



FLORIDA REDEVELOPMENT AWARDS  
**2018 BEST BOOK**



# FROM THE PRESIDENT



**Brenna Durden**  
2017-18 FRA President

One of the highlights of being FRA president is getting to select a project for the President's Award! Little did I know how truly difficult the task of choosing just one submittal for this recognition would be. The breadth, creativity and dedication of redevelopment efforts in Florida is clearly evident when reviewing so many outstanding project submittals. Truly, it is inspirational!

However, pick just one was my mandate, and I have selected the **Heritage Square Master Plan**, submitted by the **City of Live Oak CRA**. The Heritage Square Master Plan identifies a 17-acre area just north of the existing downtown for development as a pedestrian-friendly entertainment district destination in the heart of the city. With the possibility of Amtrak reestablishing passenger service between New Orleans and Jacksonville, Live Oak has the potential to become a stop. The Heritage Square Master Plan smartly incorporates the existing historic train depot into the vision for this area. Moreover, Live Oak's downtown faces a similar "state highway-Main Street" dilemma that many smaller Florida cities face. The Heritage Square Master Plan lays the groundwork for a downtown extension that will allow pedestrian activity, entertainment venues, public parking and the new multi-purpose path, the Heritage Trail.

The Heritage Square Master Plan adheres to principles and concepts that many smaller, rural communities could utilize – a focus on the unique characteristics of each town, building on the particular attributes and gaining the participation of all stakeholders – and bring a newfound vitality to their downtowns. Congratulations to the City of Live Oak CRA!

Thank you to members of the Awards Committee, chaired by Brenda Thrower, for their tremendous work in promoting and supporting the 2018 Awards Program.

Sincerely,

A handwritten signature in blue ink that reads "Brenna M. Durden". The signature is fluid and cursive, with a large initial 'B'.

**Brenna M. Durden, Esq.**  
2017-18 FRA President

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**L**eadership is the capacity to translate vision into reality. ~ *Author unknown*

**M**ake 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*

Top Cover Photo: 2017 President's Award Winner –  
City of Miami, Southeast Overtown/Park West CRA

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# ABOUT THE FLORIDA REDEVELOPMENT ASSOCIATION (FRA)

**E**xciting 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 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 programs. 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 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 contract with the Florida League of Cities, Inc. The FRA's mission is to provide a forum for members to share 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 FRA and resources to help your community's redevelopment efforts, please contact:

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Tallahassee, FL 32301  
(850) 701-3608

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[www.redevelopment.net](http://www.redevelopment.net)



# ABOUT THE FRA ROY F. KENZIE AWARDS PROGRAM

**T**he 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. Additionally, the President's Award is given for the "Best of the Best," to honor the top project across all categories. A winning entry acknowledges excellence in an organization's work.

Within 14 juried categories, the Roy F. Kenzie Awards celebrate the most innovative and effective redevelopment programs in Florida. Winners demonstrate innovation and positive impact on their communities and inspire 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 FRA encourages you to use the Best Book to gather innovative ideas and share them within your community. They are true success stories.

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# PRESIDENT'S AWARD WINNER

## Planning Studies



### Heritage Square Master Plan

#### CRA, City of Live Oak

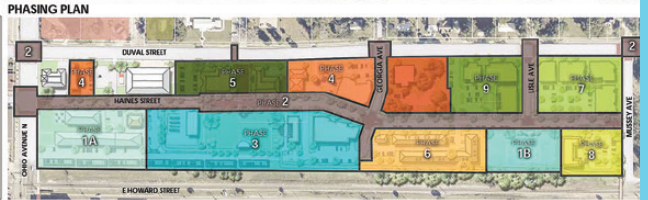
For more info: [gcurtis@cityofliveoak.org](mailto:gcurtis@cityofliveoak.org)

The **Heritage Square Master Plan** was brought about from a vision to create a new downtown entertainment district for the **City of Live Oak**. This hub would provide a brand new downtown experience for residents and visitors alike, as well as become a focal point in the ongoing connectivity effort with the Live Oak Heritage Trail. The Heritage Square vision is to offer restaurant and entertainment venues, while simultaneously honor the city's heritage with the focal points of the original City Hall, the Dowling House, and the Passenger and Train Depots.

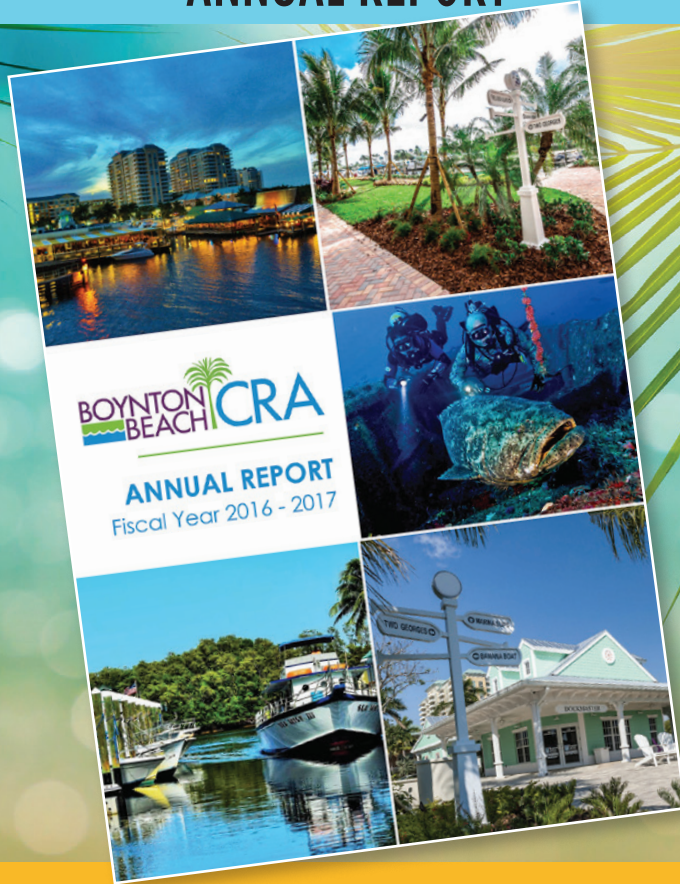




- KEY**
- 1 EXISTING LIVE OAK CITY HALL
  - 2 EXISTING LIVE OAK FIRE STATION
  - 3 EXISTING SUMNER COUNTY RAIN DEPOT, CONVERTED TO RESTAURANT WITH PATIO
  - 4 EXISTING SUMNER COUNTY HISTORICAL COMMISSION, CONVERTED TO ARTIST STUDIO
  - 5 EXISTING JIM WHITEN CO. COMPANY / POTENTIAL FUTURE RE-DEVELOPMENT
  - 6 ENTERTAINMENT CENTER (DINING & SHOPPING)
  - 7 CAFE / RESTAURANT SPACE
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  - 23 10' MULTI-USE TRAIL



# ANNUAL REPORT



## Boynton Beach CRA 2017 Annual Report

### Boynton Beach CRA

For more info: [smith-coffeyT@bbfl.us](mailto:smith-coffeyT@bbfl.us)

The **Boynton Beach CRA's** goal for this year's annual report was to highlight the coastal community's progress for fiscal year 2016-2017. The report includes detailed information on financial transparency, capital projects, upcoming neighborhood improvements and economic development initiatives through events in Downtown Boynton Beach. Throughout the year, the Annual Report was used to inform developers and community stakeholders of the progress within the CRA area. Displayed throughout the community, distributed as an insert in the local newspapers and made available for download from the CRA's website, the Annual Report increases public awareness about the CRA's ongoing revitalization efforts.



# CAPITAL PROJECTS AND BEAUTIFICATION



## **N.W. 1st Avenue Streetscape/More in Midtown** **Gainesville Community Redevelopment Agency**

For more info: [lopeztm@cityofgainesville.org](mailto:lopeztm@cityofgainesville.org)

The **N.W. 1st Avenue Streetscape/More in Midtown** campaign was a multifaceted approach to transforming four blocks in a dense, urban neighborhood from a back alley to a destination while supporting the businesses and residents along the corridor. N.W. 1st Avenue between 16th and 20th streets is a mix of commercial and residential buildings located one block north of the University of Florida campus and the 88,000 seat Ben Hill Griffin Stadium, home of the Florida Gators. This complex project required immense community outreach and collaboration. The new street is changing the way that people interact with Midtown.

# CREATIVE ORGANIZATIONAL DEVELOPMENT AND FUNDING



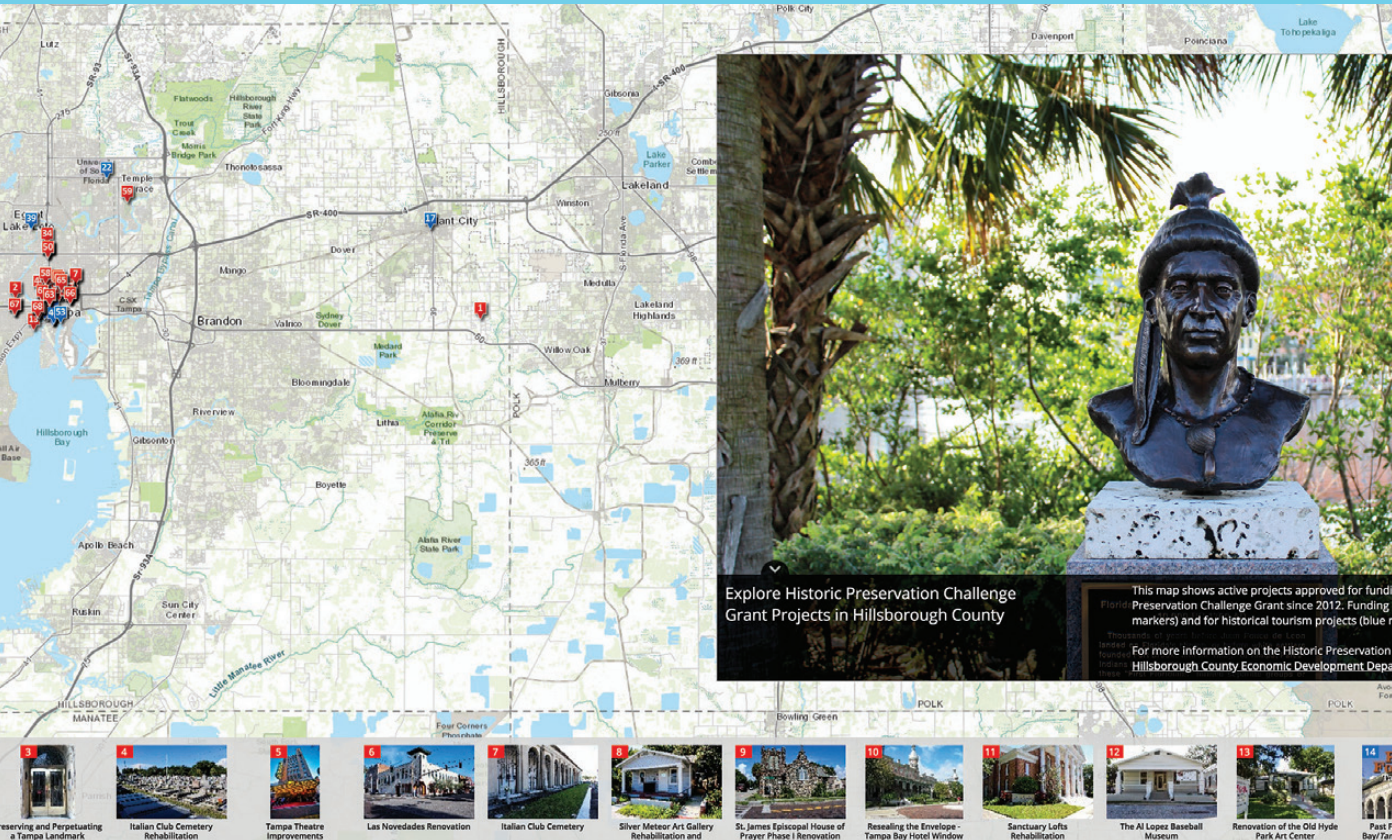
## Nighttime Economy Management: Creating a Role that Fosters Sociability, Safety and Growth CRA, City of Orlando

For more info: [Kelly.allen@downtownorlando.com](mailto:Kelly.allen@downtownorlando.com)

The nighttime economy is a unique and trend-driven industry. This dynamic industry attracts visitors, residents and fellow businesses to their respective downtown communities and downtown Orlando is no exception. Recognizing the invaluable importance of their nighttime economy, the **Community Redevelopment Agency** of the **City of Orlando** hired a third party to study their nighttime economy and identify future challenges and opportunities. This process successfully unified stakeholders, community leaders, residents and the city. One of the outcomes of the process included hiring a nighttime manager, with Orlando being one of the first in the nation to do so.



# CREATIVE ORGANIZATIONAL DEVELOPMENT AND FUNDING



## Hillsborough County's Historic Preservation Challenge Grant Program Hillsborough County Economic Development Department

For more info: [gaylec@hillsboroughcounty.org](mailto:gaylec@hillsboroughcounty.org)

The **Historic Preservation Challenge Grant Program** was created in 2012 by the Hillsborough Board of County Commissioners. The program's purpose is to promote historic preservation, heritage tourism and related economic development and redevelopment within incorporated and unincorporated Hillsborough County. Applications for annual funding are reviewed by Hillsborough County citizens who are experts in their related fields. The application process is competitive, and awards are granted on a matching basis. Since its inception, the program has committed to 92 projects planned, underway or completed. The program is for income-producing or commercial properties only. Applicants may not be a government or public body.



# CULTURAL ENHANCEMENT



## Arts Warehouse Arts Incubator/Gallery/Studios CRA, City of Delray Beach

For more info: [costelloj@mydelraybeach.com](mailto:costelloj@mydelraybeach.com)

In 2016, the **Delray Beach CRA** completed concession of a 15,000-square-foot warehouse to an arts incubator. The **Arts Warehouse** is a space for artists to develop their craft and grow their business with programs like the Affiliate Artist Program and a Residential Artist Program. Opening its doors in 2017, the Arts Warehouse is managed by CRA staff and provides various programs as an incubator, an art gallery, event space, classroom space for workshops and artist studios. The CRA Team is continuously developing new and innovative programs to activate the space, as it is an economic driver for the local community.

# MANAGEMENT PROGRAMS AND CREATIVE PARTNERSHIPS



Before

After

## **Everett Taylor Urban Farm** **Lakeland Community Redevelopment Agency**

For more info: [Jasmine.denson@lakelandgov.net](mailto:Jasmine.denson@lakelandgov.net)

In 2017, a formerly vacant lot at the corner of Massachusetts Avenue and Plum Street was transformed into the **Everette Taylor Urban Farm**. In collaboration with Jennifer Canady and the Lakeland Christian School RISE Institute, this urban farm at Mass Market has facilitated an educational focal point for students while providing community outreach opportunities. As a result of this creative partnership in what is considered a food desert, the RISE Institute has formed subsequent partnerships to research organic farming methods and provide organic produce to those in the community who are vulnerable to food insecurity.



# MANAGEMENT PROGRAMS AND CREATIVE PARTNERSHIPS



## Church Street Plaza CRA, City of Orlando

For more info: [Kelly.allen@downtownorlando.com](mailto:Kelly.allen@downtownorlando.com)

**Church Street Plaza** is the redevelopment of an underutilized site (adjacent to the historic Church Street Station) into a 25-story mixed-use development with an integrated SunRail station, a 180-room hotel, 206,600 square feet of office space, and 8,200 square feet of retail space. Lincoln Property Company, the developer, was able to undertake this major project because of a public-private partnership that resulted in \$2,725,000 in tax increment funding from the City of Orlando's Community Redevelopment Agency, \$1.5 million in transportation impact fees from the City of Orlando and SunRail's collaboration, and FDOT's approval to relocate the train station.



## OUT OF THE BOX



# Social Media Outreach Program for Mom & Pops

### SMOP for Mom & Pops Boynton Beach CRA

For more info: [robertsr@bbfl.us](mailto:robertsr@bbfl.us)

Social media is rapidly changing the way companies market and promote their businesses. This wave of interactive technology has transformed our knowledge of day-to-day communication and business operations. Small businesses are unable to compete with the national brands that are interacting with customers more than ever on social media. Recognizing that need, the **Boynton Beach CRA** developed a **Social Media Outreach Program** free to businesses within the CRA area to supplement their marketing efforts and understanding of how social media may be used to customize strategies for business promotion and increase customer engagement through a professional online identity.

# OUTSTANDING HOUSING PROJECT



## **The Courts at Village Square Delray Beach CRA**

For more info: [costelloj@mydelraybeach.com](mailto:costelloj@mydelraybeach.com)

Carver Estates, the city's only public housing project located within the Community Redevelopment Area, provided housing for the city's poorest residents for two decades. However, it was found to have structural problems of such a severe nature that it would have been more economical to replace the units rather than repairing them. In 2005, Hurricane Wilma damaged the buildings, requiring relocation of residents and demolishing the nine structures in 2007. The **Delray Beach Community Redevelopment Agency** provided construction gap funding for the project, allowing the CRA to further its mission of creating affordable housing for residents with partnerships in the community.



# OUTSTANDING NEW BUILDING PROJECT



## Downtown Lake Worth Shops Lake Worth CRA

For more info: [etheodossakos@lakeworth.org](mailto:etheodossakos@lakeworth.org)

By taking a foreclosed property from the bank and working with a private developer, the CRA was able to help assemble a large parcel of land near downtown, generate jobs (fulfilling a HUD National Objective), create 10,000 square feet of retail space, spur development in an area that sat idle for over a decade and create a harmonious transition from the downtown to the new **Lake Worth Arts District**.



# OUTSTANDING REHABILITATION, RENOVATION OR REUSE



After



Before

## Ivy's on the Square/Ritter Building CRA, City of Ocala

For more info: [ggianikas@ocalafl.org](mailto:ggianikas@ocalafl.org)

The Ritter Building is located in the center of historic downtown Ocala at the intersection of Magnolia Avenue and Fort King Street. It was built in 1894. The building has been used for a wide variety of business throughout its 125-year history. In recent years, the desirability of its uses has waned. Eventually the building became a vacant eyesore on this key intersection in downtown. There was great need for additional dining options within the downtown, so the property owner began renovations in early 2016 with the intent of attracting a quality restaurant tenant. The CRA identified this block as a key redevelopment area in downtown. A restaurant was the type of establishment that would activate the block.

# PLANNING STUDIES



## Community Sustainability Partnership Program CRA, City of Palmetto

For more info: [jburton@palmettocra.org](mailto:jburton@palmettocra.org)

During 2016-17, the Palmetto CRA hosted the first **University of South Florida Community Sustainability Partnership Program (CSPP)**. Fourteen graduate-level classes from the campus wide program engaged faculty and students to develop solutions to key redevelopment issues. Over 140 students came from a diversity of disciplines, including architecture and community design, criminal justice, engineering, sustainability and urban planning to address redevelopment needs in Palmetto. The list of research topics included Downtown Multimodal Mobility, Health Assessments, Historic Preservation, Community Policing, Low Impact Development, Economic Development, Community Asset Mapping, Utilities and Housing Foreclosure. Each class presented multiple solutions in the form of research reports.



# PROMOTION



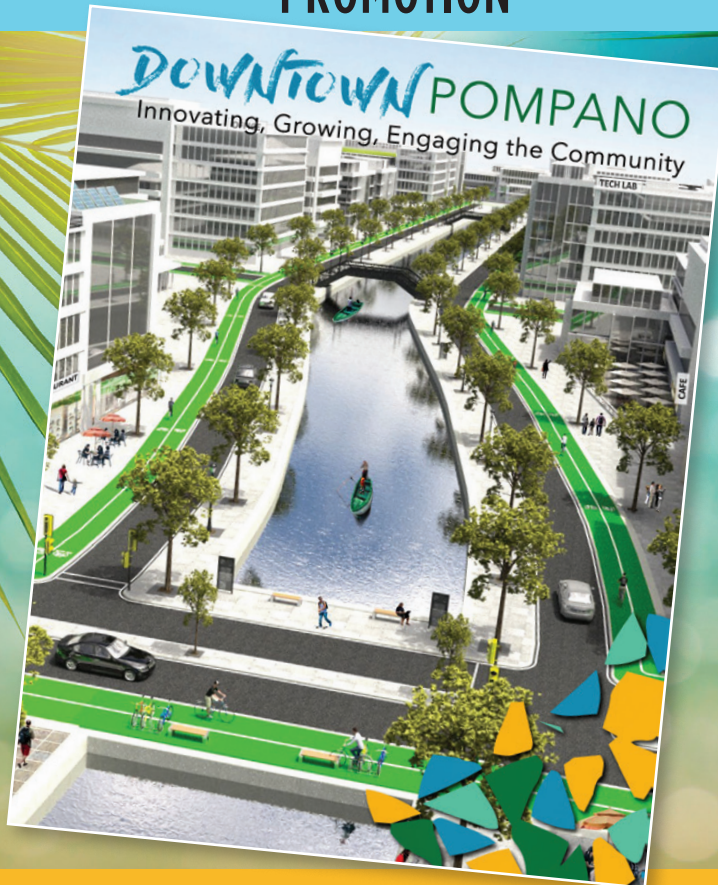
## Fort Myers CRA Testimonial Videos Fort Myers Community Redevelopment Agency

For more info: [ndunham@cityftmyers.com](mailto:ndunham@cityftmyers.com)

The public often doesn't understand the function of community redevelopment agencies. Acknowledging that electorate awareness will be a factor in shaping how the Florida legislative bodies vote concerning the fate of CRAs, the **Fort Myers CRA** commissioned three 30-second videos to explain their agency through accounts of its projects. Real people from the community—a restaurant owner, a tech company, and a mixed-use developer—each gave personal testimonials of the CRA's impact on their lives and the community. The resulting ads will be shown on television, on social media, and given to the Florida Redevelopment Association to use for the legislature itself.



## PROMOTION



### **Pompano Beach Downtown Innovation District** **Pompano Beach CRA**

For more info: [Kimberly.vazquez@copbfl.com](mailto:Kimberly.vazquez@copbfl.com)

The **Pompano Beach CRA** embarked on an ambitious campaign to build a downtown. In 2016, the vision evolved into the Pompano Beach Downtown Innovation District. The intent is to create a vibrant and pedestrian-friendly mixed-use environment that will generate economic opportunities for residents. The redevelopment is inspired by the global rise of the “innovation district” trend that emphasizes a combination of business, technical, corporate, government, hospitality, education and cultural practices. The **Pompano Beach Downtown Innovation District** will incorporate daytime and nighttime economic uses with workforce development programs, cultural amenities, a unique drainage system, pedestrian-oriented design and a dense residential component.

# TRANSPORTATION AND TRANSIT ENHANCEMENT



## **Royal Poinciana Trail: Non-motorized Pathway** **Lake Worth CRA**

For more info: [cdabrose@lakeworth.org](mailto:cdabrose@lakeworth.org)

Completed in February 2018, **The Royal Poinciana Trail** is the newest non-motorized, shared use pathway in Lake Worth. This 1,500-foot linear pathway winds through one of the most economically distressed areas of the City. Originally conceived in 2013, the purpose of this project was to safely connect the area schools to the immediate residential neighborhood. The project, consequently, resulted in one of the most attractive linear greenspaces within the city. Primarily funded with grant dollars from Florida Department of Transportation, this project was completed on time and under budget. This is a leading example of multi-use pathway projects in urban environments.



# 2018 ROY F. KENZIE AWARD PARTICIPANT ENTRIES

## ANNUAL REPORTS

### **Immokalee CRA 2017 Annual Report**

#### **Collier County – Immokalee CRA**

The Immokalee CRA 2017 Annual Report is a visual representation of the local rural community's ongoing efforts to improve and establish the community of Immokalee. The report highlights current projects and projects on the horizon and programs economic development and neighborhood enhancement. It also demonstrates the community's involvement with beautification and safety improvements. The cover captures a visual representation of a community where you can live, work and play.

### **Powered by Lakeland CRA Annual Report**

#### **Lakeland Community Redevelopment Agency**

The Lakeland CRA endeavored to educate and inspire all stakeholders by updating them on projects completed and in progress. They balanced the qualitative and quantitative impact of the work by including quotes from grant recipients and CRA dollars leveraged to achieve their redevelopment goals. They also included a fold-out perforated page to serve as a "cheat sheet" for people to know where their redevelopment areas are as well as how they are funded when their meeting times are and locations are. The 2017 Annual Report is one way they can increase engagement in an easy-to-read format.

### **Business Passport**

#### **North Miami Community Redevelopment Agency**

North Miami is one of South Florida's best kept secrets. As the sixth largest city in Miami-Dade County, North Miami is home of over 65K residents

and is one of Florida's most diverse communities. Navigating through any city to open a new business can be exciting and challenging. The Business Passport was created to serve as the City of North Miami's roadmap to helpful resources for maneuvering through the city's business market. Whether they are a seasoned pro or a new business owner, opening a business can be difficult if you don't have the proper tools. The Business Passport guides business owners with finding a business location and puts them on the right path to obtaining the proper permits, licenses and other requirements needed to open their business.

### **Ocoee CRA 2016-17 Annual Report**

#### **CRA, City of Ocoee**

The Ocoee CRA's 2016-2017 Annual Report is a sophisticated, attractive and informative document designed to be used as an economic development and public outreach tool. Since the CRA's establishment in 2006, staff has been completing planning projects and negotiating with developers to set the stage for redevelopment; however, the majority of existing property owners, tenants, residents and the general public are not familiar with the CRA or the Fifty West Redevelopment District. Therefore, it was decided to publish the Annual Report as a well-designed, easy-to-read booklet to serve as an outreach tool and not to simply published it to meet State requirements.

### **Riviera Beach CRA 2017 Annual Report**

#### **Riviera Beach CRA**

Just as a beautiful Phoenix rises from the ashes, so is the Community of Riviera Beach. This rebirth has been memorialized on the cover of their



# 2018 ROY F. KENZIE AWARD PARTICIPANT ENTRIES

2017 Annual Report. The title “A Community on the Rise,” illustrates the great strides and accomplishments achieved by the Rivera Beach CRA in the budget year of 2017. This year’s eight-page booklet provides an informative report on the annual budget capturing the organization’s assets both current and long term, along with a bolstered revenue and a commitment to economic development evident in the yearly expenditures.

## **Lincolnvile CRA: Annual Report 2017**

### **City of St. Augustine, Lincolnvile CRA**

Publication of the 2017 Annual Report was designed to address residents’ concerns regarding timely receipt of information about the LCRA, including the notice of minutes and information on programs and projects. To address these concerns, it was recommended to mail the 2017 Annual Report to LCRA area residents, among other suggestions. The 2017 Annual Report was professionally designed by the Mosaic Group. The left margin of each page highlights Lincolnvile’s history, demographic trends and summary of blighted conditions. The Annual Report highlights the relevant programs related to achieving the CRA Plan’s goals of: preserve African-American heritage and retain long-term residents; preserve Lincolnvile’s historic character; improve neighborhood infrastructure/beautification.

## **CAPITAL PROJECTS AND BEAUTIFICATION**

### **Pilaklakaha Avenue**

#### **City of Auburndale**

PK Avenue, the western gateway to Downtown Auburndale, was developed prior to many of today’s planning and engineering practices. Over time, housing values diminished, the roadway

began deteriorating, recurrent flooding threatened residences and stormwater discharge from the area adversely affected Lake Lena. In 2016, the City embarked on an ambitious redevelopment of the 3,300 linear foot roadway using a complete street concept to improve aesthetics, vehicle and pedestrian safety, flood protection, roadway durability and quality of stormwater discharge. Because of substantial improvements to regional water quality, Auburndale was able to obtain \$1.1 million in cooperative funding from Southwest Florida Water Management District for the project.

### **Minutemen Streetscape and Stormwater Project**

#### **City of Cocoa Beach**

The Minutemen Causeway in Downtown Cocoa Beach was a capital improvement project of over \$6.1M on one of the City’s oldest roadways. This corridor had very little green space, being covered by mostly impervious surfaces such as asphalt roadway, concrete sidewalk, parking lots and buildings that are all directly connected to storm-drains that are directly connected to the lagoon. This project not only beautified Downtown Cocoa Beach but will also provide much-needed green trees/landscaping and pervious pavers that will allow rain/storm runoff to percolate back into the barrier island sands. Underground rain tanks will store and percolate this storm runoff to greatly reduce the volume of storm runoff to the lagoon greatly reducing runoff pollutants to the lagoon.

### **Westside Infrastructure Project**

#### **Davie Community Redevelopment Agency**

The Westside Infrastructure Project is key to the future redevelopment of the CRA’s main redevelopment corridor, Davie Road. Due to their size and lack of drainage infrastructure, properties can-

# 2018 ROY F. KENZIE AWARD PARTICIPANT ENTRIES

not be redeveloped because of onsite drainage requirements. The project creates a master planned drainage system that required the construction of a drainage trunk line, control structures and centralized drainage area. This project also expands the water distribution system to bring these properties into compliance with today's fire suppression needs. An ADA fire-themed playground, parking lot and asphalt walking trail were incorporated to provide the neighboring community with additional outdoor recreational amenities.

## **Leesburg Gateway at U.S. 441 and 27** **City of Leesburg**

The juncture of U.S. 441 and U.S. 27 on the north side of Leesburg marks the geographical gateway to the City. Leesburg, in partnership with the Florida Department of Transportation, recently completed a project to officially recognize this important intersection as the gateway to Leesburg. The centerpiece of the Gateway is a massive arched fountain with a cascading water wall backdrop with large brass LEESBURG letters "floating" between seven water columns jetting from a pool in front of the wall. The fountain is surrounded by date palms, magnolia trees, lush society garlic and Fakahatchee grass. The Gateway also includes two massive arched walls on north bound U.S. 27 which tie the Gateway to the trademark arches and wall at the Main Street entrance to downtown Leesburg. In addition to the architectural features, the six islands formed by intersection were beautifully landscaped to create a park-like welcome to Leesburg at the busy intersection.

## **CREATIVE ORGANIZATIONAL DEVELOPMENT AND FUNDING**

### **158 Ridge Road Apartments** **CRA, City of Largo**

The 158 Ridge Apartment Homes is a new 29-unit apartment community in the West Bay Drive Community Redevelopment District in Downtown Largo. Revitalization of the area has been paced yet strategic under the standards of the Redevelopment Plan. However, one important element was missing: new homes. With assistance from the Largo CRA's Housing Infill Program incentive, the new market-rate apartments opened in 2017. It is the first multi-family development to be built in the WBD-CRD in over a decade and has paved the way for other developers to bring housing products and mixed-use to the downtown area.

### **North Miami CRA Commercial Grants**

#### **North Miami Community Redevelopment Agency**

CRA's are incredibly successful tools for breathing new life into communities that have been neglected or forgotten. Their purpose is to eradicate physical blight in its many forms through local leadership and a publicly vetted redevelopment plan. The North Miami CRA is first and foremost, business-friendly. With tax increment financing available, the CRA has the ability to develop customized incentives that meet their needs and create a win-win situation for developers and businesses. Its leaders are experienced in negotiating complex public-private partnerships and are keen business attraction experts. They know how to fill the gaps, attracting targeted businesses and customizing programs for fast results. With a focus on economic development, business incubation, education, health and wellness, and overall quality of life, the North Miami CRA is ready to

# 2018 ROY F. KENZIE AWARD PARTICIPANT ENTRIES

work with and developers and businesses today! The CRA offers beautification and enhancement grants, business attraction and expansion grants, rehabilitation grants and capacity building grants.

## CULTURAL ENHANCEMENT

### **Innovate. Unplug. Unwind.**

#### **CRA, City of Coral Springs**

Innovate. Unplug. Unwind. was a weekend full of new ideas, art, great food and entertainment difficult to find elsewhere. Each of the three events had a different theme with the overall objective of promoting Downtown Coral Springs as a gathering place that fosters innovation and entrepreneurship. The events included everything from start-ups and entrepreneurs (known as “Creators”) pitching their innovative products and ideas to live art and music leaving people with their mouths wide open. The experiences and emotions presented that weekend ensured that everyone left with diverse experiences but similar perception of the new innovative Downtown that Coral Springs has begun to create.

## MANAGEMENT PROGRAMS AND CREATIVE PARTNERSHIPS

### **Neighborhood Officer Program**

#### **Boynton Beach Community Redevelopment Agency**

The Neighborhood Officer Policing Program (NOP) is funded by the Boynton Beach Community Redevelopment Agency. The NOP continues to cultivate a positive impact with community stakeholders by building trust within the neighborhoods they patrol. This strategic approach leads to a greater understanding of some of the challenges members of the community face within their neighborhoods and helps the NOP officers garner unique insights,

which aids in addressing these issues. Reducing crime and improving the quality of life within the historically blighted neighborhood requires mutual respect between residents and their local government, which provides a solid foundation for economic growth and revitalization.

### **The Immokalee Unmet Needs Coalition**

#### **Collier County, Immokalee CRA**

In response to Hurricane Irma, the Immokalee Unmet Needs Coalition was formed within 60 days of the catastrophic event to improve communication and coordination among the agencies providing recovery services to those who were hardest hit in the rural community. The Coalition was a welcomed addition to the recovery efforts, bringing together all agencies to efficiently serve the community. The partnerships include over 50 not-for-profit, faith-based and governmental organizations from local, state and national organizations. To date, the Coalition has coordinated over 20,000 volunteer hours and distributed over \$5 million in goods. The Coalition is committed to rebuilding a resilient community.

### **Delray Beach G.E.A.R Program**

#### **Delray Beach CRA**

Grow, Expand and Retain (G.E.A.R.) is a multi-faceted, results-oriented business retention-expansion program powered by a highly collaborative team of 10 local economic development and workforce development organizations that are assisting businesses daily in Delray Beach to grow expand and retain jobs, make capital investment and increase business activity. Launched in 2015, the G.E.A.R. team is evolving into an innovative, local approach to save at-risk businesses, close more economic development deals and create



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more responsive public policies and regulations to accelerate the growth of a vibrant, diverse, entrepreneurial economy for all.

## **OCPS Academic Center for Excellence – Making Quality Education the Cornerstone of Community Revitalization**

### **CRA, City of Orlando**

“Quality Education as the Cornerstone of Community Revitalization” emerged through the Orlando Community Redevelopment Agency’s Project Downtown Orlando and the Parramore Comprehensive Neighborhood Planning processes as an innovative K-8 neighborhood school project. Collaborative City-Orange County Public Schools land swap and community partnerships provided the foundation for a new 12.8 acre Academic Center for Excellence for K-8 grades. Broad-based services from medical care to family job readiness skill training as well as free college or vocational tuition for graduates makes ACE a visionary, but replicable, Community Partnership School model supporting neighborhood revitalization.

## **OUT OF THE BOX**

### **The Benison Distribution Center**

#### **Collier County, Immokalee CRA**

How do you manage the distribution of millions of dollars of donated goods? In response to growing needs and donations, the Benison Distribution Center was established by the Immokalee Unmet Needs Coalition to assist local agencies that didn’t have the capacity to accept and distribute large quantities of donated items. The community is blessed by the generous outpouring of food and materials to assist with the recovery efforts. Benison – “good things being brought from something else” – has grown to 9,000 square feet and will

be providing a long-term solution to serving the community.

### **The Vitality Report**

#### **Gainesville Community Redevelopment Agency**

The Vitality Report was an idea borne from asking this question: How do we get out of this business? In other words, how do we do our work so well that redevelopment is no longer needed? The objective of the Vitality Report was to identify economic, socio-cultural, physical policy factors that have contributed to successful redevelopment in Gainesville. The intent was to develop a community feedback loop to help understand the short- and long- term impacts of the CRA’s work on the community and then to use this feedback to inform what’s next and how to get there.

### **Oakland Park Main Street Cultural Facility**

#### **CRA, City of Oakland Park**

The City’s Downtown, designated as a Culinary Arts District, has been the focus of revitalization efforts with the goal of providing economic development opportunities. After several years of successful redevelopment, the CRA began developing cultural programming for the Main Street Cultural Event Area. This project involves the installation of an audio system on Main Street starting at Oakland Park Boulevard & 12th Avenue to 38th Street with connections to Jaco Park and Art Park. The city has already constructed the Grand Plaza at the southern entrance of Jaco Park, as well as five street-end fountain seating areas along Main Street.

### **Restaurant SFS Legislation**

#### **CRA, City of Orlando**

One of the recommendations from a recent visioning process included engaging various

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stakeholder groups to identify challenges facing downtown's economy. During a session, an impediment for small restaurateurs was identified. In an effort to combat this barrier and increase the vibrancy and growth of downtown Orlando, the City of Orlando's Community Redevelopment Agency sought legislation to reduce the threshold to serve meals at one time for eligible restaurant establishments located within the Downtown Restaurant Area.

## **Downtown Clean Team**

### **West Palm Beach Downtown Development Authority**

According to the West Palm Beach Housing & Community Development Office, "our citywide homeless census from January has dropped by 14% since last year." Although significant the Authority wanted to do its part to assist the homeless population. The West Palm Beach Downtown Development Authority contracted with The Lord's Place, Inc., in January 2018 to keep public property clean within the Downtown District by employing formerly homeless or incarcerated individuals with jobs such as sweeping sidewalks, graffiti reporting, maintenance reporting and homeless engagement. It was clear that this employment would help with the increased homeless population in the district.

## **OUTSTANDING HOUSING PROJECT**

### **Town Park Plaza North Rehabilitation and Renovation Project**

#### **Southeast Overtown/Park West CRA**

Town Park Plaza North is among the oldest and largest multi-family housing developments located in the Southeast Overtown/Park West CRA. Built in 1973, the aging buildings have suffered

from years of deteriorating physical conditions. In an effort to reverse the property's decline and preserve its residential units, the CRA invested \$15.3 million into the rehabilitation and renovation project. This major project includes the total gut rehabilitation of 169 condominium units, the design and construction of new water and sewer utilities, and site work across the entire complex.

## **OUTSTANDING NEW BUILDING PROJECT**

### **Toho Square Parking Garage**

#### **CRA, City of Kissimmee**

The City of Kissimmee Toho Square Parking Garage project was born from a vision the city commissioners, management and staff had to increase parking, connect the lakefront to their downtown and realize one of the CRA master-plan goals. Streetscaping, brick pavers, lighting enhancements, landscape and undergrounding utilities were also improved. The cost of the parking garage was \$9 million; the streetscape was \$4 million for a total of \$13 million dollars paid by the CRA increment fund and a bond. This project could not have been as successful without their partners who were essential in this undertaking.

### **Sarasota Memorial Internal Medicine – Newtown**

#### **CRA, City of Sarasota**

Sarasota Memorial Internal Medicine – Newtown is a group physician practice that will offer comprehensive, coordinated care and accessible services to patients over the age of 18. The practice is staffed by resident physicians training under the direct supervision of experienced and board-certified internal medicine physicians serving as the faculty of Florida State University College of Medicine's Internal Medicine Residency at Sarasota Memorial. Residents are doctors who com-

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pleted medical school and are continuing training in their chosen specialty, in this case internal medicine. The internal medicine practice offers a full range of primary and preventive care.

## OUTSTANDING REHABILITATION, RENOVATION OR REUSE PROJECT

### Arts Warehouse Building Renovation

#### Delray Beach CRA

The Arts Warehouse was a 15,000 square foot blighted warehouse building located within the Redevelopment Area. The storage warehouse eventually fell into a state of despair due to lack of maintenance. The CRA purchased the building in 2010 to create a space furthering the development of a downtown arts hub within Delray Beach. The CRA renovated the entire warehouse, which provides artists with an art studio rental, an art gallery space and space, for special events. In addition, the Arts Incubator offers programs for artists to participate in such as the Artist Affiliate and Resident Artists programs.

### Florida Research Group, LLC

#### Hillsborough County Economic Development Department

Florida Research Group, LLC is a developer and manufacturer of human health animal health products. The business development plan included relocation and expansion from a leased space of 8,000 square feet, to ownership of a 60,000 square foot facility. FRG located the facility at 5301 E. Diana Street which is within a redevelopment area and incentivized through Hillsborough County's Redevelopment Incentives for Pilot Project Areas (RIPPA) program. The Phase 1/redeveloped warehouse now has top-of-the-line finishes; is outfitted with high-tech, patented manufacturing equipment, which

meet FDA production standards; and the number of employees doubled from 15 to 30 within a few months of the completion of construction.

### Westshore Logistics Center

#### Hillsborough County Economic Development Dept.

Due to increasing demand, Florida Research Group (FRG) acquired the 60,000 square foot facility. Attracting more national and international customers to procure contracts and frequent FDA visit to facilities mandated the considerable improvements needed. The redevelopment of the 60,000 square foot warehouse was critical to be competitive with comparable manufacturing facilities throughout the United States. A space of 20,000 square feet has been dedicated for manufacturing activity. FRG is also investing a considerable amount to purchase high speed production and packaging equipment for the new facility with a power upgrade for equipment, new air conditioner units, electrical wiring, walls, roof, grounds, frontage and a parking lot.

### Crystal's World of Dance

#### Lakeland Community Redevelopment Agency

801 North Massachusetts Avenue was a dilapidated property on the corner of Parker Street and Massachusetts Avenue, at the epicenter of an emerging arts hub. The unappealing 1,856 square foot structure built in 1925 served as a storage facility for an upholstery shop. The adjacent Mass Market development proved to be successful for the arts community; however, there was a missing art form. The renovation challenges became an opportunity to make a small business owner's dream come true. Today, the building has been fully renovated in its original footprint to serve as a community-based dance studio, Crystal's World of Dance.



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## **The Dunns Josephine Hotel**

### **Southeast Overtown/Park West CRA**

The Southeast Overtown/Park West CRA has invested in the restoration of a historically significant structure in Miami's Overtown neighborhood. The Dunns Josephine Hotel is an African-American woman owned boutique hotel and is one of the firsts in the South Florida Hospitality Industry. This hotel consists of two separate buildings that were originally built in 1938 and then again in 1947. It is one of the last original historic buildings from an era when African-American guests chose to find accommodations in discrimination-free locations. The two-story dwelling features 15 cozy guest rooms with a courtyard and lobby.

## **The TRIBE Co-Work & Urban Innovation Lab**

### **Southeast Overtown/Park West Community Redevelopment Agency**

The TRIBE is an entrepreneurial innovation resource hub for startup businesses in Miami's Overtown neighborhood. The 8200-square foot state of the art co-working space, is located, in a renovated historic building in the heart of the neighborhoods growing commercial corridor. The project is designed to eradicate "innovation deserts" in communities of color and offer start-ups, organizers, freelancers and entrepreneurs a space to be creative, flexible and productive. Members have daily access to offices, a shared desk space, conference rooms, printers, Wi-Fi and a kitchen.

## **Nikki's Place Restoration**

### **CRA, City of Orlando**

The Parramore neighborhood of downtown Orlando is a blighted community where businesses have struggled to remain open. One exception to this is the soul food restaurant Nikki's Place, which

has served the community for years not only by serving up home-style cooked meals, but also through its contributions to the area. After nearly 20 years of operating, this small business was devastated by a fire that forced its closure due to significant damage to the building and kitchen. The downtown allowed this business to reopen in August 2017.

## **Richard Allen Gardens Apartments**

### **Rehabilitation Project**

#### **CRA, City of Orlando**

The Richard Allen Gardens Apartments Project, a partnership between the City of Orlando, the Orlando Neighborhood Improvement Corporation, Inc. (ONIC) and ANVIL-Richard Allen Gardens, Inc. consisted of the comprehensive rehabilitation of a 30-unit, two-story apartment facility located within the city's historic Parramore neighborhood. The improvements completed under this project included: the installation of a new roof; exterior painting; improvements to common areas; parking lot resurfacing; improvements to the plumbing systems; new heating; ventilation; air conditioning systems; and replacement of flooring; cabinets, appliances and electrical panels. Additionally, two ground floor apartments were converted to handicap accessible units.

## **Technical Skills Development Initiative**

### **CRA, City of Sarasota**

The objective of this rehabilitation program is to provide a career alternative option for those who may not have the desire or skills set to pursue a college degree; teach skills that will give them the choice of employment, trade career, and college; develop participants into knowledgeable, productive and highly qualified workforce prospects;

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assist fixed income homeowners and elderly residents within the community with property maintenance and preservation; assist homeowners with code violations rectification; provide community service hours to those in high school as a part of the graduation requirement; teach community responsibilities/caring for others/community pride; and foster generational home ownership.

## PLANNING STUDIES

### **Cape Coral: Bridging the Gap**

#### **CRA, City of Cape Coral**

The Bridging the Gap project provides a cohesive plan to realize a new higher density district at the Bimini Basin area within Cape Coral. This center would radiate from the Basin through Cape Coral Parkway to expand into the existing fabric of the largely single-family residential neighborhoods and provide a variety of uses and amenities for the residents. As a phased approach, the design illustrates how the city can leverage existing property assets to meet community aspirations.

### **Cocoa Community Redevelopment Agency Waterfront Masterplan 2018 Update**

#### **CRA, City of Cocoa**

The Cocoa CRA Board cast a new vision for the Waterfront after the devastation caused by hurricane IRMA. The loss of waterfront access and facilities had an immediate impact on the quality of life and economic vitality of Downtown Cocoa Village. The resulting 2018 Waterfront Master Plan guides the City of Cocoa in the rebuilding of existing waterfront infrastructure, the development of new amenities, and addressing waterfront resiliency. The implemented plan will result in an important social and economic center and serve as a catalyst for redevelopment activity and business growth.

### **Crescent City CRA Plan Amendment and Expansion Project**

#### **City of Crescent City**

With the assistance of the DEO Technical Assistance Grant and the University of Florida and its Center of Hydro-Generated Tourism, the City of Crescent City updates its CRA Plan for its Central CRA, which had not been updated since its inception in 1995. We also expanded the CRA Plan to create a North CRA District and a South CRA District with the primary intention of creating a mechanism to bring much needed water, sewer and road infrastructure to an under-served but economically important sectors of our small city. The end result is a much improved guiding document for revitalizing our historic city core and a mechanism for bringing quality development to underutilized vacant land adjacent to our most important asset: Crescent Lake.

### **Midtown Master Plan**

#### **CRA, City of Ocala**

Located just north of Ocala's downtown, the Midtown area is poised for transformative revitalization. In the midst of a flurry of redevelopment and improvement projects ushering in a downtown renaissance, the Midtown Master Plan sets a community-driven vision for the long-term role of the city's Midtown area. The plan focuses on the redevelopment of catalytic opportunity sites in a way that fits the existing historical and industrial chic context of the Midtown area, while also incorporating supporting strategies related to connectivity, social services, streetscape and building design, placemaking and branding to comprehensively revitalize Midtown.

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## **Pompano Beach East Transit Oriented Corridor Pompano Beach CRA**

The East Transit Oriented Corridor comprises the area between the recently established redevelopment project of Downtown Pompano Beach and the recently revamped Beach and Pier Area. This study resulted in a land use and zoning amendment that established a mixed-use, high-density and high-intensity smart growth strategy to create a truly vibrant transit-oriented corridor. After months of public outreach, traffic studies and master planning, the East Transit Oriented Corridor is now in place. The city is confident that this planning effort will result in continued redevelopment efforts, innovative implementation of development regulations, and enhanced community and quality of life for all.

## **Westgate CRA Redevelopment Plan Amendment Westgate/Belvedere Homes CRA**

The 2017 Westgate CRA Community Redevelopment Plan amends the agency's 2005 Plan to refocus the efforts of the CRA to more effectively address outstanding redevelopment goals and to identify new priority programs and projects that respond to needs and opportunities in the local economic and housing climate, market trends, and area demographics. In the amended plan, the CRA has shifted from a historic emphasis on infrastructure improvements to economic growth and vertical redevelopment by creating a comprehensive work program that provides a framework to incentivize development and business investment. The amended plan was developed collaboratively through extensive community outreach and stakeholder input, and through demographics and housing analyses and commercial corridor market studies. The adoption of the amended plan in

October 2017 extends the CRA's life and secures increment revenue through 2047.

## **PROMOTION**

### **Downtown Boca 2018 Calendar**

#### **Boca Raton Community Redevelopment Agency**

The Boca Raton Community Redevelopment Agency's outreach efforts to the business community are an essential part of its vision and annual goals. The CRA strives to support the endeavors of these businesses, forge valuable relationships with the owners and employees, and stay top-of-mind among this integral component of the downtown district.

### **Gainesville East**

#### **Gainesville Community Redevelopment Agency**

Gainesville East is a marketing campaign with multiple goals: to promote Eastside CRA initiatives; to attract investment while supporting the existing businesses and community and preserving what makes the area unique; and to engage the community on multiple levels and offer a place to share ideas, dialogue and resources. With two major transformative projects under construction after years of planning, the CRA embarked on a focused marketing push to promote all things east and to share what East Gainesville has to offer. The landing page features a video that introduces some of the ideas behind the Gainesville East campaign.

### **Redevelopment Incentives for Pilot Project Areas Program Brochure**

#### **Hillsborough County Economic Development Department**

The promotional brochure was created to inform property owners and tenants of grant opportunities related to the Redevelopment Incentives for



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Pilot Project Areas (RIPPA) program. Criteria for eligibility in the RIPPA program include location in one of the four Pilot Project areas, which are located inside the urban service boundary in unincorporated Hillsborough County. With geographical location acknowledged, eligible applicant businesses must provide an industrial, manufacturing or commercial office use of the property. To reach this specific group, we identified potential applicants by the GIS layering method, extracting the properties with the Department of Revenues codes for industrial, manufacturing, commercial office and mixed-use.

## **To NoMi is to Love Me – Celebrating Downtown NoMi through implementation of the Strategic Marketing Plan**

### **North Miami Community Redevelopment Agency**

The award-winning Strategic Marketing & Communications Plan for Downtown North Miami was completed and adopted in early 2017. Now it was time to go to work! The first phase of implementation included positioning and promoting Downtown North Miami through the development of a new CRA website, custom photography, light pole banners, walker's guide and video. A consistent message is now used across all communications channels encouraging investor, retail and customer attraction. The campaign tagline, "To NoMi is to Love Me" celebrates the rich, diverse "Tasteful, Rhythmic, Eccentric and Artistic" experience you'll enjoy in Downtown NoMi.

## **Old Town Untapped**

### **Pompano Beach Community Redevelopment Agency**

Old Town Untapped is a continuing event series held in Pompano Beach's original downtown dis-

trict featuring many of the local craft beer breweries and artist from the area. Since 2016, Old Town Untapped has occurred on the first Friday of every month and attracts approximately 5,000 attendees monthly from all over South Florida. The goal is to enhance the area and encourage attendees to envision the downtown as a place they want to live, work and play, while educating them about business investment opportunities in the area.

## **TRANSPORTATION AND TRANSIT ENHANCEMENT**

### **Pilaklakaha Avenue**

#### **City of Auburndale**

PK Avenue, the western gateway to Downtown Auburndale, was developed prior to many of today's planning and engineering practices. Over time, housing values diminished, the roadway began deteriorating, recurrent flooding threatened residences and stormwater discharge from the area adversely affected Lake Lena. In 2016, the city embarked on an ambitious redevelopment of the 3,300 linear foot roadway using a complete street concept to improve aesthetics, vehicle and pedestrian safety, flood protection, roadway durability and quality of stormwater discharge. Because of substantial improvements to regional water quality, Auburndale was able to obtain \$1.1 million in cooperative funding from Southwest Florida Water Management District for the project.

### **S.W. 67th Avenue Roadway Project**

#### **Davie Community Redevelopment Agency**

The S.W. 67th Avenue Roadway Project offers many opportunities to help resolve traffic congestion along Davie Road, the Davie CRA's main redevelopment corridor. The new roadway

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provides sidewalks and connectivity to our downtown and allows pedestrians and motorists an opportunity to utilize an alternative by-pass road when traveling to the nearby educational complexes. With future mixed-use development actively being built on Davie Road, this project is essential to providing motorists an alternative by-pass for the downtown, alleviating traffic congestion and implementing the complete streets concepts in our roadway network.

## **LYMMO Lime Line**

### **City of Orlando**

Downtown Orlando's bus rapid transit service, LYMMO, provides a convenient, car-free option. The LYMMO Lime Line began operating in August 2017, joining the Orange, Grapefruit and North Quarter routes. The service operates partially in dedicated lanes and utilizes transit signal priority and queue jumps to move people quickly. The Lime Line connects the City's Parramore and Callahan neighborhoods with stops at points of interest, including schools, restaurants, and arts and entertainment venues. The Lime Line also provides direct access to LYNX Central Station, downtown Orlando's hub for bus service, and SunRail, the region's commuter rail service.

## **TSO Mobile App – Tracing and Monitoring of Stuart Tram**

### **City of Stuart**

The City of Stuart and TSO Mobile teamed up to implement a state-of-the-art Public Transportation Management Platform for our micro-transit tram system. The teams now have GPS vehicle trackers installed that will help the city keep control of routes and create a better passenger experience. The passengers are now able to track, in real time, the tram location, routes, estimated times of arrivals and more on mobile apps for Apple or Android. The passengers will be able to know estimated times of when they should head out from their destination in downtown Stuart to the tram stop so there is no more waiting outside for a late tram for long periods of times. Also, passenger can access tram information and estimated arrival times through Automated Vehicle Information System (AVIS) which provides all this information by just calling a phone number. This new app has taken the micro-transit system to the next level and is making the passengers' experience a more pleasant one!



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