- 6** President's Award
Keystone Heights Community Redevelopment Agency
- 8** Capital Projects/Beautification
Fort Myers Redevelopment Agency
- 9** Creative Organizational Development & Funding
City of Satellite Beach
- 10** Cultural Enhancement
Pensacola CRA
- 11** Management Programs/Creative Partnerships
Collier County Bayshore Gateway Triangle CRA
- 12** Marketing & Communications
City of Oviedo/Land Design Innovations, Inc.
- 13** Out of the Box
City of North Port/WilsonMiller, Inc.
- 14** Outstanding Affordable Housing Project
Miami Beach Community Development Corporation
- 15** Outstanding New Building Project
City of Lauderdale Lakes CRA
- 16** Outstanding Rehabilitation, Renovation or Reuse Project
Gainesville CRA
- 17** Planning Studies
East Tampa CRA
- 18** Transportation/Transit Enhancements
West Palm Beach DDA



Before (constructed in 1925)



After

President's Award Winner: Capitol Projects/Beautification



Downtown Improvement and Beautification Projects Keystone Heights Community Redevelopment Agency

More info: (352) 473-4807 • mayorhildreth@aol.com

The City of Keystone Heights (pop. 1,400) is a relatively new CRA that receives approximately \$50,000 in annual revenue. The small size and low level of funding has not stopped them from maximizing their ability to make improvements downtown. In less than four years, they have completed three projects and are in Phase II of their fourth, which includes new signage at the City beach, a new parking area, new trees lining the business corridor and an extremely successful façade grant program. It was a major cooperative success, not only in the results, but in the funding partnerships that were involved.

Capitol Projects/Beautification



Downtown Streetscape

Fort Myers CRA

More info: (239) 321-7100 • dpaight@cityftmyers.com

How do you keep a busy city thriving for four years while large sections are closed for a 54-block **Downtown Utility Replacement and Streetscape Improvements Project?** The Fort Myers CRA succeeded through active public communication and creative business support, resulting in citizen volunteers cleaning reusable historic bricks, the creation of a community destination, and gaining 18 new businesses in spite of an economic downturn. Using a symbiotic partnership between city government, which funded utility replacement, and the CRA, which funded the streetscape, this project is believed to be one of the largest of its kind in the country.

8 THE 2010 FRA AWARDS BEST BOOK

Creative Organizational Development & Funding



Hightower Beach Park City of Satellite Beach

More info: (321) 773-4409 • icanady@satellitebeach.org

Faced with a shortage of funds to accomplish the **Hightower Beach Park** redevelopment project, the Satellite Beach CRA worked creatively with the City of Satellite Beach, the Florida Department of Environmental Protection, a local developer and a local civic organization to secure the necessary funds and in-kind contributions. This was consistent with the collaborative way in which Hightower Beach Park was first created. The City of Satellite Beach partnered with the Florida Department of Community Affairs and Brevard County to acquire the land, which was developed into this half-mile-long oceanfront park with pristine beach and natural habitat.

Cultural Enhancement



Pelican Drop – New Year's Celebration Pensacola CRA

More info: (850) 435-1695 • bbray@ci.pensacola.fl.us

On December 31, 2008, the Pensacola CRA launched its first ever **Pelican Drop**,™ a New Year's Eve celebration on the streets of downtown Pensacola. The 'New York' style street party and signature countdown to midnight was launched as part of the CRA's initiative to enliven public spaces with free public events. It is specifically programmed to help stimulate additional economic activity in downtown retail shops, restaurants, entertainment establishments and hotels. New York has its crystal ball, Atlanta has its peach and now Pensacola has a one-of-a-kind pelican.

Management Programs/Creative Partnerships

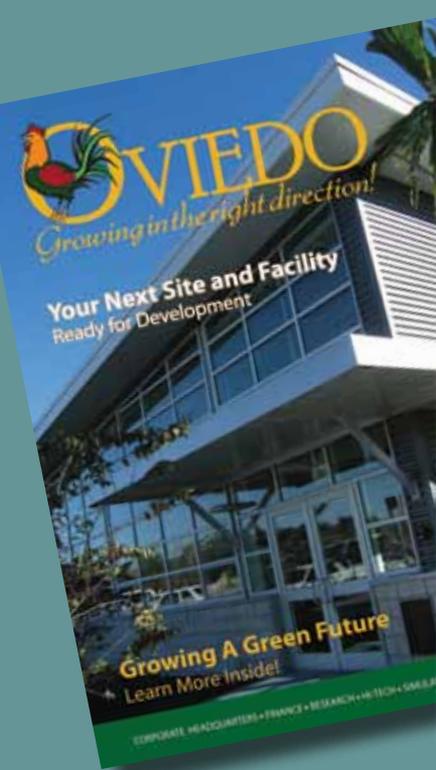


Collaborative Funding CRA/MSTU Partnership Collier County CRA

More info: (239) 643-1115 • jeanjourdan@colliergov.net

The **Bayshore Gateway Triangle Community Redevelopment Agency** developed an innovative partnership with the **Bayshore Beautification Municipal Service Taxing Unit (MSTU)**. The Bayshore Beautification MSTU is administered under the Collier County Board of Commissioners. In a collaborative effort, the MSTU and CRA lobbied the Board of Commissioners to move the administrative duties of the MSTU from under Board of Commissioners to under the Bayshore Gateway Triangle CRA. By developing this strategic partnership, the two agencies work together effectively augmenting the cost of improvements. This is done efficiently by leveraging tax incremental funds with service taxes.

Marketing & Communications



2 Featured Site Two: Oviedo Marketplace

The Oviedo Marketplace site is located along the Seminole State Technology Corridor, at the intersection of East Bug Lake Road (East Market/Horwood Blvd) and US-17/Georgetown. SeminoleWay, a high-tech corridor along US-17, is the northern portion of Orange County's Innovation Way. It is both Oviedo and Oviedo Land International Assets, the University of Central Florida, Orange County's new "Mall at 17" on Lake Nona, Seminole State College and the Kennedy Space Center.

The Oviedo Marketplace site consists of 71 parcels, totaling about 127 acres. The Oviedo Marketplace site is characterized by the presence of the Oviedo Marketplace Regional Mall. The retail and entertainment destination is home to over 70 dining, entertainment and shopping facilities. Potential reuse opportunities may occur within the Oviedo Marketplace building for tenants requiring large or small retail spaces. The Regional site also includes the Oviedo Marketplace Medical Center property. This site currently contains health-care offices and a Cancer Care health clinic facility, a subsidiary of Florida Hospital and Adventist Health.

Other features of the Oviedo Marketplace site include existing commercial and professional development and several undeveloped parcels surrounding the Marketplace Mall. The largest vacant parcels are parcel number 9 (6.76 acres parcel number 9 (3.82 acres), parcel number 1 (2.66 acres), and parcel number 8 (2.88 acres). A significant portion of parcel number 1 (0.17 acres) and parcel number 3 (2.27 acres) are also vacant. There are under-utilized parcels and buildings near the Oviedo Marketplace Mall that offer long-term adaptive reuse potential. Due to parcel development opportunities also exist in this area.

The Oviedo Marketplace site is located within one of Oviedo's new MRED Areas (Metropolitan Economic Development District). This enables developers access to apply for a range of site development incentives including (1) \$1,500 Job Bonus Refund for each new job created in a designated MRED area by an eligible business; (2) Sales Tax Credits on building materials purchased for the construction of a housing project or mixed-use project; and (3) If you secure a SEED Site Rehabilitation Agreement (SSRA), you will be eligible for:

- 50% Voluntary Cleanup Tax Credits (VCTC) applicable to Florida's corporate income tax.
- 20% Additional VCTC if the property is intermingled with affordable housing, and
- State Loan Guarantees for primary lenders, up to 50% of loan/fund (SEED sites and up to 70% if the property is intermingled with affordable housing.

Federal benefits that may also be available for development in the Oviedo (SEED) areas include:

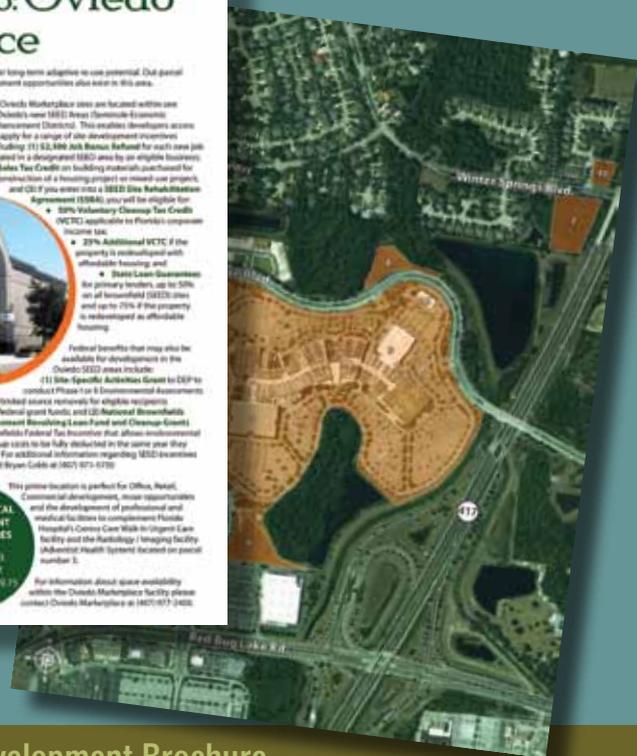
- The Specific Assistance Grant to DEP to conduct Phase 1 or 2 Environmental Assessments and/or related source remediation for eligible recipients using federal grant funds; and (2) National Remedial Assessment Revolving Loan Fund and Cleanup Grant) Brownfields Federal Tax Incentive that allows environmental cleanup costs to be fully deducted in the same year they occur. For additional information regarding MRED incentives contact Bryan Cude at (407) 975-8700.

This prime location is perfect for Office, Retail, Commercial development, major restaurants and the development of professional and medical facilities to complement Florida Hospital's Cancer Care Walk to Target East Facility and the Marketing Imaging Facility (Advanced Health System located on parcel number 3).

For information about space availability within the Oviedo Marketplace facility, please contact Oviedo Marketplace at (407) 975-2400.

RETAIL, OFFICE, MEDICAL DEVELOPMENT OPPORTUNITIES

Parcels: 1 - 71
Zoning: P12
Average Acres: 0.71



City of Oviedo Redevelopment & Economic Development Brochure City of Oviedo/Land Design Innovations, Inc.

More info: (407) 975-1273 • crowe@landbiz.com

The **City of Oviedo's** redevelopment and economic development brochure was created as part of a comprehensive redevelopment program for the city. The brochure creatively and attractively aligns information from disparate sources into a single, streamlined marketing tool and reference guide designed to appeal to both potential business and residential population segments. Business-critical statistics, opportunity sites and descriptions of available economic incentive programs are skillfully interwoven with the engrossing story of Oviedo's evolution from its pioneer heritage to its current innovation economy. The brochure vividly illustrates both the financial benefits and the superior quality of life offered by the city.

Out of the Box

Mixed-Use Development Concept – Creating Destinations

PEOPLE INSTINCTIVELY
RESPOND WITH INTEREST
AND ENTHUSIASM TO
WALKABLE, MIXED-USE
ENVIRONMENTS.



Vision North Port – A Citizen's Master Plan City of North Port/WilsonMiller, Inc.

More info: (813) 223-9500 • michaelenglish@wilsonmiller.com

In late 2009, armed with a precedent-setting \$100,000 planning grant from the Gulf Coast Community Foundation of Venice, **Vision North Port** commissioned WilsonMiller to produce a Citizen Master Plan, working in close cooperation with the community. It was to be a clear reflection of the consensual wishes and aspirations of the community. This Citizen Master Plan was completed in February, 2010 copies were commercially produced and distributed to the community. The plan is specifically intended to provide the basis for public and private sector policy decisions and expenditures well into the future-guiding the investment of the public, private and community sectors to accomplish the goals set forth in the plan.

Outstanding Affordable Housing Project



Villa Maria Apartments

Miami Beach Community Development Corporation

More info: (305) 672-4782 • denis@miamibeachcdc.org

Working together, a community coalition was able to preserve and rehabilitate one of the iconic historic buildings of **Miami Beach**, and to preserve and develop affordable housing for the benefit of low-income elderly tenants. Then Commissioner Matti Bower, now the city's mayor, heard from elderly tenants about plans to demolish Villa Maria Apartments and replace it with a luxury high rise condo tower. She spearheaded a community response that galvanized the city, MDPL preservation advocates, and the Miami Beach CDC to prevent demolition. The result was a beautiful rehabilitation of the building and maintained affordable housing for the community.

Outstanding New Building Project



Lauderdale Lakes Library/Community Education and Cultural Center City of Lauderdale Lakes CRA

More info: (954) 535-2740 • anitat@lauderdalelakes.org

Adopted in 2004, the Lauderdale Lakes Citizen's Master Plan was crafted from feedback generated during an intensive charrette that finalized almost a year of work in research/analysis and urban and architectural design. The plan is the "blueprint" that directs public and private investment for key projects that are revitalizing the city's commercial corridors. Among the plan's components was a vision and concept for a mixed-use town center. Today, the new 20,237-square-foot, \$6.5-million **Lauderdale Lakes Library & Community Cultural and Educational Center** is at the heart of the 25-acre Bella Vista Town Center. This project is a result of a partnership between Broward County and the Lauderdale Lakes CRA.

Outstanding Rehabilitation, Renovation or Reuse Project



Bethel Station Adaptive Reuse Gainesville CRA

More info: (352) 334-2205 • fisherkh@gainesvillecra.com

The Gainesville CRA has transformed the **Bethel Service Station**, built c.1927, from a vacant, neglected structure into a bustling sidewalk café. Despite Bethel's prominent downtown location, there were serious challenges revitalizing the tiny building: overcoming negative perceptions regarding its proximity to an underutilized plaza; identifying a business willing/able to operate in only 380 square feet; structuring a small business incubation plan that included public/private cost-sharing; and crafting meticulous renovation plans utilizing every square inch of space. The result is The Lunchbox Café, a quirky hub of activity that breathes new life into the Bethel Station and rejuvenates a once-dreary corner of downtown.

Planning Studies



East Tampa Strategic Action Plan East Tampa CRA

More Info: (813) 242-3806 • ed.johnson@tampagov.net

The **East Tampa Strategic Action Plan** (SAP) consists of a series of innovative recommendations to improve the quality of life for residents, businesses and stakeholders within East Tampa. The SAP was developed to address specific planning and financial options and to identify short and long-term strategic investment projects to attract private investment. The five main strategies proposed by the SAP include investing in neighborhoods, improving the appearance of major gateways and corridors, providing incentives to catalytic projects, fostering business growth, and preparing for light rail and mass transit. These key strategies will enable East Tampa to become a more vibrant community.

Transportation/Transit Enhancements



Clematis District Trolley Program West Palm Beach Downtown Development Authority

More info: (561) 833-8873 • rclemente@westpalmbeachdda.com

The **Clematis District Trolley Program** is a free trolley circulator operating in the core of downtown West Palm Beach. The route has two main nodes: the Clematis District, the traditional retail and entertainment area of the city; and CityPlace, a new urbanist infill redevelopment project completed in 2000. The program has been in operation since 1998, carrying more than 500,000 passengers per year along the 1.5 mile route through downtown. The service provides stops at key downtown destinations, residential areas, entertainment, shopping, and government offices.

W. Thomas Mills Jr. Redevelopment Champion Award Entries

Siegi Constantine Executive Director, Oakland Park Main Street

Siegi Constantine has been the Executive Director of Oakland Park Main Street for over six years. She has led this organization and its volunteer Board to many successes, all with the goals of Main Street as a guide. Siegi commits herself (and her husband at times) fully to this organization and to the City of Oakland Park. She works overtime and on weekends to make sure the task at hand is addressed. Ironically, Siegi doesn't even live in Oakland Park. She lives in Deerfield Beach, a twenty minute drive north.

Her passion for the City of Oakland Park and Main Street is evident when you see her speak at monthly Commission Meetings, Main Street's Annual Meetings and at fund-raising events. It is her passion that allows her to motivate others to 'do'. During times of budget shortfalls, Siegi has selflessly suspended her salary. She is a big-picture thinker and a dreamer and it's that way of living that motivates the Board.

Her drive and belief in what some would consider impossibilities are what made projects like the Jaco Pastorius Mural and the Oktoberfest celebration become realities.

Siegi is able to make anyone and everyone feel comfortable and listened to. This unique skill makes her the ideal moderator, champion, partner, manager, leader, care-giver and friend. The City of Oakland Park is an incredible, diverse city and Siegi welcomes everyone.

She is a true motivator because she believes in Oakland Park and Oakland Park Main Street wholeheartedly. Despite many bumps in the road, she continues to spread the word about Oakland Park and its redevelopment. She is truly a **CHAMPION!**



W. Thomas Mills Jr. Redevelopment Champion Award Entries

Peter Feldman **Resident, City of Fort** **Lauderdale**

The late Peter Feldman is the 2010 winner of the City of Fort Lauderdale's Distinguished Citizen Award. This award is presented to that resident of the community who has contributed to the development of the community over a number of years (i.e., a pioneer). Peter Feldman exemplifies the definition of the award.

Not only because of his patience, determination and perseverance but because he also represents Thomas Mills' spirit of being a tireless champion of redevelopment does the City of Fort Lauderdale Community Redevelopment Agency believe that it is fitting to nominate Peter Feldman for the W. Thomas Mills, Jr. Redevelopment Champion Award.

Peter was an imaginative, creative thinker who contemplated how to move Fort Lauderdale to a new phase with character and the amenities of a new urban city. Peter was a friend to all. Peter supported several organizations

to include Jack and Jill, Boy's and Girl's Clubs, Children's Home Society, and Greater Fort Lauderdale Chamber of Commerce. He did not seek recognition but always wanted to help make things better. He looked at the potential in everyone and worked to develop that potential. He was a member of the Fort Lauderdale Community Development Corporation for over ten years and was a strong supporter of its mission to create quality affordable homes for low to very low-income residents of our City. Peter was very generous and his financial contributions often came anonymously or through an in-kind gift to a vendor needing work. He always tried to find a way to keep an unbroken chain of prosperity.

Peter's civic responsibility saw no end. He worked tirelessly to establish the Northwest-Progresso Flagler Community Redevelopment Agency to plan and define redevelopment opportunities for northwest Fort Lauderdale. Peter also served on the CRA advisory board for many years and was a pioneer; he could see the potential of the CRA area and diligently

pursued and fought for the redevelopment initiatives that have become a reality. He spearheaded the creation of the Flagler Village Improvement Association to create a brand for Flagler Heights that would enhance redevelopment opportunities for an area that was historically slum and blighted. Insightful and passionate he visualized the future of this inclusive neighborhood with people from all walks of life - rich, middle class and poor. Each and every day for over 25 years he worked toward that goal until his Flagler Village vision became a reality in 2007.

Roy F. Kenzie Award Entries

CAPITAL PROJECTS/ BEAUTIFICATION

Bradenton Wayfinding Bradenton Downtown Development Authority

Wayfinding is the art of using visual information such as signage, maps, landmarks or icons to help navigate pedestrians and vehicles through an unfamiliar and complex environment. These environmental clues direct users to a destination and allow them to experience the city without confusion, creating a positive feeling and a sense of comfort and security. Unfamiliar urban environments make special demands on visitors. Beyond navigation and ease of movement, consistent and thorough wayfinding can contribute greatly to the identity and sense of place within a city. When visitors easily recognize a consistent aesthetic throughout a city composed of elements such as gateways, vehicular and pedestrian directional signs, parking signs and branding/logo elements, they may have greater confidence that the area is safer, more established, more cared for and generally more positive than places that have no clear identity. People often

naturally gravitate toward areas that they can quickly identify and recognize, so increasing the traffic to certain destinations or to the area in general may also help stimulate economic vitality.

Gateway Triangle Stormwater Pond Collier County CRA

After nine years of planning, in fall 2008 the Gateway Triangle neighborhood was home to a 3.6-acre stormwater pond to facilitate drainage in an area known for its severe flooding problem. This pond has been made possible by the partnership of the Collier County Stormwater Department, the South Florida Water Management District and the Bayshore Gateway Triangle CRA. Ground broke in spring 2008. Today there is a 3.6-acre regional stormwater pond directly servicing 99 residential and commercial buildings assessed at a value of \$25,514,292 by the Collier County property appraiser.

Lake Concord Park Redevelopment City of Casselberry

Lake Concord Park, the first piece of Casselberry's City Center plan,

transformed an underutilized municipal park into a showpiece and gathering place for the city. The new park features a stage area for special events, concerts, play structure, café area, interactive water feature, and a boardwalk. In addition, the park incorporates low-impact development elements, such as recycled materials, Florida-friendly landscaping, as well as a reuse irrigation system. Kiosks installed throughout the park teach the public about environmental best practices. The new Lake Concord Park is the focal point of the Casselberry community for recreational, educational, and stormwater management activities.

Chess Park Historic Court House Plaza

DeLand – Downtown CRA

Chess Park features chess-board-topped tables nestled beneath Winged Elm trees. A giant chess board, and its two-foot-tall pieces, is the focal point. A stage area, water feature and numerous benches provide a new venue for downtown activities. The public restroom facility incorporates architectural elements from the masonry of a professional building

Roy F. Kenzie Award Entries

and a mural on the west wall of the Ticor building serves as a reminder of the past. The tranquility and beauty of Chess Park offers a fitting atmosphere for a game of chess, or a lunch hour respite from the bustle of office life.

Dunedin Main Street City of Dunedin

A \$1 million road reconstruction project set the stage for significant redevelopment in downtown Dunedin. The state-grant-funded road project allowed the City of Dunedin and the Dunedin CRA to move forward with redevelopment activities in the area, including the planned Dunedin Gateway, a \$30 million mixed-use redevelopment planned for a 4.1-acre site at the entrance to the city's downtown. The Main Street reconstruction project, completed through a public-private partnership with Pizzuti Solutions LLC, included relocating utilities underground, reducing highway lanes from four to two, establishing angled street parking, and installing of brick pavers, sidewalks, landscaping and decorative street lighting.

Keystone Heights Downtown Improvement & Beautification Keystone Heights CRA

The City of Keystone Heights (pop. 1400) is a relatively new CRA that receives approximately \$50,000 in annual revenue. The CRA's small size and low level of funding has not stopped it from maximizing its ability to make improvements downtown. In less than four years, three projects have been completed and the CRA is in Phase II of the fourth project, within new signage at the city beach, a new parking area, new trees lining the business corridor and an extremely successful façade grant program. It was a major cooperative success – not only in the results but in the funding partnerships that were involved.

Gateways Lake Worth CRA

The 6th Avenue South and the 10th Avenue North gateway projects were undertaken in an effort to further the goal of creating a safe and efficient circulation system in the district. According to the Lake Worth CRA Redevelopment Plan, streetscapes on these two corridors should be

designed to soften the appearance of older, physically declining commercial and residential areas, and to provide visual continuity. The effective streetscape design dramatically improved the aesthetics of the community and provides an attractive investment image to potential investors. Thus, the gateway improvements met the goals of the redevelopment plan and provided the city with the impetus needed to attract redevelopment to the area, which in turn increases the tax base.

W. Canal Streetscape New Smyrna Beach CRA

The W. Canal Streetscape and Drainage Improvements Project is a Florida Department of Transportation design/build project that is being administered by the City of New Smyrna Beach CRA through a Local Agency Program (LAP) agreement. The project consists of streetscape amenities and drainage improvements to the historic Turnbull Canal. The streetscape amenities will incorporate a gateway feature in Myrtle Avenue Park (including an archway with coquina finish and colored pavement stamped with a herringbone pattern), planter box-

Roy F. Kenzie Award Entries

es throughout the project with a coquina finish matching the archway, colored crosswalks stamped with a herringbone pattern matching the pavement surface treatment in the gateway area, sidewalks stamped with a window pane design, four-foot striped bike lanes (both directions), bike racks, benches with center arm rests, trash receptacles and decorative roadway/pedestrian streetlights. The historic Turnbull Canal will be improved by installing a 54" culvert/piping within the sidewalls of the existing canal box culvert to facilitate drainage. A new decorative side walk will cap off the top of the existing canal. Installation of the culvert is currently underway and is being carefully monitored by archaeologists to preserve any historical artifacts that may be uncovered. The project limits extend from Myrtle Avenue to the Florida East Coast Railway lines. The total cost for this project is \$2,585,541, with state and federal funding amounting to \$2,301,470. The City of New Smyrna Beach/Community Redevelopment Agency contributed \$284,000.

Plaza de Luna **City of Pensacola, CRA**

Plaza de Luna is the City of Pensacola's newest park. The two-acre park provides scenic vistas of Pensacola Bay with broad lawns and 1,800 lineal feet of waterfront. It is a popular setting for organized events such as weddings, visiting ships and live music, as well as casual activities including fishing, jogging, interactive fountain play, kite-flying or just enjoying an ice cream cone from the onsite concession. The park features a significant bronze Spanish Conquistador statue commemorating the 450th anniversary of the founding of Pensacola by the park's namesake, Don Tristán de Luna y Arellano.

Magnolia Square Redevelopment **City of Sanford/Land Design Innovations, Inc.**

Magnolia Square is at the heart of historic Sanford's quaint downtown. Early designs of this public space lacked a focal point and a cohesive design, leaving the square uninviting and underutilized. Drawing on community input and the city's historic character, Land Design Innovations, Inc. cre-

ated a timeless conceptual design to redevelop the iconic plaza into an aesthetically pleasing, inviting gathering space that offers shade, seating and enhanced pedestrian safety. The square plays an important role as a fun and festive gathering place for community and seasonal events, contributing to the redevelopment of private businesses and increased vibrancy of the city's downtown.

Robert L. Cole Sr. Community Lake **East Tampa CRA**

The East Tampa Ponds Revitalization Project is a pilot project aimed at renovating three existing stormwater retention ponds in East Tampa. The Robert L. Cole Community Lake has been transformed into a multi-use, functional open space for residents and students. The lake includes benches along the walking path, a large array of mostly native greenery and vegetation, a belvedere deck, and adult fitness station. The project includes an educational kiosk in partnership with University of South Florida and local schools. Today, this lake is a source of community pride for the neighborhood, while increasing awareness of environmental issues.

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Vilano Town Center

St. Johns County/Reynolds, Smith and Hills, Inc.

The recently restored Vilano Town Center preserves the unique sense of place and historic culture of one of the East Coast's most valued waterfront destinations. Often dubbed "St. Augustine's best kept seaside secret," Vilano Beach was developed in the 1920s. Construction of an intracoastal bridge in the 1990s, however, diverted traffic away from its town center, devastating local businesses. To spur economic development, St. Johns County, the North Shores Improvement Association and consultant RS&H revitalized the area through roadway, parking, stormwater management and other infrastructure improvements. The project has reinvigorated the community and brought life back to Vilano Beach.

Curtis Hixon Waterfront Park **City of Tampa, Downtown CRA**

This eight-acre park, funded by the Downtown CRA, is designed to provide a multitude of functions. A great lawn sets off two new museums. It is play space for residents with a children's playground, dog park and two water

spray areas. It is an event space with a performance area and large open viewing area. Most of all, it is now the downtown's gathering spot. The dramatic minarets of the University of Tampa and the Hillsborough River provide a backdrop for concerts, art shows and family picnics. LED lighting on towers within the park and on the face of the Tampa Museum of Art provides illumination that serves as a beacon to residents who gather at the park to enjoy evenings with their families. In a short period of time, Curtis Hixon Waterfront Park has exceeded everyone's expectations of what a park could be.

North 22nd Street Master Plan Phase I

University Area Community Development Corporation (Tampa)

In the 1980s, the University Area Community experienced a dramatic decline in the quality of the community. As a result, the main road of this once-vibrant neighborhood, 22nd street, was structurally deteriorating and adversely affecting the area. The University Area Community Development Corporation, Inc. (UACDC) decid-

ed to take action and begin Phase I of its 22nd Street Improvement Project. Today, 22nd Street is well on its way to being the heart and soul of this energetic community. The redevelopment has improved sidewalks, streetscapes, traffic congestion and more. It is the hope of the UACDC that these enhancements will eventually bring new businesses and new life to the community.

CREATIVE ORGANIZATIONAL DEVELOPMENT & FUNDING

Property Improvement Grants **New Smyrna Beach CRA**

Over the past 20 years, the Property Improvement Grant Program has provided seed money to assist in the revitalization of business facades in order to make them inviting to shoppers and facilitate an increase in commercial activity. In the first ten years (1989 to 1999), the maximum amount awarded was \$3,000. In 1999, the maximum amount was increased to \$5,000 in an attempt to offset the rising cost of construction materials and labor. The CRA has seen an increase in the volume of "larger" projects since the 1999 increase. Now, in one of the worst

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economic declines in decades, the overall ability for investment in local business expansion or enhancement has weakened as the business community focuses on maintaining profits through existing operations. Therefore, the CRA increased the maximum grant amount under the Property Improvement Grant Program in 2009 to \$10,000 per grant application. All other criteria of the Property Improvement Grant Program will remain unchanged.

CULTURAL ENHANCEMENT

Florida Museum for Women Artists

DeLand – Downtown CRA

The Florida Museum for Women Artists opened on November 14, 2009. The museum is the only venue in the Southeast United States to showcase exclusive works of art and other artistic disciplines by women. The 7,300-square-foot space includes three galleries, a gift shop, cafe, meeting and lecture space, and a curatorial area. Exhibitions include contemporary art, collections and traveling exhibits from quality institutions. The project came to fruition by collaboration with

the Florida State Committee of the National Museum of Women in the Arts, Inc., Volusia County ECHO and the City of DeLand Downtown Community Redevelopment Agency.

Light Up Sistrunk

City of Fort Lauderdale CRA

The City of Fort Lauderdale CRA's Light Up Sistrunk is a celebration of the winter season and a celebration of history and progress. This event allows a cross-section of residents and business owners to come together and talk about what they want to see on the corridor in the future, while observing the current progress.

Flagler Art Walk

City of New Smyrna Beach CRA

Art Walk on historic Flagler Avenue in New Smyrna Beach is held from 10:00 a.m. to 5:00 p.m. on the fourth Saturday of each month, along the quaint five-blocks from the river to the ocean. Visitors attending Art Walk can take a fascinating stroll along Flagler Avenue while enjoying a variety of works of art by several visiting artists under canopies. They can also view artwork fea-

tured in the sponsoring galleries, created by more than 100 talented Florida artists. The popular event features painting, jewelry, ceramics, glass blowing, sculpture, fabric arts and more.

Jazz at MOCA

North Miami CRA

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

Christmas on Canal Street New Smyrna Beach CRA

Christmas on Canal Street was coordinated by a team of merchants on Canal Street along with the New Smyrna Beach Parks

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and Recreation Department, the Canal Street Historic District, Friends of Historic Canal Street, the Historical Society, the Chamber of Commerce and the Flagler Merchants Association. This great event created an environment in the Canal Street area that drew many patrons to the businesses. A marketing campaign was created for Christmas on Canal Street that involved Central Florida radio, county and statewide newspapers, Web sites, direct mail, email, handouts, posters, and banners. All of the events were free, making them accessible to a wide-ranged customer base. Funding commitments were obtained through vendor fees and sponsors. The budget for this event was \$45,100, of which \$15,000 was contributed by the Community Redevelopment Agency through its Grants and Aids Program.

MANAGEMENT PROGRAMS/CREATIVE PARTNERSHIPS

Public Private Partnership Hallandale Beach

The City of Hallandale Beach Community Redevelopment

Agency has forged a unique public private partnership with Magna Entertainment, Forest City Enterprises and the Village at Gulfstream Park Community Development District (CDD). The partnership highlights the components critical to success and how a unique partnership stimulated The Village at Gulfstream Park by sharing both the risks and rewards in a declining market.

Mortgage Foreclosure Prevention Program North Miami CRA

In partnership with the City of North Miami, the North Miami CRA decided that it was time to intervene in the growing foreclosure crisis affecting City of North Miami residents. The CRA established a program providing loans to eligible home owners who were having difficulties making their mortgage payments. Assisting struggling home owners is not just beneficial to the applicant home owners, but it also help to stabilize home values across the entire neighborhood, maintaining the tax base and allowing more funds to become available to the CRA for other redevelopment activities. In total nine households were assisted, with an

average loan amount of \$3,326 per household.

Polk County Neighborhood Stabilization Program Polk County/SWAN Advisors

The Polk County Neighborhood Stabilization Program is a public/private partnership that was developed in an attempt to access to more than \$14 million provided by U.S. Department of Housing and Urban Development for investment in foreclosed homes. This unique public/private partnership allows the expertise of each partner organization – public, private and nonprofit – to provide specialized skills and resources toward revitalizing Polk County's neighborhoods. The Polk County Neighborhood Stabilization Program is a model of teamwork and efficiency that has been recognized by national experts as innovative and important to the field of community redevelopment and affordable housing.

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MARKETING and COMMUNICATIONS

Realize Bradenton Strategic Marketing Program

Bradenton Downtown Development Authority

The Realize Bradenton marketing program integrates print, electronic and social media to promote downtown Bradenton by making it a unique and preferred cultural destination for residents, visitors and private investors. A new public-private partnership of the Bradenton Downtown Development Authority and Realize Bradenton, a cultural development nonprofit, merges place making and place branding. Marketing decisions were guided by two planning studies: Downtown by Design – the Bradenton CRA Master Plan and Realize Bradenton – the city's Cultural Master Plan. Major recognitions, new sustainable partnerships and impressive progress on audience development have resulted through the work of a collaborative design team using evidence-based design.

Deerfield Beach CRA 2010 Annual Report

Deerfield Beach CRA

The Deerfield Beach CRA underwent many changes in FY 2009-2010, including hiring a full-time director and launching three multi-million dollar capital improvements projects. When it came time to prepare the annual report, the CRA decided to use it as a marketing and educational tool, instead of something that just fulfilled statutory reporting requirements. The CRA hired the Holistic Planning Group to create the annual report in a way that reflected Deerfield Beach's image as a fun oceanfront recreation and business investment destination. The design communicates the professionalism that the CRA injects into all of its operations.

North Miami CRA FY 2008- 2009 Annual Activity Report

North Miami CRA

All CRAs in the State of Florida are required by state statutes to submit an annual audit and an annual report on their activities. The report is required to include a complete financial statement setting forth the CRA's assets, liabilities, income and operating

expenses; a list all projects undertaken by the CRA and their costs, and any changes to CRA area boundaries, etc. The North Miami CRA Annual Activity Report complies with all requirements of the statute, but also serves as an in-depth narrative of all the projects undertaken by the CRA, complete with illustrative photos and maps.

North Miami CRA Web Site North Miami CRA

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

Downtown Oakland Park Oakland Park Main Street

Oakland Park Main Street is a not-for-profit organization whose purpose is to provide a sense

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of place while striving to be the catalyst in creating cultural and economic vitality for Downtown Oakland Park. Oakland Park Main Street created a fully integrated and multiple media marketing campaign including Web and print media to promote, educate and encourage the community and investors to see Oakland Park as a desirable place to live, work and invest. With increased business, community events and a beautiful new park, Main Street is clearly accomplishing its goals.

Sebring CRA Market Analysis & Marketing Plan **Sebring CRA/Swan Advisors**

The Sebring CRA charged Swan Advisors and Kingston Partners with completing a market analysis and developing a marketing plan to support downtown growth and redevelopment at two levels: 1) as a downtown and 2) for retailers, both with equal importance. The marketing plan is based on analysis of the physical and regulatory environments, and how they interact and influence investment and market activity. The plan includes goals, objectives and recommendations to promote downtown

Sebring and to promote businesses and business clusters. Recommendations include brand, image and marketing activities focused on retail and investment opportunities.

Downtown West Palm Beach Investor DVD

West Palm Beach Downtown Development Authority

In May 2009, the Downtown Development Authority of West Palm Beach directed and launched a Downtown Investor DVD. The DVD was produced to showcase the many redevelopment plans, vibrant atmosphere and unparalleled investment opportunity available in Downtown West Palm Beach. The DVD was also distributed to attendees at the International Council of Shopping Centers (ICSC) convention in Las Vegas and Orlando in May 2009. The DVD is distributed to all potential prospects and is also currently running on West Palm TV 18, the city's local news channel, as well as <http://www.westpalmbeachdda.com/dda-investor-video.asp>.

OUT OF THE BOX

360° Unlimited **Lakeland CRA**

360° Unlimited showcases how simple programs can help property and business owners fulfill their desires for exterior improvements in ways that meet local design standards and enhance the overall business district. This dramatic renovation used a combination of Design Assistance and Façade Improvement Matching Grant programs. These tools gave the property new life, with an exterior improvement that reflects the fun, funky vintage clothing and housewares business inside. With a total project cost of only \$30,000, this project has been a catalyst for business and investment activities in this CRA district and has illustrated how simple programs can have significant impact.

Extreme Martin Makeover – East Stuart Economic Development **City of Stuart**

Once vibrant and self-sufficient, economic and social pressures have led to poor maintenance, litter and deteriorated landscap-

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ing in East Stuart. Cleanups have short-term success, but a lack of community investment and decreasing Tax Increment Funding monies necessitated a fresh approach. With the Extreme Martin Makeover – East Stuart Edition, the Stuart CRA maximized public-private partnerships, participation, improvements and funds. The CRA successfully leveraged \$6,771.00 in funds with \$6,200 in cash donations, more than \$3,000 in equipment and materials, more than \$9,500 in repairs and in-kind services, and more than 3,000 volunteer hours. This project is now an annual event.

Seaplane Base/Marina/ Wooton Park Project **City of Tavares**

Completed in March 2010, the Tavares multi-modal project has transformed downtown Tavares from a place where primarily local residents enjoyed the park and water-related amenities into a regional “destination” venue, attracting an estimated 110,000 annual visitors to downtown Tavares. The project includes rebranding the city, a certified seaplane base, ship store, marina, children’s splash park, events pad, train

platform, and a wedding pavilion in the second phase in 2011. The new venue for the multiple events has created businesses and employment opportunities in downtown Tavares. The new downtown entertainment district is growing each day. Visitors can find an abundance of places to eat, enjoy leisurely activities, and enjoy the waterfront location more than ever. Tavares’ vision has become a reality.

Curtis Hixon Waterfront Park **City of Tampa/Reynolds, Smith & Hills, Inc.**

The Curtis Hixon Waterfront Park, located in the heart of downtown Tampa, is more than just a park – it’s a new, vibrant, out-of-the-box, cultural resource, representing an urban renaissance for an entire region. Transformed from a once underutilized space into a center for civic activity and pride, the park embodies the essence of sustainability with open green space, water reclamation, and pedestrian-friendly accommodations. The park’s connection to adjacent museums and the cultural arts district has also sparked a new sense of creativity and community to this major metropolitan region.

The Curtis Hixon Waterfront Park serves as a model for redevelopment.

Ybor Flavors Television Show **Ybor City Development Corporation**

Ybor Flavors is an exciting show that highlights Ybor City, Tampa’s National Historic District. The show regularly features the district’s unique retail, delicious dining experiences, living history and blend of culture. Ybor Flavors won the 2009 Hometown Video Award for the category Professional Entertainment Talk Show from the Alliance for Community Media (ACM). Veronica Swiatek, the show’s host and YCDC chairman, has done an excellent job capturing the events, history and flavors that attract folks to visit Ybor City.

OUTSTANDING AFFORDABLE HOUSING PROJECT

Pleasant Street Model Block – Phase II **Gainesville CRA**

In 2003, the CRA purchased property in the Fifth Avenue/Pleasant Street community, promising to transform the vacant, dilapidated

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sites into a “model block” for community revitalization. By 2008, three homes were rehabilitated and sold for homeownership. While successful, the program progressed slowly and faced significant challenges navigating an increasingly volatile real-estate market. In response, the CRA updated the program’s administrative policies/procedures, secured new financing, and simultaneously constructed three infill homes on the remaining vacant lots. The homes are beautiful, efficient, affordable, and cohesive to the community’s historic architecture. To date, one has sold and the remaining two are under contract!

OUTSTANDING NEW BUILDING PROJECT

Las Ventanas

City of Boynton Beach/ Woolpert, Inc.

Located on 15 acres at the northwest corner of US 1 and Woolbright in Boynton Beach, the Las Ventanas property was a brownfield with an abandoned lumberyard that sat at the main southern entry point for the city. Working closely with the CRA, Epoch properties developed

the Las Ventanas community to include both luxury residences and spaces for prominent retail, creating an oasis-style community that not only transforms residents’ and visitors’ experience when they first enter Boynton Beach, but is also one of the first of its kind in the area.

Flagler Village

City of Fort Lauderdale CRA

Flagler Village has a 282 unit; 320,709 square foot building that was developed by Trammell Crow Residential. It was developed on a site that is approximately four acres. It is part of Flagler Village an area undergoing redevelopment in downtown Fort Lauderdale, which also includes a 218 unit, 228,653 square foot building developed by ZOM Flagler Village LP.

Naples 6th Avenue South Parking Garage

Naples CRA

In 1994, the City of Naples commissioned Andres Duany to create a blueprint for redevelopment in the downtown main street area. This blueprint became the Regulating Plan for the 5th Avenue South Overlay District. The plan included new parking

structures which posed a dilemma for long time residents of Naples who perceived such structures as scale-less, gloomy, unsightly behemoths foreign to the intimately scaled character of the Naples 5th Avenue area. The implemented design solution for the first two parking structures, the second of which (twin to the first structure) was completed in 2009, turned the tide of public opinion. It is much celebrated for its sensitivity to the scale and garden city tradition of Naples’ downtown.

City Center – The People’s Place

City of West Palm Beach, CRA

With redevelopment efforts unfocused, the City of West Palm Beach declared its intention to define its nucleus by establishing the first central city “civic campus,” designed so it would embrace the vibrant diversity embodied in its citizens. The City established “City Center” to be the heart of its thriving downtown. City Center functions as a “Main Street” by centralizing City and community services on site to be more efficient, productive and cost effective. The leading edge City Center Library has become the crown

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jewel of the city and will enhance the lives of its citizens for many years to come.

OUTSTANDING REHABILITATION, RENOVATION OR REUSE PROJECT

SAT Building

City of Fort Lauderdale CRA

S.A.T. has proposed building construction and an expansion at its site, located at 700 West Sunrise Boulevard (901 NW 7 Avenue). S.A.T. approached the CRA for a forgivable loan in the amount not to exceed \$161,500.00. The funding would provide for improvements in the right-of-way of NW 7th Avenue and Sunrise Boulevard, consisting of sidewalks, landscaping, irrigation, driveways and curbs, along with a decorative fence, building signage and a new monument on the property.

Sixth Street Plaza

City of Fort Lauderdale CRA

The Sixth Street Plaza project includes the renovation of two existing buildings and the construction of a new facility located at 914 N.W. 6th Street (corner of N.W. Sixth Street and N.W. Ninth Avenue). The developer, Maria Free-

man, submitted a plan to the CRA to develop certain parcels of land owned by the developer for the "Sixth Street Plaza". The construction also consists of 8,000 square feet of new office space and the renovation of 14,000 square feet of existing retail and office space. The total amount of capital investment is \$2,041,000. The CRA has provided \$1,166,334.50 in grants and loans. This project will serve as the cornerstone of the CRA's efforts to restore Sistrunk Boulevard to its proper place as the centerpiece of business, culture and entertainment in the City's northwest community. Sixth Street Plaza is expected to be a catalyst for additional private sector investment and redevelopment opportunities in and around the Sistrunk corridor.

Villa Maria Apartments

Miami Beach CDC

Working together a community coalition was able to preserve and rehabilitate one of the iconic historic buildings of our city and to preserve and develop affordable housing for the benefit of low-income elderly tenants. Then Commissioner Matti Bower – now the City's Mayor – heard

from elderly tenants about plans to demolish Villa Maria Apartments and replace it with a luxury high rise condo tower. She spearheaded a community response that galvanized the City, MDPL preservation advocates, and Miami Beach CDC to prevent demolition, beautifully rehabilitate the building and maintain affordable housing for the community.

Rehabilitation of the Arnold's Royal Castle

North Miami CRA

The North Miami CRA Commercial Rehabilitation Grant Program offers grants of 50% of the approved total project cost up to a maximum of \$80,000 for commercial façade rehabilitation. Arnold's Royal Castle burger restaurant is one such grant awardee. The restaurant had occupied the same spot on NW 7th Avenue since 1956, until a fire shut it down in 2005. Due to the importance of this establishment to the North Miami community, restrictions on the use of grant funds to pay for internal work and roof repair were waived by the CRA Board. The total project cost was over \$200,000. The CRA awarded the maximum grant amount of

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\$80,000.00. In the first five days back open, over 8,000 burgers were served.

Stirling Commons

City of Dunedin/J. Kokolakis Contracting, Inc.

Stirling Commons is comprised of two 50-year old structures situated on the corner of Broadway and Main Street. Both buildings were vacant and scheduled to be demolished. The site was purchased from the bank after foreclosure and plans for adaptive reuse immediately began. The renovated structures now offer nine retail storefronts; seven executive suites; twelve art studios; and two art classrooms. The combined renovation of 730 and 748 Broadway is singularly responsible for drawing foot traffic from Main Street south onto Broadway. Through this redevelopment, existing merchants have realized a significant increase in traffic, tourism, and sales.

Tallahassee CRA Commercial Façade

Tallahassee CRA

The City of Tallahassee Community Redevelopment Agency's (CRA) Commercial Façade

Improvement Program is a public/private investment program that provides up to \$50,000 in matching grant funds to improve the appearance of commercial buildings within the city's two redevelopment districts. Since September 2007, nine commercial façade renovations have been completed, matching \$355,000 of CRA investment with nearly \$1.5 million in building improvements. This is one of the CRA's most popular programs. Through this program, commercial corridors within the CRA's two redevelopment districts are experiencing major improvements, with dilapidated, underutilized and vacant buildings being renovated into attractive and vibrant destinations.

NCNB Plaza

City of Tampa/Reynolds, Smith & Hills, Inc.

Within twenty years of its opening, Tampa's NCNB Plaza, a masterpiece of pioneering modernist landscape architect Dan Kiley, had become infamous for its deteriorating condition. Preservationists and cultural historians held up the plaza as the poster child for vanishing modern landscapes across the globe. Now, as

a result of a visionary renovation, the City of Tampa and consultant firm RS&H have revived NCNB Plaza (commonly known as Kiley Gardens) to again reflect Kiley's unique vision. The project, which sits atop a parking garage in the heart of downtown, transforms this under-used space and preserves this important landmark for future generations.

Paint Plant & Pave

City of West Palm Beach CRA

The Paint Plant and Pave Program were designed to aesthetically improve and beautify single-family, owner-occupied properties within the Northwest and Pleasant City Neighborhoods in a simple yet creative manner. The Program centered on the recognition that the existing housing stock was outdated and dilapidated, primarily due to poor maintenance. This was a result of declining economic resources and increased rental occupied housing units, as well as a suburban flight movement of the affluent households who were financially stable. Although the program is available to any homesteaded households located in the geographic areas, it is primarily centered on senior residents who

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have been residents of the neighborhoods for generations and are categorized as “pioneers”.

PLANNING STUDIES

Smart Charlotte 2050 Charlotte County Government

While laying the groundwork for the development of Charlotte County's new Smart Charlotte 2050 Comprehensive Plan, growth management staff decided that it was critical to involve more interests than just the traditional development and environmental community stakeholders. They had learned through the prior comprehensive plan's 115 public meetings that such an approach to plan development did not assure good public participation or good planning. A better method for public involvement was required, and the web-based Public Insight and Comment Tool (PICT) was born.

Immokalee CRA, Master Planning Initiative Immokalee Community Redevelopment Agency/ RWA, Inc.

The Immokalee Master Plan Visioning Committee and the CRA have defined a new vision of their

community. Immokalee's differences, once perceived as challenges, are now embraced as its greatest assets. Immokalee has embarked on a comprehensive Master Planning Initiative, which includes 1) the Immokalee Area Master Plan, 2) Immokalee CRA Public Realm Plan, and 3) Central Business District Form-Based Guidelines. This comprehensive and unified planning effort is currently working its way through final approval and is already reaping positive benefits. Immokalee is well-positioned to attract new industry, improve its infrastructure, revitalize its downtown, and celebrate its cultural diversity.

Downtown Jacksonville Beach Streetscape Design Master Plan

Jacksonville Beach CRA

The Downtown Jacksonville Beach Streetscape Master Plan redesigns 1st Street North as a “Festival Street”. The street features flush curbs to maximize barrier-free pedestrian space and to provide flexibility for special events. The vehicular way is narrowed and curved (“chicaned”) to calm traffic. Landscape planters with palms and native grasses

provide low-maintenance green relief and canopy. Paving pattern, landscape palette and site furnishing selections all reinforce the beach “infusion” design concept.

Margate City Center Small Business Development Program

Margate CRA

The Margate Community Redevelopment Agency and the South Florida Regional Planning Council received a grant through the U.S. Department of Commerce/Economic Development Administration for the development of a small business development incubation program for the proposed Margate City Center. The strategy for the development of this program combines both traditional incubator space, as well as the unique opportunity for shared equity ownership, to purchase properties or construct retail and service based live-work units under a shared equity ownership.

CRA Master Plan Update New Smyrna Beach CRA

The CRA contracted with Glatting Jackson to update its overall plan and evaluate its goals, objectives, and direction – including

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its Capital Improvement Plan and projected cost of projects, with an added emphasis on developing a financially sound redevelopment plan. Additionally, the CRA is coordinating with local community partners including Volusia County and the Southeast Volusia Hospital District to provide solutions to further the redevelopment goals of the area, prioritize existing projects and lay the groundwork for the future of the CRA. The CRA last updated its redevelopment plan in 1995. Since that time, a number of projects have been successfully implemented, including the Canal Street and Flagler Avenue Streetscapes, City Marina, Flagler Avenue Boardwalk, and various parks and parking facilities. This update included all relevant elements, including but not necessarily limited to, professional land planning, economic development, retail market research and planning, financial/grants research, existing conditions/base mapping, property/parcel information, existing and future land uses, land use regulations, multi-modal transportation assessment and capital improvements planning. With this plan update, the CRA will continue to promote local

economic development through coordinated efforts with the local business community, in projects that enhance the overall economic climate of the CRA area.

Urban Land Institute Technical Assistance Panel North Miami CRA

The CRA contracted with the Urban Land Institute (ULI) to convene a two-day technical assistance panel to discuss specific issues related to how to best position the city's central business district for revitalization and redevelopment in light of the city's and nation's current economic uncertainties. Some of the recommendations made by the ULI Panel were: diversify and strengthen the retail mix, capitalize on North Miami's distinguishing educational and cultural assets, create a signature public realm, and brand and market what makes North Miami such a great location. The CRA Board passed a resolution formally adopting the recommendations of the ULI Panel and the CRA has begun to implement a number of new projects with the aim of fulfilling those recommendations.

CRA Target Areas Special Development Plan

City of Ocoee

Located at a regionally significant crossroads, the Ocoee Community Redevelopment Agency (CRA) and the City of Ocoee have undertaken a major planning effort to plan for the city's redevelopment area. Building on input from citizens, developers, property owners, and city staff, the plan lays out an ambitious future for the development and redevelopment of an important, yet overlooked part of the City. The plan establishes three framework plans for transportation, open space, and land use. From these plans, the City has targeted three specific areas upon which to focus intense planning efforts and to establish regulatory mechanisms for urban design.

Madison Square Mixed Use Development Project

City of South Miami/LaRue Planning & Management Services

The South Miami Community Redevelopment Agency (SMCRA) requested LaRue Planning and Management Services, Inc. to analyze the highest and best use for the assembled parcels focusing

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on the overall compatibility and intensity of the proposed project. The analysis is a realistic assessment balancing the current needs of the neighborhood and determining the most appropriate size of a development in terms of scale, height, density, floor area ratio and future affordability of the units. The financial feasibility of the project for any future developer was a part of the assessment process, along with the regulatory strategies to achieve the new vision.

Tampa/Hillsborough Transit Oriented Development Comprehensive Plan Policies – 2010

Hillsborough County/ WilsonMiller, Inc.

The Tampa/Hillsborough Transit Oriented Development Comprehensive Plan Policies create an innovative and clear policy/implementation framework for the City of Tampa and Unincorporated Hillsborough County. This will allow successful TOD to occur within future fixed-guideway station location areas. The policies are flexible and adaptable to the many contexts in which they will have to operate, while clearly articulating the urban design and develop-

ment quality that the community is seeking. This balanced approach to future land use will help to ensure that the transformation of land use patterns that will occur as a result of fixed guideway transit for a more livable community.

Riviera Beach CRA Citizens' Master Plan 2010

City of Riviera Beach/ Treasure Coast Regional Planning Council

The Riviera Beach Community Redevelopment Agency (CRA) contracted with the Treasure Coast Regional Planning Council (TCRPC) to engage the public and re-evaluate the redevelopment strategy for the CRA area. For nearly a decade, the CRA had been guided by an overly ambitious plan, using one master developer for the redevelopment of the downtown- waterfront core. TCRPC held a week-long charrette, attended by over 200 citizens, in a transparent evaluation of the current plan. The Citizens' Master Plan and Charrette Report establishes a clear vision for future development, outlines step-by-step priorities for implementation, and broadens the strategy, to capitalize on the city's strengths

and attract both individual investors and large-scale developers. This effort now serves as the basis for revising the CRA Plan, Comprehensive Plan, and land development code.

TRANSPORTATION/ TRANSIT ENHANCEMENT

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

The rehabilitation of the Bridge of Lions in St. Augustine, Florida, has preserved one of the city's most defining landmarks while enhancing transportation connectivity between downtown and Anastasia Island. In 2000, after years of debate over whether to replace or restore the bridge, which is listed on the National Register of Historic Places, FDOT began the rehabilitation led by RS&H and Skanska. The bridge closed to traffic in 2006 and re-opened in March 2010 after four years of reconstruction. This one-of-a-kind project represents a significant step in preserving the historic character of St. Augustine, the nation's oldest continuously occupied city.

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

— Hugh Newell Jacobsen

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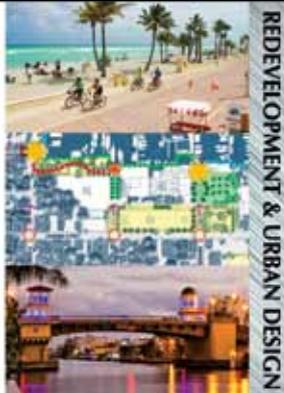
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