City of Pensacola

Community Redevelopment Agency

Agenda

City of Pensacola
222 W. Main Street
Pensacola, FL 32502

April 7, 2025, 3:30 PM **Hagler-Mason Conference Room, 2nd Floor**

The City of Pensacola Community Redevelopment Agency was created by the City Council and is a dependent special district in accordance with the Florida State Statutes Chapter 189 (Resolution No. 55-80 adopted on September 25, 1980; and amended Resolution No. 22-10 adopted on August 19, 2010.)

Immediately following the City Council Agenda Conference starting at 3:30 P.M.

The meeting can be watched via live stream at cityofpensacola.com/video.

CALL MEETING TO ORDER

BOARD MEMBER DISCLOSURE

CHAIRPERSON'S REPORT

ADMINISTRATOR'S COMMUNICATIONS

APPROVAL OF MINUTES

1. 25-430 CRA MEETING MINUTES - 3/10/2025

Attachments: *CRA Meeting Minutes -03/10/2025*

DISCUSSION ITEMS

2. 25-234 UPDATE ON RESIDENTIAL PROPERTY IMPROVEMENT PROGRAM (RPIP)

Recommendation: N/A

Sponsors: Teniadé Broughton - Chairperson

Attachments: *None*

ACTION ITEMS

3. 25-401 FY2024 COMMUNITY REDEVELOPMENT AGENCY COMPREHENSIVE FINANCIAL REPORT

Recommendation: That the Community Redevelopment Agency (CRA) accept the Community Redevelopment Agency Annual Comprehensive Financial Report for the year ended September 30, 2024, as prepared by the Financial Services Department and the Independent Auditors issued.

Sponsors: Teniadé Broughton - Chairperson

Attachments: *FY 24 CRA Financial Statements (1)*

4. 25-229 APPROVAL OF DESIGN PLANS AND AUTHORIZATION TO BID - LEGION FIELD TO GLOBAL LEARNING ACADEMY MULTIMODAL IMPROVEMENTS PROJECT

Recommendation: That the Community Redevelopment Agency (CRA) approve the 90% design plans for the Legion Field to Global Learning Academy Multi Modal Improvements project and authorize staff to proceed to bid solicitation.

Sponsors: Teniadé Broughton - Chairperson

Attachments: *90% Design Plans - Legion Field / GLA Multimodal Improv*
Legion Field Sidewalks Limits
Pedestrian Lighting Options
Draft WRB Meeting Minutes 03/25/25

5. 25-402 APPROVAL OF DESIGN PLANS AND AUTHORIZATION TO BID – ALICE WILLIAMS LIBRARY RESTORATION PROJECT

Recommendation: That the Community Redevelopment Agency (CRA) approve the 100% design plans for the Alice Williams Library Restoration project and authorize staff to proceed with bid solicitation.

Sponsors: Teniadé Broughton - Chairperson

Attachments: *100% Design Plans - Alice Williams Library Restoration*
Draft WRB Meeting Minutes 03/25/25

6. 25-362 AUTHORIZATION TO SUBMIT 2025 AMENDED AND RESTATED URBAN CORE REDEVELOPMENT PLAN TO PLANNING BOARD

Recommendation: That the Community Redevelopment Agency (CRA) authorize staff to submit to Planning Board the proposed 2025 Amended and Restated Urban Core Community Redevelopment Plan, as substantially enumerated herein, for review and submittal of written comments as required under Chapter 163.360(4), Florida Statutes.

Sponsors: Teniadé Broughton - Chairperson

Attachments: *Proposed Urban Core Community Redevelopment Plan - Vers. 02.28.25*
Proposed Urban Core CRA Plan Changes
Draft UCRB Meeting Minutes- 03.24.25
Draft Supplemental Implementation Guide -Urban Core

7. 25-369 AUTHORIZATION TO SUBMIT 2025 AMENDED AND RESTATED WESTSIDE REDEVELOPMENT PLAN TO PLANNING BOARD

Recommendation: That the Community Redevelopment Agency (CRA) authorize staff to submit to the Planning Board the proposed 2025 Amended and Restated Westside Community Redevelopment Plan, as substantially enumerated herein, for review and submittal of written comments as required under Chapter 163.360(4), Florida Statutes.

Sponsors: Teniadé Broughton - Chairperson

Attachments: *Proposed Westside Community Redevelopment Plan - Vers. 02.28.25*
Proposed Westside CRA Plan Changes
Draft WRB Meeting Minutes 03/25/25
Draft Supplemental Implementation Guide - Westside

8. 25-370 AUTHORIZATION TO SUBMIT 2025 AMENDED AND RESTATED EASTSIDE REDEVELOPMENT PLAN TO PLANNING BOARD

Recommendation: That the Community Redevelopment Agency (CRA) authorize staff to submit to Planning Board the proposed 2025 Amended and Restated Eastside Community Redevelopment Plan, as substantially enumerated herein, for review and submittal of written comments as required under Chapter 163.360(4), Florida Statutes.

Sponsors: Teniadé Broughton - Chairperson

Attachments: *Proposed Eastside Community Redevelopment Plan - Vers. 02.28.25*
Proposed Eastside CRA Plan Changes
ERB Special Meeting Minutes 3.11.25 draft
Draft Supplemental Implementation Guide - Eastside

9. 25-84 AUTHORIZATION TO RE-SOLICIT FOR REDEVELOPMENT OF 101 W MAIN STREET

Recommendation: That the Community Redevelopment Agency (CRA) authorize staff to re-solicit for redevelopment of 101 W Main Street via release of a Request for Proposals (RFP) as substantially enumerated herein and re-issue the corresponding Notice of Intent to Dispose (NID) pursuant to Chapter 163, Part III, Florida Statutes.

Sponsors: Teniadé Broughton - Chairperson

Attachments: *RFP - 101 W Main Street Redevelopment*
Appendix A - Survey
Appendix B - Flood Map
Appendix C - Informal Height Study

PRESENTATIONS

BOARD MEMEBERS COMMENTS

OPEN FORUM

ADJOURNMENT

The City of Pensacola adheres to the Americans with Disabilities Act and will make reasonable accommodations for access to City services, programs and activities. Please call 850-436-5640 (or TDD 850-435-1666) for further information. Request must be made at least 48 hours in advance of the event in order to allow the City time to provide the requested services.

If any person decides to appeal any decision made with respect to any matter considered at such meeting, he will need a record of the proceedings, and that for such purpose he may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

File #: 25-430 Community Redevelopment Agency 4/7/2025

ACTION ITEM

SUBJECT:

CRA Meeting Minutes - 3/10/2025

ATTACHMENTS:

1. CRA Meeting Minutes -03/10/2025

City of Pensacola

Community Redevelopment Agency

Meeting Minutes

City of Pensacola
222 W. Main Street
Pensacola, FL 32502

March 10, 2025, 3:30 PM **Hagler-Mason Conference Room, 2nd Floor**

The City of Pensacola Community Redevelopment Agency was created by the City Council and is a dependent special district in accordance with the Florida State Statutes Chapter 189 (Resolution No. 55-80 adopted on September 25, 1980; and amended Resolution No. 22-10 adopted on August 19, 2010.)

Immediately following the City Council Agenda Conference starting at 3:30 P.M.

The meeting can be watched via live stream at cityofpensacola.com/video.

CALL MEETING TO ORDER

The Community Redevelopment Agency (CRA) Board Meeting was called to order by Chairperson Broughton at 4:01pm.

Members Present:	Jennifer Brahier, Allison Patton, Charles Bare, Teniade Broughton, Jared Moore, Delarian Wiggins
Members Absent:	Casey Jones
Also Absent:	Mayor D.C. Reeves

BOARD MEMBER DISCLOSURE

CRA Board members Patton and Wiggins disclosed ownership or control of interest directly or indirectly of property in the Community Redevelopment Area.

CHAIRPERSON'S REPORT

None.

ADMINISTRATOR'S COMMUNICATIONS

Due to an oversight, the Administrator's Communications was discussed after the Presentation of the Community Policing Update.

CRA Division Manager Victoria D'Angelo gave an overview of the item. She introduced Keenan Porter, the new CRA Landscape Project Manager. Ms. D'Angelo provided an update on 101 West Main Street and stated that there may be an action item brought back before the Board for a solicitation for the project. Ms. D'Angelo also discussed the recent state legislation regarding the future of Community Redevelopment Agencies and their existence, and she also gave a brief update on an incentive package for the Grand Hotel.

APPROVAL OF MINUTES

1. 25-296 CRA MEETING MINUTES - 2/10/2025

Recommendation:

A motion to approve was made by Board Member Wiggins and seconded by Board Member Brahier.

The motion passed by the following vote:

Yes: 6 Jennifer Brahier, Allison Patton, Charles Bare, Teniade Broughton, Jared Moore, Delarian Wiggins

No: 0 None

PRESENTATIONS

2. 25-212 COMMUNITY POLICING UPDATE

Recommendation: That the Community Redevelopment Agency (CRA) receive an update regarding community policing activities within the Urban Core Community Redevelopment Area.

Before turning the item over to the Pensacola Police Department, CRA Division Manager Victoria D'Angelo stated that the Administrator's Communications had been accidentally skipped over and asked the Chair if it could be discussed later in the agenda.

CRA Division Manager Victoria D'Angelo introduced Sgt. Dennis Salon of the Pensacola Police Department. Sgt. Salon gave an updated presentation on Community Policing within the Urban Core Area. Staff answered questions accordingly.

ACTION ITEMS

3. 25-89 CRA COMMERCIAL PROPERTY IMPROVEMENT PROGRAM AWARD - MODERN CLEANERS

Recommendation: That the Community Redevelopment Agency (CRA) approve a Commercial Property Improvement Program funding award, in an amount not to exceed $140,000, to Shah Mrugank, owner of Modern Cleaners for eligible improvements to the property located at 2500 W. Cervantes Street, Pensacola, Florida. Further, that the CRA authorize the CRA Chairperson to take all actions necessary to complete the project pursuant to the program documents.

A motion to approve was made by Board Member Wiggins and seconded by Board Member Brahier.

CRA Division Manager Victoria D'Angelo gave an overview of the item. Shah Mrugank, owner of Modern Cleaners, spoke to the item. Staff responded accordingly to questions.

Public Speakers:

James Gulley

The motion passed by the following vote:

Yes: 6 Jennifer Brahier, Allison Patton, Charles Bare, Teniade Broughton, Jared

Moore, Delarian Wiggins
No: 0 None

DISCUSSION ITEMS

4. 25-214 DRAFT COMMUNITY REDEVELOPMENT PLAN BRIEFING

Recommendation: N/A

CRA Division Manager Victoria D'Angelo gave a brief overview of the item. Megan O'Hara, consultant for Urban Design Associates, provided a presentation of the item. Staff answered questions accordingly.

Public Speakers:

James Gulley

5. 25-213 DISCUSSION ON REDEVELOPMENT BOARDS & STAKEHOLDER ENGAGEMENT

Recommendation: N/A

CRA Division Manager Victoria D'Angelo gave an overview of the item. Megan O'Hara of Urban Design Associates provided a presentation for the item. Staff responded accordingly to questions.

Public Speakers:

James Gulley
Tony McCray
Jeannie Rhoden

BOARD MEMEBERS COMMENTS

Board Member Bare discussed the current state's legislation regarding CRAs.

OPEN FORUM

Public Speakers

James Gulley

Mr. Gulley discussed Modern Cleaners, the Hollice T. Williams Project, and the Equitable Development Framework Plan. Chairperson Broughton discussed the Freedom Riders program at Sanders Beach, which commemorated the anniversary of their act to support the civil rights movement.

ADJOURNMENT

5:57pm

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If any person decides to appeal any decision made with respect to any matter considered at such meeting, he will need a record of the proceedings, and that for such purpose he may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

File #: 25-234 Community Redevelopment Agency 4/7/2025

DISCUSSION

SPONSOR: Teniadé Broughton - Chairperson

SUBJECT:

UPDATE ON RESIDENTIAL PROPERTY IMPROVEMENT PROGRAM (RPIP)

RECOMMENDATION:

N/A

SUMMARY:

In January 2018, the Community Redevelopment Agency (CRA) approved the creation of the Residential Property Improvement Program (RPIP) which was subsequently amended. An update is provided quarterly on the status of the program.The following activity has occurred over the past quarter. The total completed reflects the number completed within the past 12 months and wait times are estimated as shown below:

PROJECT STATUS	URBAN CORE	WESTSIDE	EASTSIDE
Completed (total in 2024)	6	3	3
In Progress	1	4	4
On waitlist	16	34	8
Est. Wait time*	>2 years	>2years	>2 years

*Based on 2-year average cost ($79,466.95 ea.)

Acceptance of new applications within the Urban Core reopened on June 1, 2024. The Westside application portal reopened January 13, 2025. Urban Core has recently exceeded the 2-year waitlist limit and, due to the influx of Westside applications, both Urban Core and Westside were closed on March 5, 2025. The Eastside district waitlist will also remain closed until the wait time falls below 2 years.

PRIOR ACTION:

January 8, 2018 - The CRA approved the Residential Property Improvement Program.

September 10, 2018 - The CRA approved revisions to the Residential Property Improvement Program.

March 3, 2019 - The CRA approved revisions to the Residential Property Improvement Program.

March 7, 2022 - The CRA approved the Residential Property Improvement Program policy.

FUNDING:

N/A

FINANCIAL IMPACT:

N/A

LEGAL REVIEW ONLY BY CITY ATTORNEY: No

STAFF CONTACT:

Tim Kinsella, City Administrator
Erica Grancagnolo, Economic Development Director
Victoria D'Angelo, CRA Division Manager
Hilary Halford, Assistant CRA Division Manager

ATTACHMENTS:

None

PRESENTATION: Yes

File #: 25-401 Community Redevelopment Agency 4/7/2025

ACTION ITEM

SPONSOR: Teniadé Broughton - Chairperson

SUBJECT:

FY2024 COMMUNITY REDEVELOPMENT AGENCY COMPREHENSIVE FINANCIAL REPORT

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) accept the Community Redevelopment Agency Annual Comprehensive Financial Report for the year ended September 30, 2024, as prepared by the Financial Services Department and the Independent Auditors issued.

SUMMARY:

At the end of each fiscal year, the City's Financial Services Department prepares an Annual Comprehensive Financial Report on behalf of the City of Penacola Community Redevelopment Agency, as required by Section 11.45 and 163.387(8) of the Florida Statutes.

The auditors issued an unqualified opinion, which is the highest level of assurance that the financial statements are fairly represented in the attached document.

PRIOR ACTION:

None

FUNDING:

N/A

FINANCIAL IMPACT:

None

LEGAL REVIEW ONLY BY CITY ATTORNEY: No

STAFF CONTACT:

Tim Kinsella, City Administrator

Amy Lovoy, Finance Director
Erica Grancagnolo, Economic Development Director
Victoria D'Angelo, CRA Division Manager

ATTACHMENTS:

1. FY 24 CRA Financial Statements (1)

PRESENTATION: No

FISCAL YEAR 2024

City of Pensacola Community Redevelopment Agency

(A Component Unit of the City of Pensacola, Florida)

Audited Financial Statements

For the Year Ending September 30, 2024

PENSACOLA

FLORIDA'S FIRST & FUTURE

City of Pensacola, Florida
D.C. Reeves, Mayor



CITY OF PENSACOLA
COMMUNITY REDEVELOPMENT AGENCY
(A Component Unit of the City of Pensacola, Florida)

AUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED SEPTEMBER 30, 2024

CITY OF PENSACOLA
COMMUNITY REDEVELOPMENT AGENCY
(A Component Unit of the City of Pensacola, Florida)

AUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED SEPTEMBER 30, 2024

Prepared by:
Financial Services Department

Amy Lovoy
Finance Director

ACCOUNTING STAFF
Lakia McNeal, CPA
Alicia Pettus

CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY
(A Component Unit of the City of Pensacola, Florida)

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CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY

(A Component Unit of the City of Pensacola, Florida)

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INDEPENDENT AUDITORS' REPORT

Warren Averett
CPAs AND ADVISORS

350 W Cedar Street, Suite 400
Pensacola, FL 32502
850.435.7400
warrenaverett.com

INDEPENDENT AUDITORS' REPORT

Board Members
Community Redevelopment Agency
City of Pensacola, Florida

Opinions

We have audited the accompanying financial statements of the governmental activities and each major fund of the City of Pensacola Community Redevelopment Agency (the "Agency"), a component unit of the City of Pensacola, as of and for the year ended September 30, 2024, and the related notes to the financial statements, which collectively comprise the Agency's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and each major fund of the Agency as of September 30, 2024, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to the financial audits contained in *Government Auditing Standards,* issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Agency and to meet our ethical responsibilities, in accordance with the relevant ethical requirements relation to our audit. We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Agency's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report

that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exits. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgement and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Agency's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Agency's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Other Matters

Required Supplementary Information

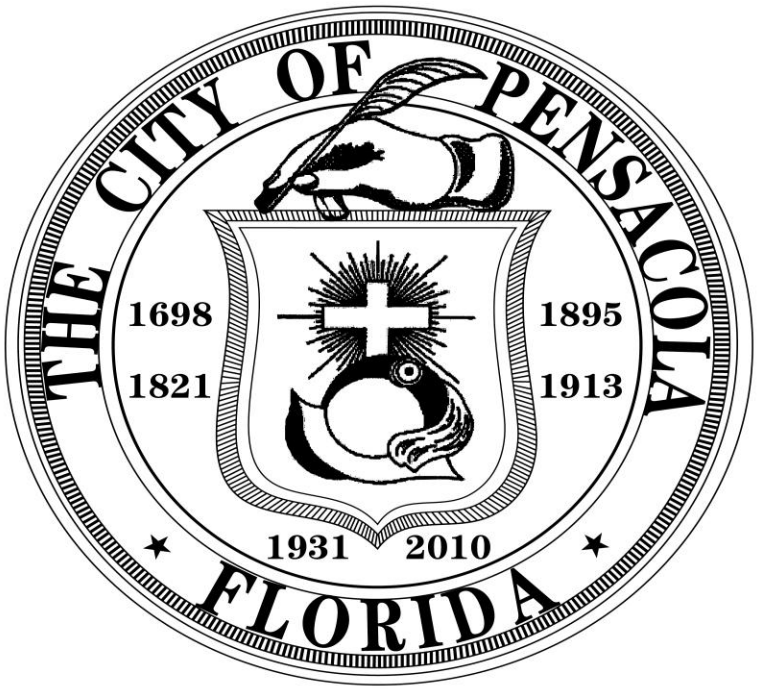
Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and budgetary comparison schedules, as listed in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Supplementary Information
The budgetary comparison schedule for the debt service fund is the responsibility of management and was derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Other Reporting Required by *Government Auditing Standards*
In accordance with Government Auditing Standards, we have also issued our report dated March 7, 2025, on our consideration of the Agency's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the Agency's internal control over financial reporting and compliance.

Warren Averett, LLC

Pensacola, Florida
March 7, 2025



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MANAGEMENT'S DISCUSSION AND ANALYSIS

Management's Discussion and Analysis

The Management's Discussion and Analysis ("MD&A") of the City of Pensacola Community Redevelopment Agency (the "Agency") is designed to provide the reader a narrative overview of the Agency's financial activity for the fiscal year ended September 30, 2024. Specifically, this information is designed to assist the reader in focusing on significant financial issues, provide an overview of the Agency's financial activity and identify any changes in the Agency's financial position. This MD&A should be read in conjunction with the financial statements and notes.

Financial Highlights

- As shown on the Statement of Net Position, the Agency's liabilities and deferred inflows of resources exceeded its assets (net position) as of September 30, 2024 by $51,069,969. The negative net position is a result of the various interlocal agreements whereby the Agency has pledged Tax Increment Revenues to repay long-term obligations which do not result in an asset for the Agency. These obligations included notes payable of $62,804,568 and due to other governments of $3,900,000. The Agency projects sufficient future Tax Increment Revenues to repay such obligations in full before the sunset of the Community Redevelopment Areas. Until then these obligations will continue to negatively impact unrestricted net position for future periods until all obligations have been paid in full.

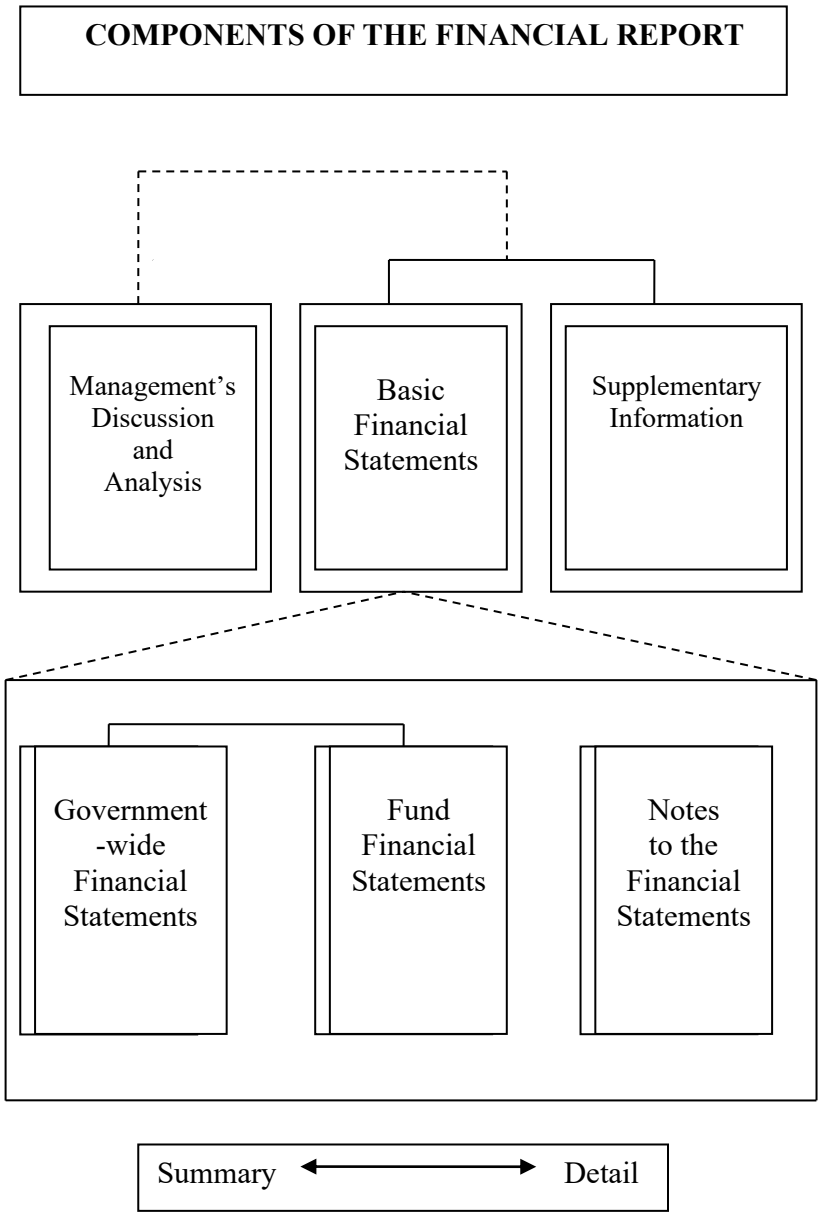
- As shown on the Statement of Activities, the Agency's negative net position of $51,069,969 improved by $5,292,905 (9%) over the fiscal year 2023 negative net position of $56,362,874. The primary reason for the increase in net position was related to a $3,307,612 reduction in long term obligations as a result of annual payments and an increase of $1,862,629 in community redevelopment tax increment revenues.

- As shown on the Balance Sheet, the Agency's assets exceeded its liabilities (fund balance) as of September 30, 2024 by $16,931,143. Of the $16,931,143 in fund balance, $1,026 is related to prepaid insurance cost and therefore is considered non-spendable, $12,695,350 is restricted to be spent on community redevelopment projects due to enabling legislation and $4,234,767 is committed to be spent on community redevelopment projects due to Agency action. For an explanation on the fund balance restrictions, refer to the Fund Balance section of Notes.

- As shown on the Statement of Revenues, Expenditures, and Changes in Fund Balances, the Agency's fund balance of $16,931,143 increased by $1,934,234 (12%) over the fiscal year 2023 fund balance of $14,996,909. Total revenues increased by $1,982,740 over the prior fiscal year. Tax Increment Revenues increased by $1,862,629 due to increased property values and interest income increased by $$360,409 due to the increase on investment interest rates. Agency fund expenditures and other financing uses increased over the prior fiscal year by $2,693,214 mainly due to completion of community redevelopment projects. For a detailed explanation of these fluxes by fund refer to the Government-Wide Financial Analysis section of Management's Discussion and Analysis.

Overview of the Financial Statements

This discussion and analysis is intended to serve as an introduction to the Agency's basic financial statements. These statements have three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. This report also contains supplementary information in addition to the basic financial statements. Following is a chart that illustrates the components of the report.



Government-Wide Financial Statements

The *government-wide financial statements* are designed to provide readers with a broad overview of the Agency's finances, in a manner similar to a private-sector business.

The *statement of net position* presents financial information on all the Agency's assets, liabilities, and deferred inflows/outflows of resources, with the difference reported as net position. This statement combines and consolidates governmental funds current financial resources (short-term spendable resources) with capital assets and long term obligations. Over time, increases and decreases in net position may serve as a useful indicator of whether the financial position of the Agency is improving or deteriorating.

The *statement of activities* presents information showing how the Agency's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of the related cash flows*. Thus, revenues and expenses are reported for some items that will only result in cash flows in future fiscal years (e.g., revenue in connection with receivables which are not considered available to liquidate liabilities of the current period).

Both the government-wide financial statements distinguish functions of the Agency that are principally supported by tax increment revenues (intergovernmental revenues). The governmental activities of the Agency include general government and community development. The Agency has no business-type activities.

Fund Financial Statements

A fund is a grouping of related accounts used to maintain control over resources that have been segregated for specific activities or objectives. The Agency, like other state and local governments, uses fund accounting to ensure and demonstrate legal compliance with finance-related legal requirements. The Agency utilizes four special revenue funds and one debt service fund. Monies from each of the special revenue funds are transferred as needed, based upon the bond covenants, to the debt service fund.

Governmental Funds. Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Since the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. This allows readers to better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund

statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

Governmental fund information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures and changes in fund balances for the Community Redevelopment Agency Fund, Urban Core Redevelopment Trust Fund, Eastside Tax Increment Financing District Fund, Westside Tax Increment Financing District Fund and CRA Debt Service Fund, all of which are considered to be major funds.

Notes to the Financial Statements

The notes to the financial statements provide additional information that is essential to gain a full understanding of the data provided in the government-wide and fund financial statements. The notes can be found after the financial statements of this report.

Other information

This report additionally includes Required Supplementary Information (RSI) containing budgetary comparisons schedules of the Agency's Community Redevelopment Agency Fund, Eastside Tax Increment Financing District Fund and Westside Tax Increment Financing District Fund. It is useful to compare the information and amounts presented for governmental funds with its corresponding budget to ensure compliance with the budget and provide an analysis of significant budgetary variances. Other Supplementary Information (OSI) contains budgetary comparisons schedules of the Agency's debt service funds.

Government-Wide Financial Analysis

The Agency adopted the government-wide financial statement presentation. This reporting structure and measurement focus using accrual accounting for all of the government's activities was mandated by the Government Accounting Standards Board (GASB) in Statement No. 34, *Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments*.

The following pages include a summary version of the Statement of Net Position and Statement of Changes in Net Position as reported in the basic financial statements section for the fiscal years ended September 30, 2023 and 2024. Over time, the Agency's net position and changes thereof may serve as a useful indicator of the Agency's financial position.

Any debt issued to finance capital at the request of the Agency, for use in accordance with the redevelopment plan, is issued by the City of Pensacola, Florida ("City"). Capital assets acquired with debt proceeds are contributed to the City. Therefore, any outstanding debt issued to finance such capital will have a negative effect on the Agency's net position until such debt is paid off.

CITY OF PENSACOLA COMMUNITY REDEVLOPMENT AGENCY
(A Component Unit of the City of Pensacola)
Summary Statement of Net Position
As of September 30,

	Governmental Activities	
	2024	2023
Current and other assets	$ 17,251,814	$ 15,336,340
Total assets	17,251,814	15,336,340
Current and other liabilities	4,696,930	4,641,985
Noncurrent liabilities	63,341,587	71,398,097
Total liabilities	68,038,517	76,040,082
Total deferred inflows of resources	283,266	301,117
Net position:		
Restricted	16,931,143	14,996,909
Unrestricted	(68,001,112)	(71,359,783)
Total net position	$ (51,069,969)	$ (56,362,874)

The Agency's total net position increased by $5.2 million. The increase in assets is a result of increased cash and investments while the decrease in liabilities is a result of decreases in debt service obligations and due to other governments.

Restricted net position are resources subject to external restriction on how they may be used. Such restrictions could include reserves for debt service or community redevelopment projects. Any residual resources flow to unrestricted net position. Unrestricted net position for governmental activities is negative as a result of the various interlocal agreements whereby the Agency has pledged Tax Increment Revenues to repay long-term obligations which do not result in an asset for the Agency. The Agency projects sufficient future Tax Increment Revenues to repay such obligations in full before the sunset of the Community Redevelopment Areas. These obligations will continue to negatively impact unrestricted net position for future periods until all obligations have been paid in full. These obligations include the Agency's long-term contribution to the Emerald Coast Utilities Authority and the Agency's various Notes Payable. Detailed information on these obligations can be found in Notes to the Financial Statements; Note III.D and Note IV.B.

The Statement of Activities as presented on the following page shows changes in the Agency's net position for fiscal years ended September 30, 2024, and 2023. All changes in the net position are reported as soon as the underlying event giving rise to change occurs, regardless of the timing of the related cash flows. Revenues and expenses are reported in this statement, for some items that will result in cash flows in future fiscal periods.

CITY OF PENSACOLA COMMUNITY REDEVLOPMENT AGENCY
(A Component Unit of the City of Pensacola)
Summary Statement of Changes in Net Position
Year Ended September 30,

	Activities	
	2024	2023
Revenues:		
Program revenues:		
Charges for services	$ 19,645	$ 23,381
General revenues:		
Tax increment revenues	12,943,636	11,081,007
Investment earnings	784,139	423,730
Other	100,000	
Total revenues	13,847,420	11,528,118
Expenses:		
General government	6,479,966	3,445,610
Interest on long-term debt	2,074,549	2,139,684
Total expenses	8,554,515	5,585,294
Change in Net Position	5,292,905	5,942,824
Net position at beginning of year	(56,362,874)	(62,305,698)
Net position at end of year	$ (51,069,969)	$ (56,362,874)

The Agency's change in net position of $5,292,905 over the prior fiscal year is primarily reason related to a revenue increase of $2,319,302 and expense increase of $2,969,221 over the prior fiscal year. Tax Increment Revenues increased by $1,862,629 and due to increased property values and interest income increase due to the growing interest rates in 2024. Expenditures increased by $2,969,221 related to the ongoing Agency's projects.

Financial Analysis of the Agency's Funds

The Agency uses fund accounting to ensure and demonstrate compliance with finance related legal requirements.

Governmental funds. The focus of the Agency's governmental funds is to provide information on near-term inflows, outflows and balances of expendable resources. Such information is useful in assessing the Agency's financing requirements. In particular, the ability for the Agency to meet current operating needs. As of September 30, 2024, the Agency's governmental funds reported combined fund balances of $16,931,143, an increase of $1,934,234 (12%) over the prior fiscal year total of $14,996,909.

Below is a comparative chart of revenues verses expenditures for the Agency's funds; Community Redevelopment Agency Fund (CRA Fund), Eastside Tax Increment Financing

District Fund (Eastside Fund), Westside Tax Increment Financing District Fund (Westside Fund) and CRA Debt Service Fund.

	CRA Fund	Eastside Fund	Westside Fund	CRA Debt Service Fund
Fiscal Year 2024				
Revenues and other sources	$ 10,892,341	$ 506,915	$ 2,341,786	$ 4,168,535
Expenditures and other outlays	(9,200,038)	(563,412)	(2,093,673)	(4,118,220)
Increase (decrease) in fund balance	$ 1,692,303	$ (56,497)	$ 248,113	$ 50,315
Fiscal Year 2023				
Revenues and other sources	$ 9,438,828	$ 401,537	$ 1,674,070	$ 4,412,402
Expenditures and other outlays	(7,951,500)	(394,625)	(813,204)	(4,122,800)
Increase (decrease) in fund balance	$ 1,487,328	$ 6,912	$ 860,866	$ 289,602

The Community Redevelopment Agency Fund was created to account for the development projects in the Urban Core Community Redevelopment Area as well as administrative cost associated with running the program. The Community Redevelopment Agency had a total fund balance at fiscal year-end of $9,430,619, an increase of $1,692,303. All funds are restricted to be spent on CRA operations, community development projects in the Urban Core CRA district and repayment of debt. The increase in revenues of 1,453,513 is due to increase in tax increment revenues and increase in interest income. The expenditures increased by $1,248,538 due to community redevelopment projects.

The Eastside Tax Increment Financing District Fund was created to account for the tax increment receipts and development projects in the Urban Infill and Redevelopment Area as well as administrative cost associated with running the program. The Eastside Tax Increment Financing District Fund had a total fund balance at fiscal year end of $773,227, a decrease of $56,497. All funds are restricted to be spent on operations, community development projects and repayment of debt in the Eastside CRA district. The increase in revenues over the prior fiscal year is due to increased property values. Expenditures increased $170,488 related to community development projects.

The Westside Tax Increment Financing District Fund was created to account for the tax increment receipts and development projects in the Urban Infill and Redevelopment Area as well as administrative cost associated with running the program. The Westside Tax Increment Financing District Fund had a total fund balance at fiscal year-end of $2,558,762 an increase of $248,113. All funds are restricted to be spent on operations, community development projects and repayment of debt in the Westside CRA district. The increase in revenues over the prior fiscal year is due to increased property values. The expenditures increased $1,282,609 is related to an increase in façade grants and acquisition and redevelopment projects.

The CRA Debt Service Fund had a total fund balance at fiscal year-end of $4,168,535 which is restricted for debt service payments on the Eastside Redevelopment Revenue Bond, Series 2017, Westside Redevelopment Revenue Bond, Series 2017, Urban Core Redevelopment Revenue Bond, Series 2017 and Urban Core Redevelopment Refunding and Improvement Revenue Bond, Series 2019. The fund balance increase of $50,315 is related to an increase in the debt service

reserves on all of the outstanding CRA debt. The increase in revenues and expenditures is related to the increase in debt services payments.

Agency Budgetary Highlights

Agency bylaws state that unless expressly provided otherwise by law or action of the Agency, ordinances, policies and rules of procedure for the City of Pensacola shall apply to the Agency. As part of the City's budget procedures, budget is controlled within each fund at the line item. As long as the total appropriations of the fund are not changed, amounts may be transferred between line items within a fund, provided no transfer shall be made contrary to Florida Statute. In order to be compliant with Florida Statutes, any budget transfer that changes the total appropriations of the fund requires Agency and City action through a budget resolution or amendment.

The final appropriations in the Community Redevelopment Agency Fund as compared with the original budget increased by $6,693,336 in fiscal year 2024. The primary reason for the increase relates to carryforwards from the prior fiscal year budget to cover open encumbrances and projects.

The final appropriations in the Eastside Tax Increment Financing District Fund as compared with the original budget increased by $805,288 in fiscal year 2024. The primary reason for the increase relates to carryforwards from the prior fiscal year budget to cover open encumbrances and projects.

The final appropriations in the Westside Tax Increment Financing District Fund as compared with the original budget increased by $2,238,780 in fiscal year 2024. The primary reason for the increase relates to carryforwards from the prior fiscal year budget to cover open encumbrances and projects.

Long-term Debt

As of September 30, 2024, the Agency had total bonded debt of $62,804,568 million a reduction of $2,007,612 from the prior fiscal year. The decrease in long-term debt is a result of scheduled principal payments. Total bonded debt includes:

	Governmental Funds	
	2024	2023
Eastside Redevelopment Revenue Bond, Series 2017	$ 931,000	$ 988,000
Westside Redevelopment Revenue Bond, Series 2017	2,910,000	3,087,000
Urban Core Redevelopment Revenue Bond, Series 2017	7,000,000	7,155,000
Urban Core Redevelopment Revenue Bond, Series 2019	51,963,568	53,582,180
Total	$ 62,804,568	$ 64,812,180

As of September 30, 2024, the only bonded debt the Agency had outstanding were bank issued. Therefore, there will not be any ratings on these issues unless the City specifically request a

review by one of the rating agencies. Additional detail about long-term debt can be found in the Notes to the Financial Statements; Note III, Long-term liabilities.

Economic Factors and Next Year's Budgets and Rates

The Agency primarily relies on TIF revenues to assist with the operations of the Agency. Based on estimated property valuations, the Agency's budget for fiscal year 2025 versus the fiscal year 2024 beginning budget includes an increase in Tax Increment Financing ("TIF") revenues of 14% in the Urban Core Tax Increment Financing District, 19% in the Eastside Tax Increment Financing District and a 7% increase in the Westside Tax Increment Financing District. Focus will continue to be placed on redevelopment programs and projects which include affordable housing, complete streets, parks and public space projects and residential and commercial property improvement programs. For fiscal year 2025, the following table shows the composition of the total budgeted expenditures:

	Urban Core	Eastside	Westside	Total
Core operations	$ 2,163,700	$ 220,000	$ 443,700	$ 2,827,400
Development programs and projects	3,693,300	250,000	1,638,700	5,582,000
Debt service payments and reserves	5,887,900	89,800	279,800	6,257,500
Total Expenditures	$ 11,744,900	$ 559,800	$ 2,362,200	$ 14,666,900

Request for Information

This financial report is designed to provide a general overview of the Agency's finances for all those with an interest in the Agency's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Office of the Finance Director, PO Box 12910, Pensacola, Florida 32521. The City of Pensacola's website address is www.cityofpensacola.com.

FINANCIAL STATEMENT

CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY
(A Component Unit of the City of Pensacola, Florida)
STATEMENT OF NET POSITION
SEPTEMBER 30, 2024

	Governmental Activities
ASSETS	
Current assets	
Cash and cash equivalents	$ 5,320,509
Investments	6,722,917
Accounts Receivables (net of allowances)	5,136
Prepaids and deposits	1,026
Accrued Interest	3
Lease Receivable	3,936
Restricted assets	
Restricted cash and cash equivalents	2,296,484
Investments	2,901,803
Total assets	17,251,814
LIABILITIES	
Current liabilities	
Accounts payable	$ 31,678
Contracts payable	203,539
Contracts payable - retainage	38,750
Due to other funds	36,749
Compensated absences payable	
Deposits	1,000
Payable from restricted assets	
Due to other governments	1,300,000
Notes payable	2,062,981
Accrued interest payable	1,022,233
Total current liabilities	4,696,930
Noncurrent liabilities	
Due to other governments	2,600,000
Notes payable	60,741,587
Total noncurrent liabilities	63,341,587
Total liabilities	68,038,517
DEFERRED INFLOWS OF RESOURCES	
Deferred gain on early retirement	274,311
Related to leases	3,819
Unavailable revenue	5,136
Total deferred inflows of resources	283,266
NET POSITION	
Restricted for	
Debt service	4,168,535
Community redevelopment	12,762,608
Unrestricted (deficit)	(68,001,112)
Total net position (deficit)	$ (51,069,969)

The accompanying notes are an integral part of these financial statements.

CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY
(A Component Unit of the City of Pensacola, Florida)
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED SEPTEMBER 30, 2024

Function/Programs	Expenses	Program Revenues Charges for Services	Net (Expenses) Revenue and Changes in Net Position
Governmental activities:			
General government	$ 6,479,966	$ 19,645	$ (6,460,321)
Interest on long-term debt	2,074,549		(2,074,549)
Total governmental activities	8,554,515	19,645	(8,534,870)
General revenues:			
Tax increment revenues			12,943,636
Interest earnings			784,139
Miscellaneous			100,000
Total general revenues			13,827,775
Change in net position			5,292,905
Net position at beginning of year			(56,362,874)
Net position September 30, 2024			$ (51,069,969)

The accompanying notes are an integral part of these financial statements.

CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY
(A Component Unit of the City of Pensacola, Florida)
BALANCE SHEET
GOVERNMENTAL FUNDS
SEPTEMBER 30, 2024

	Community Redevelopment Agency	Eastside Tax Increment Financing District	Westside Tax Increment Financing District
ASSETS			
Cash and cash equivalents	$ 3,824,936	$ 353,791	$ 1,141,782
Investments	4,833,133	447,045	1,442,739
Accrued Interest	3		
Accounts receivable	5,136		
Prepaids and deposits	1,026		
Lease Receivable	3,936		
Restricted assets			
Cash and cash equivalents	454,921		
Investments	574,831		
Total assets	$ 9,697,922	$ 800,836	$ 2,584,521
LIABILITIES			
Accounts payable	$ 26,050	$ 4,727	$ 901
Contracts payable	163,514	18,694	21,331
Contracts payable - retainage	36,665	2,085	
Due to other funds	31,119	2,103	3,527
Deposits	1,000		
Total liabilities	258,348	27,609	25,759
DEFERRED INFLOWS OF RESOURCES			
Related to leases	3,819		
Unavailable revenue	5,136		
Total deferred inflows of resources	8,955	0	0
FUND BALANCE			
Non-spendable	1,026		
Restricted	5,194,826	773,227	2,558,762
Assigned	4,234,767		
Total fund balances	9,430,619	773,227	2,558,762
Total liabilities and fund balances	$ 9,697,922	$ 800,836	$ 2,584,521

(continued)

The accompanying notes are an integral part of these financial statements.

CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY
(A Component Unit of the City of Pensacola, Florida)
BALANCE SHEET
GOVERNMENTAL FUNDS
SEPTEMBER 30, 2024

	CRA Debt Service Fund	Total Governmental Funds
ASSETS		
Cash and cash equivalents	$	$ 5,320,509
Investments		6,722,917
Accrued Interest		3
Accounts receivable		5,136
Prepaids and deposits		1,026
Lease Receivable		3,936
Restricted assets		
Cash and cash equivalents	1,841,563	2,296,484
Investments	2,326,972	2,901,803
Total assets	$ 4,168,535	$ 17,251,814
LIABILITIES		
Accounts payable	$	$ 31,678
Contracts payable		203,539
Contracts payable - retainage		38,750
Due to other funds		36,749
Deposits		1,000
Total liabilities	0	311,716
DEFERRED INFLOWS OF RESOURCES		
Related to leases		3,819
Unavailable revenue		5,136
Total deferred inflows of resources	0	8,955
FUND BALANCE		
Non-spendable		1,026
Restricted	4,168,535	12,695,350
Assigned		4,234,767
Total fund balances	4,168,535	16,931,143
Total liabilities and fund balances	$ 4,168,535	$ 17,251,814

The accompanying notes are an integral part of these financial statements.

CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY
(A Component Unit of the City of Pensacola, Florida)
RECONCILIATION OF THE BALANCE SHEET OF GOVERNMENTAL FUNDS TO THE STATEMENT OF NET POSITION
SEPTEMBER 30, 2024

Ending fund balance - governmental funds		$ 16,931,143
Amounts reported in the governmental activities in the Statement of Net Position are different because:		
Long-term liabilities are not due and payable in the current period and therefore are not reported in the governmental funds.		
Notes payable	(62,804,568)	
Deferred gain on refunding	(274,311)	
Due to other governments	(3,900,000)	
Accrued interest payable	(1,022,233)	(68,001,112)
Net Position (deficit)		$ (51,069,969)

The accompanying notes are an integral part of these financial statements.

CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY
(A Component Unit of the City of Pensacola, Florida)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
GOVERNMENTAL FUNDS
FOR THE YEAR ENDED SEPTEMBER 30, 2024

	Community Redevelopment Agency	Eastside Tax Increment Financing District	Westside Tax Increment Financing District
Revenues:			
Tax increment revenues	$ 10,271,554	$ 468,163	$ 2,203,919
Charges for services	19,645		
Interest earnings	501,142	38,752	137,867
Other	100,000		
Total revenues	10,892,341	506,915	2,341,786
Expenditures:			
Current -			
General government	5,502,323	460,496	1,817,147
Debt service -			
Principal retirement			
Interest		15,000	
Total expenditures	5,502,323	475,496	1,817,147
Excess (deficiency) of revenues over (under) expenditures	5,390,018	31,419	524,639
Other financing sources (uses):			
Transfers in			
Transfers (out)	(3,697,715)	(87,916)	(276,526)
Total other financing sources (uses)	(3,697,715)	(87,916)	(276,526)
Net Change in fund balances	1,692,303	(56,497)	248,113
Fund balances at beginning of year	7,738,316	829,724	2,310,649
Fund balances at end of year	$ 9,430,619	$ 773,227	$ 2,558,762

(continued)

The accompanying notes are an integral part of these financial statements.

CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY
(A Component Unit of the City of Pensacola, Florida)
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
GOVERNMENTAL FUNDS
FOR THE YEAR ENDED SEPTEMBER 30, 2024

	CRA Debt Service Fund	Total Governmental Funds
Revenues:		
Tax increment revenues	$	$ 12,943,636
Charges for services		19,645
Interest earnings	106,378	784,139
Other		100,000
Total revenues	106,378	13,847,420
Expenditures:		
Current -		
General government		7,779,966
Debt service -		
Principal retirement	2,007,612	2,007,612
Interest	2,110,608	2,125,608
Total expenditures	4,118,220	11,913,186
Excess (deficiency) of revenues over (under) expenditures	(4,011,842)	1,934,234
Other financing sources (uses):		
Transfers in	4,062,157	4,062,157
Transfers (out)		(4,062,157)
Total other financing sources (uses)	4,062,157	0
Net Change in fund balances	50,315	1,934,234
Fund balances at beginning of year	4,118,220	14,996,909
Fund balances at end of year	$ 4,168,535	$ 16,931,143

The accompanying notes are an integral part of these financial statements.

CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY
(A Component Unit of the City of Pensacola, Florida)
RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS
FOR THE YEAR ENDED SEPTEMBER 30, 2024

Net change in fund balances - total governmental funds	$	1,934,234
Amounts reported for governmental activities in the statement of activities are different because:		
Repayment of bond principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net position.		2,007,612
Repayment of long-term amounts due to other governments are expenditures in the governmental funds, but the repayment reduces the liability in the statement of net position.		1,300,000
Accrued interest expense, reported in the statement of activities, does not require the use of current financial resources in governmental funds.		51,059
Change in net position of governmental activities	$	5,292,905

The accompanying notes are an integral part of these financial statements.

NOTES TO FINANCIAL STATEMENT

NOTE I. - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The summary of significant accounting policies of the City of Pensacola Community Redevelopment Agency (Agency) is presented to assist the reader in interpreting the basic financial statements. The policies are considered essential and should, therefore, be read in conjunction with the basic financial statements.

The accompanying financial statements have been prepared in accordance with generally accepted accounting principles (GAAP) as applied to governmental units. The Governmental Accounting Standards Board (GASB) is the standard-setting body for governmental accounting and financial reporting. Statements and Interpretations of the GASB have been applied in the preparation of these financial statements.

A. Reporting Entity

Community Redevelopment Agencies (CRA) are a common governmental tool for redevelopment in the State of Florida and operate on a budget generated by an increase in property taxes within a defined area. Once a CRA is established, an amount equal to a percentage of the increase in property taxes goes to the CRA. This tax increment is used to finance the redevelopment projects and administration of the Agency outlined in the Community Redevelopment Plan. The principal purpose of the Agency, as defined by Florida Statute, is to eliminate and prevent blight, rehabilitate and conserve the redevelopment areas, preserve or enhance the tax base, create affordable housing, reduce crime, and to prepare and administer the City's adopted community redevelopment plans.

On September 25, 1980, the City Council made the determination that a blighted area existed in the City, and that there was a need for a redevelopment agency to implement the revitalization of this blighted area. Therefore, Resolution No. 54-80 created the Pensacola Inner City Community Redevelopment Area (reaffirmed by Resolution No. 65-81) and based on this determination, the City Council declared itself the Community Redevelopment Agency (Agency) pursuant to the provisions of Chapter 163, Part III, Florida Statutes (the "Redevelopment Act"). This action, adopted by Resolution No. 55-80, reaffirmed by Resolution No. 65-81 and amended by Resolution 22-10, also outlined the rights, powers, duties, privileges and immunities invested in the Agency. The Agency exists until dissolved by action of the City Council. The City Council selects a chair and a vice-chair from the seven-members of the Agency and approves the annual operating budget. The Agency is considered a blended component unit since the Agency and City have the same governing body and management of the primary government has operational responsibility for the Agency. The Agency is reported as a special revenue fund within the City of Pensacola’s Annual Comprehensive Financial Report. Florida Statute Section 163.387(8) requires an independent audit of the fund each fiscal year, and submission of a report of such audit.

NOTE I. - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

The Pensacola Inner City Community Redevelopment Area is a 1,237-block, 4,611-acre area that encompasses the area bounded by 17th Avenue on the east, Pensacola Bay on the south, Bayou Chico and the City limit line on the west and the city limit line on the north. It accounts for about 31.8% of the City's total land area. Within the Pensacola Inner City Community Redevelopment Area, there exists three Redevelopment Areas. The Urban Core Community Redevelopment Area; the Westside Community Redevelopment Area; and the Urban Infill and Redevelopment Area which is also referred to herein as the Eastside Neighborhood Redevelopment Area.

B. Government-Wide and Fund Financial Statements

The government-wide financial statements (i.e., the statement of net position and the statement of activities) are designed to provide readers with a broad overview of the Agency's finances in a manner similar to a private-sector business.

The statement of net position presents financial information on all the Agency's assets, liabilities, and deferred inflows/outflows of resources, with the difference reported as net position. This statement combines and consolidates governmental funds current financial resources (short-term spendable resources) and long-term obligations. Over time, increases and decreases in net position may serve as a useful indicator of whether the financial position of the Agency is improving or deteriorating.

The statement of activities presents information showing how the Agency's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of the related cash flows. Thus, revenues and expenses are reported for some items that will only result in cash flows in future fiscal years (e.g., earned but unused vacation leave and revenue in connection with receivables which are not considered available to liquidate liabilities of the current period).

Individual fund financial statements are provided for governmental funds which are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

NOTE I. - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

C. Basis of Accounting, Measurement Focus and Financial Presentation

The basis of accounting refers to when revenues, expenditures/expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenues as soon as all eligibility requirements imposed by the provider have been met. Amounts reported as program revenues include 1) charges to customers for goods, services, or privileges provided, and fines and forfeitures, 2) operating grants and contributions, and 3) capital grants and contributions, including special assessments. Those revenues not clearly defined as program revenues are categorized as general revenue. General revenues include resources such as tax increment revenues, investment earnings, and sale of assets. As a general rule, the effect of interfund activity is eliminated from the government-wide financial statements.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, revenues are considered to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

Tax increment revenues, charges for services, and investment earnings associated with the current fiscal period are all considered to be susceptible to accrual and therefore have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received.

The Agency reports the following major governmental funds:

Community Redevelopment Agency - to administer the programs and projects identified in Urban Core Community Redevelopment Area.

NOTE I. - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Eastside Tax Increment Financing District - to administer and account for the tax increment revenues associated with programs and projects identified in Eastside Community Redevelopment Area.

Westside Tax Increment Financing District – to administer and account for the tax increment revenues associated with programs and projects identified in Westside Community Redevelopment Area.

CRA Debt Service Fund - to provide monies for payment of the Redevelopment Revenue Bond(s) financed with tax increment financing revenues derived from the Urban Core, Eastside and Westside Tax Increment Financing Districts.

When both restricted and unrestricted resources are available for use, the Agency uses restricted resources first, and then use unrestricted resources.

D. Assets, Liabilities, and Net Position or Equity

1. Cash and Cash Equivalents

The Agency has defined *cash and cash equivalents* as cash held at a depository and cash on hand for operating purposes and those investments which are short-term and highly liquid. Cash equivalents normally consist of treasury bills, certificates of deposit, and money market funds.

All monies, which are not legally restricted to separate administration, are pooled together for investment purposes while each individual fund and/or account is maintained on a daily transaction basis. Investment earnings are distributed in accordance with the participating funds' relative equity.

2. Investments

Investments are held by the City on behalf of the Agency. All investments held by the City of Pensacola are reported at fair value.

3. Accounts Receivables

All receivables are shown net of allowance for doubtful accounts.

NOTE I. - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

4. Prepaid Insurance

The Agency accounts for property insurance premiums using the consumption method. Property insurance premiums for both governmental and enterprise funds are paid quarterly, with a term year beginning May 1st resulting in a prepaid insurance premium for the month of October.

5. Restricted Assets

Certain assets are restricted by specific provisions of bond resolutions or agreements with outside parties. Assets such as these are restricted since their use is limited.

6. Capital Assets

The Agency does not have title to any capital assets as any improvements made with its funding sources are contributed to the City of Pensacola, Florida.

7. Leases

The Agency is a lessor for noncancellable lease of land. The Agency recognizes a lease receivable and a deferred inflow of resources in the government-wide and governmental fund financial statements.

At the commencement of the lease, the Agency initially measures the lease receivable at the present value of the payments expected to be received during the lease term. Subsequently, the lease receivable is reduced by the principal portion of the lease payments received. The deferred inflow is initially measured as the initial amount of the lease receivable, adjusted for lease payments received at or before the lease commencement date. Subsequently, the deferred inflow is recognized as revenue over the term of the lease.

The Agency uses its incremental borrowing rate as the discount rate for the leases.

The lease term includes the noncancellable period of the lease. Lease receipts included in the measurement of the lease receivable are comprised of the following:

- Fixed payments (including in-substance fixed payments), plus variable payments from the lessee. For land and building leases that include variable payments, those payments include common area maintenance.
- Residual value guarantee payments that are fixed in substance.
- Any lease incentives.

NOTE I. - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Variable payments that depend on an index or a rate such as the Consumer Price Index or a market rate interest rate are initially measured using the index or market rate at the commencement of the lease.

The Agency monitors changes in circumstances that would require a remeasurement of the lease receivable and deferred inflows of resources if certain changes occur that are expected to significantly affect the amount of the lease receivable.

8. Deferred Outflows/Inflows of Resources

In addition to assets, the statement of financial position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, deferred outflows of resources, represents a consumption of net position that applies to a future period(s) and so will not be recognized as an outflow of resources (expense/expenditure) until then. The Agency has no items that would qualify for reporting in this category.

In addition to liabilities, the statement of financial position will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an acquisition of net position that applies to a future period(s) and so will not be recognized as an inflow of resources (revenue) until that time. The Agency has two items that qualify for reporting in this category, a deferred gain on refunding reported in the government-wide statement of net position. A deferred gain on refunding results from the difference in the carrying value of refunded debt and its reacquisition price. This amount is deferred and amortized over the shorter of the life of the refunded or refunding debt. The second is deferred recognition of revenue associated with long-term receivables for the leases of land and buildings. The amount is deferred and amortized over the life of the lease.

9. Long-term Obligations

In the government-wide financial statements, long-term debt and other long-term obligations are reported as liabilities in the statement of net position. Bond premiums and discounts, as well as prepaid issuance costs, are deferred and amortized over the life of the bonds using the effective interest method. Bond issuance costs are expensed when paid. Bonds payable are reported net of the applicable bond premium or discount. Bond refunding gains and losses are deferred and amortized over the remaining life of the old debt or the life of the new debt, whichever is shorter, using the effective interest method. Bond refunding gains are presented as deferred inflows of resources while losses are presented as deferred outflows of resources.

In the fund financial statements, governmental fund types recognize bond premiums and discounts, as well as bond issuance costs (whether or not withheld from the actual debt proceeds received), during the current period.

NOTE I. - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

The face amount of debt issued is reported as other financing sources. Premiums received on debt issuances are reported as other financing sources while discounts on debt issuances are reported as other financing uses.

10. Fund Balance

GASB Statement No. 54, Fund Balance Reporting Governmental Fund Type Definitions, establishes accounting and financial reporting requirements for governmental funds and criteria for classifying fund balances. Accordingly, the governmental fund financial statements report fund equity classifications that comprise a hierarchy based primarily on the extent to which the Agency is legally bound to honor the specific purposes for which amounts in fund balance may be spent. Amounts which are restricted to specific purposes either by a) constraints placed on the use of resources by creditors, grantors, contributors, or laws or regulations of other governments; or b) imposed by law through constitutional provisions or enabling legislation are classified as fund balances. Fund balances for governmental funds are displayed in the following classifications depicting the relative strength of the spending constraints placed on the purposes for which resources can be used. In accordance with Governmental Accounting and Financial Standards Board Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions,* the Agency classifies fund balance as follows.

Non-Spendable Fund Balance – Amounts that are not in a spendable form or are required to be maintained intact (such as prepaids).

Restricted Fund Balance – Amounts that can be spent only for the specific purposes stipulated by external resource providers or enabling legislation. Restrictions may be changed or lifted only with the consent of the resource providers. Pursuant to Chapter 163, Part III, Florida Statutes, intergovernmental revenues derived from the Tax Increment Revenues fall into this category as well as interest earned on those revenues.

Committed Fund Balance – Amounts that can be used only for the specific purposes determined by a formal action of the Agency's highest level of decision-making authority. Commitments may be changed or lifted only by the Agency taking the same formal action that imposed the constraint originally. A Resolution adopted by the Agency establishes a fund balance commitment.

Assigned Fund Balance – Amounts the Agency intends to use for a specific purpose. Assignments of fund balances are made by management based upon the direction of the Board.

Unassigned Fund Balance – The residual classification includes amounts that are not contained in the other classifications. Unassigned amounts are the portion of fund balance which is not obligated or specifically designated and is available for any purpose.

NOTE I. - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

For classification of fund balance 1) when expenditures are incurred for purposes for which both restricted and unrestricted fund balance is available, restricted fund balance is considered to have been spent first 2) when expenditures are incurred for purposes for which amounts in any of unrestricted fund balance classifications can be used, committed amounts should be reduced first, followed by assigned amounts and then unassigned amounts.

11. Net Position

The government-wide financial statements utilize a net position presentation. Net position is categorized as net investment in capital assets, restricted and unrestricted.

Net Investment in Capital Assets is intended to reflect the portion of net position, which is associated with non-liquid, capital assets less outstanding capital asset-related debt. Since The Agency does not have title to any capital assets the Agency has no items that would qualify for reporting in this category.

Restricted Net Position are liquid assets (generated from revenues and net bond proceeds) which are not accessible for general use because of third-party (statutory, bond covenant or granting agency) limitations.

Unrestricted Net Position represents unrestricted assets.

12. Accounting Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the reporting period. Actual results may differ from those estimates.

NOTE II. – STEWARDSHIP, COMPLIANCE, AND ACCOUNTABILITY

General Budget Policies

In accordance with the City Charter, the Mayor prepares and submits the annual budget and capital program to City Council. In order to be compliant with Florida Statutes, the Agency is required to take action on all budget resolutions and budget amendments of the Agency. Once the budget has been adopted by the Agency, it is then adopted by City Council. Budget amendments are administered in accordance with Chapter 166.241, Florida Statutes, and the procedure established in the Financial Planning and Administration Policy adopted by City Council Resolution. The Agency follows that policy for budget amendments.

Through an Interlocal Agreement, the Agency's activities and administrative services are provided by City of Pensacola.

NOTE II. – STEWARDSHIP, COMPLIANCE, AND ACCOUNTABILITY (Continued)

Therefore, budget amendments for the Agency follow the budget policies outlined in the City's Financial Planning and Administration Policy allowing the Mayor (or designee) to authorize budget amendments if the total appropriations of the fund are not changed. Specifically, the Mayor (or designee) shall have the authority to transfer appropriations between expenditure categories and between departments or programmatic activities except that amounts appropriated for capital outlay cannot be transferred to any other expenditure category provided no transfer shall be made from the appropriations that are contrary to Florida Law. Further, management has established budgetary control within each fund at the line-item level.

Authorized staff within the Agency and Financial Services Department may request budget amendments between line items or between departments within a fund subject to final determination by the Finance Director as the Mayor's designee.

Additionally, in accordance with Chapter 166.241, Florida Statutes, appropriations within a fund may only be decreased or increased by resolution with City Council approval. Prior to City Council's adoption of any Agency supplemental budget resolutions a supplemental budget resolution will be approved and confirmed by the Agency. Expenditures for each fund may not legally exceed the total fund appropriation.

A legally adopted budget is employed as a control device for the Agency Funds and is budgeted on a limited non-GAAP basis for management control purposes.

Encumbrances

Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary integration. The budget for the subsequent year provides a re-appropriation of funds to complete transactions for outstanding encumbrances.

NOTE III. - DETAIL NOTES ON ALL FUNDS

A. Deposits and Investments

The Agency's investments of $9,624,720 are in a money market account and certificates of deposits with maturities that range from November 2024 to April 2025 and have a weighted average maturity of one year. These investments are not subject to level disclosure in the fair value hierarchy.

B. Tax Increment Revenues

The Agency's primary source of revenue is tax increment revenues derived from each of the redevelopment areas.

NOTE III. - DETAIL NOTES ON ALL FUNDS (Continued)

This revenue is calculated by taking ninety-five percent of the difference between the amount of ad valorem real property taxes levied by the taxing authority, excluding school districts, water management districts and other taxing entities enumerated in Section 163.387(l)(c), Florida Statutes, each year within each redevelopment area and the amount which would have been produced by the same levy on the assessed value of taxable real property in such redevelopment area in the base year which is the year in which the Redevelopment Trust Fund was established (the "Tax Increment" or "Tax Increment Revenues"). Each taxing authority is required to fund this amount annually, by December 31st, without regard to tax collections or other obligations.

The base year for calculation of the Tax Increment for the Urban Core Community Redevelopment Area is 1983 and the Tax Increment Revenues total $87,926,570 for the City and Escambia County and $49,010,270 for the DIB. The sunset date for the Tax Increment Revenues being paid into the Urban Core Community Redevelopment Trust Fund is December 31, 2043 (Fiscal Year 2044).

The base year for calculation of the Tax Increment for the Westside Community Redevelopment Area is 2013 and the Tax Increment Revenues total $121,903,783. The sunset date for the Tax Increment Revenues being paid into the Westside Community Redevelopment Trust Fund is December 31, 2037 (Fiscal Year 2038).

The base year for calculation of the Tax Increment for the Eastside Neighborhood Redevelopment Area is 2005 and the Tax Increment Revenues total $19,243,104. The sunset date for the Tax Increment Revenues being paid into the Eastside Neighborhood Redevelopment Trust Fund is December 31, 2045 (Fiscal Year 2046).

C. Accounts Receivable

1. Lease Receivables

The Agency leases building space to a third party. As of September 30, 2024, The Agency's leases receivables were valued at $3,936 and the deferred inflow of resources associated with the leases that will be recognized as revenue over the term of the leases were $3,936. The lease term is from September 2022 through September 2025 with an option for renewal for a term of 3 years and annual payments of $4,000 which includes interest at a rate of 3%. Revenue recognized in fiscal year 2024 related to the lease was $3,928.

	Governmental Activities	
	Principal	Interest
Fiscal Year		
2025	$ 3,936	$ 61
	$ 3,936	$ 61

NOTE III. - DETAIL NOTES ON ALL FUNDS (Continued)

D. Interfund Transfers

During the course of operations, transactions occur between individual funds based on revenues received and then transferred to other funds pursuant to debt covenants or operational needs. For the year ended September 30, 2024, interfund transfers are as follows:

Governmental activities:	Transfer In	Transfer Out
Community Redevelopment Agency	$	3,697,715
Eastside Tax Increment Financing District		87,916
Westside Tax Increment Financing District		276,526
CRA Debt Service	4,062,157	
Total	$ 4,062,157	$ 4,062,157

Funds are transferred from the Community Redevelopment Agency fund to the CRA Debt Service fund to pay debt service on the Urban Core Redevelopment Revenue Bond, Series 2017, and the Urban Core Redevelopment Refunding and Improvement Revenue Bond, Series 2019. Funds from the Eastside Tax Increment Financing District fund are transferred to the CRA Debt Service fund to pay debt service on the Eastside Redevelopment Revenue Bond, Series 2017. Funds from the Westside Tax Increment Financing District fund are transferred to the CRA Debt Service fund to pay debt service on the Westside Redevelopment Revenue Bond, Series 2017.

E. Long-term Liabilities

1. Changes in Long-Term Liabilities

Following is a summary of changes in the long-term liabilities for the Agency's year ended September 30, 2024:

Governmental activities:	Beginning Balance	Increases	Decreases	Ending Balance	Due Within One Year
Due to other governments	$ 5,200,000	$	$ (1,300,000)	$ 3,900,000	$ 1,300,000
Notes payable	64,812,180		(2,007,612)	62,804,568	2,062,981
Governmental activity long-term liabilities	$ 70,012,180	$ -	$ (3,307,612)	$ 66,704,568	$ 3,362,981

NOTE III. - DETAIL NOTES ON ALL FUNDS (Continued)

Due to other governments includes an Interlocal agreement between the City of Pensacola and the Agency which committed the Agency to contribute Tax Increment Revenues derived from the Urban Core Community Redevelopment Area to the Main Street Wastewater Treatment Plant Replacement Project (the Project). The Agency committed $19.5 million towards the project, payable to Emerald Coast Utilities Authority (ECUA) in annual installments of $1.3 million. The annual $1.3 million payment is included in general government expenditures since the payment is not considered debt service. For accounting purposes, this is a voluntary non-exchange transaction. In December 2012, ECUA provided documentation which showed all eligibility criteria had been met as of September 30, 2012. Therefore, the long-term liability and expenditure were recorded in the Agency's government-wide financial statements. Since the long-term liability is not due and payable in the current period it is not recorded in the fund financial statements.

Notes payable include Interlocal agreements between the City of Pensacola and the Agency which committed the Agency to contribute Tax Increment Revenues derived from the Urban Core Community Redevelopment Area to pay debt service on the Urban Core Redevelopment Revenue Bond, Series 2017, and the Urban Core Redevelopment Refunding and Improvement Revenue Bond, Series 2019; Tax Increment Revenues derived from the Eastside Neighborhood Redevelopment Area to pay debt service on the Eastside Redevelopment Revenue Bond, Series 2017; and Tax Increment Revenues derived from the Westside Community Redevelopment Area to pay debt service on the Westside Redevelopment Revenue Bond, Series 2017. The Agency's outstanding notes payable do not contain any significant events of default with finance-related consequences, termination events with finance-related consequences, or subjective acceleration clauses.

2. Individual Notes Payable

Below are the Agency's obligations towards the City's individual long-term notes payable which were outstanding on September 30, 2024:

Governmental activities:

$1,307,000 Eastside Redevelopment Revenue Bond, Series 2017 was issued for the purpose of financing certain community redevelopment capital improvements in the Eastside Neighborhood Redevelopment Area included in the Eastside Neighborhood Plan and the costs of issuance on the borrowing. The bond has a fixed interest rate of 3.33% commencing April 1, 2018, to and including April 1, 2037, payable each April 1 and October 1 of each year. Principal payments commenced on April 1, 2018, payable April 1 of each year. Debt service payments are secured with Tax Increment Financing (TIF) revenues derived from the Eastside Redevelopment Area and in the event that these revenues are insufficient, the Local Business Tax. Final maturity of principal occurs on April 1, 2037.	931,000

NOTE III. - DETAIL NOTES ON ALL FUNDS (Continued)

$4,082,000 Westside Redevelopment Revenue Bond, Series 2017 was issued for the purpose of financing certain community redevelopment capital improvements in the Westside Neighborhood Redevelopment Area included in the Westside Neighborhood Plan and the costs of issuance on the borrowing. The bond has a fixed interest rate of 3.33% commencing April 1, 2018, to and including April 1, 2037, payable each April 1 and October 1 of each year. Principal payments commenced on April 1, 2018, payable April 1 of each year. Debt service payments are secured with Tax Increment Financing (TIF) revenues derived from the Westside Redevelopment Area and in the event that these revenues are insufficient, the Local Business Tax. Final maturity of principal occurs on April 1, 2037.	2,910,000
$8,000,000 Urban Core Redevelopment Revenue Bond, Series 2017 was issued for the purpose of financing certain community redevelopment capital improvements in the Urban Core Redevelopment Area included in the Urban Core Community Redevelopment Plan and the costs of issuance on the borrowing. The bond has a fixed interest rate of 3.60% commencing April 1, 2018, to and including April 1, 2040, payable each April 1 and October 1 of each year. Principal payments commenced on April 1, 2018, payable April 1 of each year. Debt service payments are secured with Tax Increment Financing (TIF) revenues derived from the Urban Core Redevelopment Area and in the event that these revenues are insufficient, a covenant to budget and appropriate non-ad valorem revenues of the City. Final maturity of principal occurs on April 1, 2040.	7,000,000
$58,140,000 Urban Core Redevelopment Refunding and Improvement Revenue Bond, Series 2019 was issued for the purpose of refunding the outstanding principal balance of the Redevelopment Revenue Bonds, Series 2009B, as well as financing certain community redevelopment capital improvements in the Urban Core Redevelopment Area included in the Urban Core Community Redevelopment Plan and the costs of issuance on the borrowing. The bond has a fixed interest rate of 3.40% commencing October 1, 2019, to and including December 31, 2043, payable each April 1 and October 1 of each year. Principal payments commenced on April 1, 2021, payable April 1 of each year. Debt service payments are secured with Tax Increment Financing (TIF) revenues derived from the Urban Core Redevelopment Area and in the event that these revenues are insufficient, a covenant to budget and appropriate non-ad valorem revenues of the City. Final maturity of principal occurs on December 31, 2043.	51,963,568
Total Governmental Activities	$ 62,804,568

NOTE III. - DETAIL NOTES ON ALL FUNDS (Continued)

3. Summary of Debt Service Requirements to Maturity

Annual debt service requirements to maturity for the Agency's long-term notes are as follows:

Governmental Long-Term Debt

Fiscal Year Ending September 30,	Principal	Interest	Total Principal and Interest
2025	$ 2,062,981	$ 2,044,467	$ 4,107,448
2026	2,120,901	1,976,447	4,097,348
2027	2,187,210	1,906,401	4,093,611
2028	2,665,969	1,834,105	4,500,074
2029	2,748,991	1,748,940	4,497,931
2030-2034	15,103,842	7,370,365	22,474,207
2035-2039	16,917,645	4,809,252	21,726,897
2040-2044	18,997,029	1,945,531	20,942,560
Total	62,804,568	23,635,508	86,440,076
Less: Current	2,062,981	-	2,062,981
Total government debt	$ 60,741,587	$ 23,635,508	$ 84,377,095

4. Revenues Pledged for Debt Repayment

The Agency has pledged future Tax Increment Revenues derived from the Urban Core Redevelopment Area to repay $8,000,000 in Bond issued in 2017 and a $58,140,000 Bond issued in 2019. Proceeds from the 2019 bond provided financing to refund $38,925,000 in outstanding 2009 bonds which financed the construction of a Community Maritime Park. Proceeds of the 2017 bond and remaining proceeds from the 2019 bond provided financing for certain community redevelopment capital improvements in the Urban Core Community Redevelopment Area included in the Urban Core Community Redevelopment Area Plan. The bonds are secured by Tax Increment Revenues derived from the Urban Core Redevelopment Area and in the event that these revenues are insufficient and the City has advanced (an "Advance") non-ad valorem revenues budgeted and appropriated for the payment thereof the Agency shall repay the amount of such Advance to the City plus interest and are payable through 2043. Principal and interest paid for the current year on the 2017 bond was $308,117 and the 2019 bonds was $3,440,406 and Tax Increment Revenues for the current year were $10,271,554.

NOTE III. - DETAIL NOTES ON ALL FUNDS (Continued)

The Agency has pledged future Tax Increment Revenues derived from the Eastside Redevelopment Area to repay a $1,307,000 Bond issued in 2017. Proceeds of the bond provided financing for certain community redevelopment capital improvements in the Eastside Neighborhood Redevelopment Area included in the Eastside Neighborhood Plan. The bond is secured by Tax Increment Revenues derived from the Eastside Redevelopment Area and in the event that these revenues are insufficient, the Local Business Tax and are payable through 2037. Principal and interest paid for the current year were $89,900 and Tax Increment Revenues for the current year were $468,163.

The Agency has pledged future Tax Increment Revenues derived from the Westside Redevelopment Area to repay a $4,082,000 Bond issued in 2017. Proceeds of the bond will provide financing for certain community redevelopment capital improvements in the Westside Neighborhood Redevelopment Area included in the Westside Neighborhood Plan. The bond is secured by Tax Increment Revenues derived from the Westside Redevelopment Area and in the event that these revenues are insufficient, the Local Business Tax, and are payable through 2037. Principal and interest paid for the current year were $279,797 and Tax Increment Revenues for the current year were $2,203,919.

F. Net Position Deficit

The Agency has a negative net position on the Government-wide Financial Statements of $51,069,969 as of September 30, 2024. This amount is the result of the various interlocal agreements whereby the Agency has pledged Tax Increment Revenues to repay long-term obligations which do not result in an asset for the Agency.

These obligations included notes payable of $62,804,568 and due to other governments of $3,900,000. Based on current projects, the Agency projects sufficient future Tax Increment Revenues to repay such obligations in full before the sunset of the Community Redevelopment Areas. Detailed information on these obligations can be found in Note III.E and Note IV.A of this report.

NOTE IV. – OTHER INFORMATION

A. Related Party Commitments

1. *Interlocal Agreement – Downtown Improvement Board.* On September 11, 2020, the Agency and the Pensacola Downtown Improvement Board (DIB) entered into an Interlocal Agreement whereby the Agency agreed to contribute to the DIB an annual amount equal to the funds paid into the Urban Core Redevelopment Trust Fund by the DIB during the most recent tax year.

NOTE IV. – OTHER INFORMATION (Continued)

The primary purpose of the contribution is for economic development, marketing, public realm enhancement and beautification, community policing innovations and to support multi-modal enhancements of Downtown Pensacola, provided such functions are reasonably consistent and compatible with the long-term goals and objectives outlined in the Urban Core Redevelopment Plan. The annual installments to the DIB are paid from Tax Increment Revenues derived from the Urban Core Redevelopment Area. Payments for the year ended September 30, 2024 totaled $574,072.

2. *Interlocal Agreement - Main Street Wastewater Treatment Plant.* On June 26, 2009, the City and the Agency entered into an Interlocal Agreement whereby the Agency agreed to pay the Emerald Coast Utilities Authority $19.5 million towards the relocation of the Main Street Wastewater Treatment Plant. The obligation was recorded in fiscal year 2012 upon project completion. Annual installments to the Authority of $1.3 million began in fiscal year 2013 and will extend through fiscal year 2027. The annual installments to the Authority will be paid from Tax Increment Revenues derived from the Urban Core Redevelopment Area and any shortfall paid by the City will be reimbursed by the Agency when funds are available. Payments for the year ended September 30, 2024 totaled $1,300,000.

3. *Interlocal Agreement – Westside Redevelopment Revenue Bond, Series 2017.* On August 15, 2017, the City and the Agency entered into an Interlocal Agreement whereby the Agency agreed that to the extent that Tax Increment Revenues derived from the Westside Community Redevelopment Area are insufficient to fully pay the principal of and interest on the 2017 Westside Bond, and the City has advanced Local Business Tax for the payment thereof in accordance with the terms of Resolution No. 17-38 (the "Westside Bond Resolution") adopted by the City on August 10, 2017 (an "Advance"), the Agency shall repay the amount of such Advance to the City plus interest. The obligation of the Agency to pay the City the amount of any Advance and interest thereon shall be junior and subordinate in all respects to the Agency 's obligation to make payments sufficient to pay the 2017 Westside Bond and any Additional Obligations issued in accordance with the Westside Bond Resolution.

4. *Interlocal Agreement – Eastside Redevelopment Revenue Bond, Series 2017.* On August 15, 2017, the City and the Agency entered into an Interlocal Agreement whereby the Agency agreed that to the extent that Tax Increment Revenues derived from the Eastside Neighborhood Redevelopment Area are insufficient to fully pay the principal of and interest on the 2017 Eastside Bond, and the City has advanced Local Business Tax for the payment thereof in accordance with the terms of Resolution No. 17-43 (the "Eastside Bond Resolution") adopted by the City on August 10, 2017 (an "Advance"), the Agency shall repay the amount of such Advance to the City plus interest. The obligation of the Agency to pay the City the amount of any Advance and interest thereon shall be junior and subordinate in all respects to the Agency's obligation to make payments sufficient to pay the 2017 Eastside Bond and any Additional Obligations issued in accordance with the Eastside Bond Resolution.

NOTE IV. – OTHER INFORMATION (Continued)

5. *Interlocal Agreement – Eastside Redevelopment Loan.* On September 30, 2016, as amended on August 10, 2017, the City and the Agency entered into an Interlocal Agreement which established the terms and conditions by which the City would provide a loan to the Agency in the principal amount of $500,000 to finance a portion of the cost associated with the design, construction and acquisition of the General Daniel "Chappie" James, Jr. Museum and Youth Flight Academy. The loan was made from the City's Insurance Retention Fund to the Agency's Eastside TIF District and has a thirty (30) year term with interest only being paid until the twenty (20) year Eastside Redevelopment Revenue Bond, Series 2017 has matured. Principal payments begin December 31, 2037 and end on December 31, 2045. Since the principal repayment on the loan does not start until December 31, 2037, the full interfund balance was reduced and a transfer between the Eastside TIF District Fund and the City was recorded. At the point of repayment, the full long-term liability will be recorded and the transfer reversed.

6. *Interlocal Agreement – Urban Core Redevelopment Revenue Bond, Series 2017.* On November 15, 2017, the City and the Agency entered into an Interlocal Agreement whereby the Agency agreed that to the extent that Tax Increment Revenues derived from the Urban Core Community Redevelopment Area are insufficient to fully pay the principal of and interest on the 2017 Urban Core Bond, and the City has advanced (an "Advance") non-ad valorem revenues budgeted and appropriated for the payment thereof in accordance with the terms of Resolution No. 33-09 adopted on October 8, 2009 (the "Original Bond Resolution" and as amended and supplemented, the "Bond Resolution"), and the 2017 Urban Core Bond Resolution, the Agency shall repay the amount of such Advance to the City plus interest. The obligation of the Agency to pay the City the amount of any Advance and interest thereon shall be junior and subordinate in all respects to the Agency's obligation to make payments sufficient to pay the 2017 Urban Core Bond, the 2019 Urban Core Bond and any Additional Obligations issued in accordance with the Bond Resolution.

7. *Interlocal Agreement – Urban Core Redevelopment Refunding and Improvement Revenue Bond, Series 2019.* On July 25, 2019, the City and the Agency entered into an Interlocal Agreement whereby the Agency agreed that to the extent that Tax Increment Revenues derived from the Urban Core Community Redevelopment Area are insufficient to fully pay the principal of and interest on the 2019 Urban Core Bond, and the City has advanced (an "Advance") non-ad valorem revenues budgeted and appropriated for the payment thereof in accordance with the terms of the Original Bond Resolution and Resolution No. 2019-31 adopted by the City on July 25, 2019, the Agency shall repay the amount of such Advance to the City plus interest. The obligation of the Agency to pay the City the amount of any Advance and interest thereon shall be junior and subordinate in all respects to the Agency's obligation to make payments sufficient to pay the 2017 Urban Core Bond, the 2019 Urban Core Bond and any Additional Obligations issued in accordance with the Bond Resolution.

NOTE IV. – OTHER INFORMATION (Continued)

8. *Interlocal Agreement – Administrative Services.* On September 22, 2017, as amended on August 13, 2019, the City and the Agency entered into an Interlocal Agreement whereby the City agreed to provide administrative services to the Agency through December 31, 2045. Administrative services include personnel, financial, legal, engineering, planning, purchasing, construction, insurance, title and construction services. All personnel assigned by the City are employees of the City and are not officers, employees, or agents of the Agency. As such, the Agency has no pension obligation, other post-employment obligations or other liabilities related to personnel. In consideration of the services, the Agency reimburses the City based on the actual cost of services. Payments for the year ended September 30, 2024 totaled $865,499.

9. *Interlocal Agreement – Urban Core Maintenance Services.* On September 22, 2017, the City and the Agency entered into an Interlocal Agreement whereby the City agreed to provide landscape, park and public space enhancements and accessibility improvement maintenance services on the Agency's behalf through December 31, 2043. These services include the cost to maintain any improvements to various public facilities within the Urban Core Community Redevelopment Area which, pursuant to the Urban Core Community Redevelopment Plan, the Agency has made. In consideration of the services, the Agency will reimburse the City based on the actual cost of services. Payments for the year ended September 30, 2024 totaled $464,312.

10. *Interlocal Agreement – Eastside Maintenance Services.* On November 15, 2017, the City and the Agency entered into an Interlocal Agreement whereby the City agreed to provide landscape, park, property management, leasing, accessibility improvement, public space enhancement, and facilities maintenance services on the Agency's behalf through December 31, 2045. These services include the cost to maintain any improvements to various public facilities within the Eastside Community Redevelopment Area which, pursuant to the Eastside Community Redevelopment Plan, the Agency has made. In consideration of the services, the Agency will reimburse the City based on the actual cost of services. Payments for the year ended September 30, 2024 totaled $24,337.

11. *Interlocal Agreement – Community Policing Innovations.* On September 20, 2023, the City and the Agency entered into an Interlocal Agreement whereby the City agreed to provide additional policing services within the Urban Core Community Redevelopment Area through September 30, 2024. These services aim to reduce crime by reducing opportunities for, and increasing perceived risk of engaging in, criminal activity through visible presence of police. In consideration of the services, the Agency will reimburse the City based on the actual cost of services. Payments for the year ended September 30, 2024 totaled $182,740.

NOTE IV. – OTHER INFORMATION (Continued)

12. *CRA Interlocal Agreement – Community Maritime Park Stadium Improvements.* On July 23, 2021, the City and the Agency entered into an Interlocal Agreement whereby the Agency agreed to contribute up to $2,000,000 to fund certain improvements at the Vince Whibbs Sr. Community Maritime Park Blue Wahoos Stadium. Such improvements include, but are not limited to, the conversion of the Blue Wahoos Stadium baseball field from natural grass to synthetic turf and any irrigation changes needed to accommodate the conversion, the conversion of the Blue Wahoos Stadium lights to LED, the removal of existing bullpens and construction of new bullpens, the construction of new batting cages, the purchase of additional training tables, dishwashers and surveillance equipment, internet and phone upgrades, replacement of HWC chairs, painting, repairs to seats, flooring, electrical outlets and elevators all in furtherance of maximizing the use and impact of the Vince Whibbs Sr. Community Maritime Park improvements paid for with tax increment revenues derived from the Urban Core Community Redevelopment Area. As of September 30, 2024, $1,713,600 has been paid towards improvements for the project, life-to-date.

B. Risk Management

The Agency is exposed to various risks of loss related to torts, theft of, damage to, and destruction of assets, errors and omissions, and natural disasters. As part of the Interlocal Agreement for administrative services, the City manages the Agency's insurance needs. The City is self-insured with respect to general, auto liability, and workers' compensation claims but does carry public official's liability insurance as well as property insurance. The coverage limits and deductibles are as follows:

Primary Coverage	Coverage	Deductible
Public officials	2,000,000	75,000
Property	100,000,000	100,000/5% named wind storm

C. Litigation

The Agency is contingently liable with respect to other lawsuits and other claims incidental to the ordinary course of its operations. Although the outcome of these lawsuits is not presently determinable, in the opinion of management, based on the advice of counsel, the resolution of these matters will not have a material adverse effect on the financial condition of the Agency.

NOTE IV. – OTHER INFORMATION (Continued)

D. Contractual, Construction, and Equipment Commitments

The Agency has outstanding commitments for contractual services and for the construction and acquisition of property, plant and equipment at year end. The commitments represent the difference between the contract prices of the various projects and the amounts paid on each contract. Outstanding commitments by fund on September 30, 2024 were:

Community Redevelopment Agency	$ 823,084
Total	$ 823,084

NOTE V. – SUBSEQUENT EVENTS

No other significant events occurred subsequent to the balance sheet date, as of the date of this report that would have a material impact on the financial statements.

REQUIRED SUPPLEMENTARY INFORMATION

SUPPLEMENTARY INFORMATION

CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY
(A Component Unit of the City of Pensacola, Florida)
SCHEDULES OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
BUDGET AND ACTUAL
COMMUNITY REDEVELOPMENT AGENCY FUND
FOR THE YEAR ENDED SEPTEMBER 30, 2024

	Original Budget	Final Budget	Actual	Variance with Final Budget - Positive/(Negative)
Revenues:				
Tax increment revenues	$ 10,271,700	$ 10,271,700	$ 10,271,554	$ (146)
Charges for services	16,000	16,000	19,645	3,645
Investment earnings			501,142	501,142
Other			100,000	100,000
Total revenues	10,287,700	10,287,700	10,892,341	604,641
Expenditures:				
Current -				
General government	5,472,000	12,165,336	5,502,323	6,663,013
Debt service -				
Principal retirement				
Interest				
Total expenditures	5,472,000	12,165,336	5,502,323	6,663,013
Excess (deficiency) of revenues over (under) expenditures	4,815,700	(1,877,636)	5,390,018	7,267,654
Other financing sources (uses):				
Transfers in				
Transfers (out)	(4,815,700)	(4,815,700)	(3,697,715)	1,117,985
Total other financing sources (uses)	(4,815,700)	(4,815,700)	(3,697,715)	1,117,985
Net change in fund balances	$ 0	$ (6,693,336)	1,692,303	$ 8,385,639
Fund balances at beginning of year			7,738,316	
Fund balances at end of year			$ 9,430,619	

CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY
(A Component Unit of the City of Pensacola, Florida)
SCHEDULES OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
BUDGET AND ACTUAL
EASTSIDE TAX INCREMENT FINANCING DISTRICT FUND
FOR THE YEAR ENDED SEPTEMBER 30, 2024

	Original Budget	Final Budget	Actual	Variance with Final Budget - Positive/(Negative)
Revenues:				
Tax increment revenues	$ 468,300	$ 468,300	$ 468,163	$ (137)
Charges for services				
Investment earnings			38,752	38,752
Other				
Total revenues	468,300	468,300	506,915	38,615
Expenditures:				
Current -				
General government	363,400	1,168,688	460,496	708,192
Debt service -				
Principal retirement				
Interest	15,000	15,000	15,000	-
Total expenditures	378,400	1,183,688	475,496	708,192
Excess (deficiency) of revenues over (under) expenditures	89,900	(715,388)	31,419	746,807
Other financing sources (uses):				
Transfers in				
Transfers (out)	(89,900)	(89,900)	(87,916)	1,984
Total other financing sources (uses)	(89,900)	(89,900)	(87,916)	1,984
Net change in fund balances	$ -	$ (805,288)	(56,497)	$ 748,791
Fund balances at beginning of year			829,724	
Fund balances at end of year			$ 773,227	

CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY
(A Component Unit of the City of Pensacola, Florida)
SCHEDULES OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
BUDGET AND ACTUAL
WESTSIDE TAX INCREMENT FINANCING DISTRICT FUND
FOR THE YEAR ENDED SEPTEMBER 30, 2024

	Original Budget	Final Budget	Actual	Variance with Final Budget - Positive/(Negative)
Revenues:				
Tax increment revenues	$ 2,204,000	$ 2,204,000	$ 2,203,919	$ (81)
Charges for services				
Investment earnings			137,867	137,867
Other				
Total revenues	2,204,000	2,204,000	2,341,786	137,786
Expenditures:				
Current -				
General government	1,924,200	4,162,980	1,817,147	2,345,833
Debt service -				
Principal retirement				
Interest				
Total expenditures	1,924,200	4,162,980	1,817,147	2,345,833
Excess (deficiency) of revenues over (under) expenditures	279,800	(1,958,980)	524,639	2,483,619
Other financing sources (uses):				
Transfers in				
Transfers (out)	(279,800)	(279,800)	(276,526)	3,274
Total other financing sources (uses)	(279,800)	(279,800)	(276,526)	3,274
Net change in fund balances	$ -	$ (2,238,780)	248,113	$ 2,486,893
Fund balances at beginning of year			2,310,649	
Fund balances at end of year			$ 2,558,762	

CITY OF PENSACOLA COMMUNITY REDEVELOPMENT AGENCY
(A Component Unit of the City of Pensacola, Florida)
SCHEDULES OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES
BUDGET AND ACTUAL
COMMUNITY REDEVELOPMENT AGENCY DEBT SERVICE FUND
FOR THE YEAR ENDED SEPTEMBER 30, 2024

	Original Budget	Final Budget	Actual	Variance with Final Budget - Positive/(Negative)
Revenues:				
Tax increment revenues	$	$	$	$
Charges for services				
Investment earnings			106,378	106,378
Other				
Total revenues	-	-	106,378	106,378
Expenditures:				
Current -				
General government				
Debt service -				
Principal retirement	3,074,700	3,074,700	2,007,612	1,067,088
Interest	2,110,700	2,110,700	2,110,608	92
Total expenditures	5,185,400	5,185,400	4,118,220	1,067,180
Excess (deficiency) of revenues over (under) expenditures	(5,185,400)	(5,185,400)	(4,011,842)	1,173,558
Other financing sources (uses):				
Transfers in	5,185,400	5,185,400	4,062,157	(1,123,243)
Transfers (out)				
Total other financing sources (uses)	5,185,400	5,185,400	4,062,157	(1,123,243)
Net change in fund balances	$ -	$ -	50,315	$ 50,315
Fund balances at beginning of year			4,118,220	
Fund balances at end of year			$ 4,168,535	

COMPLIANCE SECTION

Warren Averett
CPAs AND ADVISORS

350 W Cedar Street, Suite 400
Pensacola, FL 32502
850.435.7400
warrenaverett.com

INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

Board Members
Community Redevelopment Agency
City of Pensacola, Florida

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities and each major fund of the City of Pensacola Community Redevelopment Agency (the "Agency"), as of and for the year ended September 30, 2024, and the related notes to the financial statements, which collectively comprise the Agency's basic financial statements and have issued our report thereon dated March 7, 2025.

Internal Control over Financial Reporting
In planning and performing our audit of the financial statements, we considered the Agency's internal control over financial reporting (internal control) as a basis for designing the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Agency's internal control. Accordingly, we do not express an opinion on the effectiveness of the Agency's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that have not been identified.

Compliance and Other Matters
As part of obtaining reasonable assurance about whether the Agency's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements.

However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Warren Averett, LLC

Pensacola, Florida
March 7, 2025

Warren Averett
CPAs AND ADVISORS

350 W Cedar Street, Suite 400
Pensacola, FL 32502
850.435.7400
warrenaverett.com

INDEPENDENT ACCOUNTANTS' REPORT ON EXAMINATION OF COMPLIANCE REQUIREMENTS IN ACCORDANCE WITH CHAPTER 10.550, *RULES OF THE AUDITOR GENERAL*

Board Members
Community Redevelopment Agency
City of Pensacola, Florida

We have examined the City of Pensacola Community Redevelopment Agency (the "Agency") compliance with the following requirements for the year ended September 30, 2024:

(1) Florida Statute 218.415 in regards to investments
(2) Florida Statutes 163.387(6) and (7) in regards to community redevelopment agencies

Management is responsible for the Agency's compliance with those requirements. Our responsibility is to express an opinion on the Agency's compliance based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether the Agency complied, in all material respects, with the specified requirements referenced above. An examination involves performing procedures to obtain evidence about whether the Agency complied with the specified requirements. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risks of material noncompliance, whether due to fraud or error. We believe that our examination provides a reasonable basis for our opinion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements relating to the examination engagement.

Our examination does not provide a legal determination on the Agency's compliance with specified requirements.

In our opinion, the Agency has complied, in all material respects, with the aforementioned requirements for the year ended September 30, 2024.

This report is intended solely for the information and use of the Agency and the Auditor General, State of Florida, and is not intended to be and should not be used by anyone other than these specified parties.

Warren Averett, LLC

Pensacola, Florida
March 7, 2025

Warren Averett
CPAs AND ADVISORS

350 W Cedar Street, Suite 400
Pensacola, FL 32502
850.435.7400
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MANAGEMENT LETTER

Board Members
Community Redevelopment Agency
City of Pensacola, Florida

Report on the Financial Statements
We have audited the financial statements of the City of Pensacola Community Redevelopment Agency (the "Agency"), as of and for the year ended September 30, 2024, and have issued our report thereon dated March 7, 2025.

Auditors' Responsibility
We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and Chapter 10.550 *Rules of the Florida Auditor General*.

Other Reports Requirements
We have issued our Independent Auditors' Report on Internal Control Over Financial Reporting and Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*; and Independent Accountants' Report on Examination of Compliance Requirements in Accordance with Chapter 10.550*, Rules of the Auditor General.* Disclosures in those reports, which are dated March 7, 2025, should be considered in conjunction with this management letter.

Prior Audit Findings
Section 10.554(1)(i)1., *Rules of the Auditor General*, requires that we determine whether or not corrective actions have been taken to address findings and recommendations made in the preceding annual financial audit report. No findings were reported in the City of Pensacola's audit in the prior year.

Financial Condition and Management
Sections 10.554(1)(i)5.a. and 10.556(7), *Rules of the Auditor General*, require that we apply appropriate procedures and report the results of our determination as to whether or not the Agency has met one or more of the conditions described in Section 218.503(1), Florida Statutes, and identification of the specific condition(s) met. In connection with our audit, we determined that the Agency did not meet any of the conditions described in Section 218.503(1), Florida Statutes.

Pursuant to Sections 10.554(1)(i)5.b. and 10.556(8), *Rules of the Auditor General*, we applied financial condition assessment procedures. It is management's responsibility to monitor the Agency's financial condition, and our financial condition assessment was based in part on representations made by management and the review of financial information provided by same.

Section 10.554(1)(i)2., *Rules of the Auditor General*, requires that we communicate any recommendations to improve financial management. In connection with our audit, we did not have any such recommendations.

Specific Information
As required by Section 218.39(3)(c), Florida Statutes, and Section 10.554(1)(i)6, *Rules of the Auditor General*, the CRA reported:

a. The total number of CRA employees compensated in the last pay period of the CRA's fiscal year was 0.
b. The total number of independent contractors to whom nonemployee compensation was paid in the last month of the CRA's fiscal year was 0.
c. All compensation earned by or awarded to employees, whether paid or accrued regardless of contingency was $0.
d. All compensation earned by or awarded to nonemployee independent contractors, whether paid or accrued, regardless of contingency was $0.
e. Each construction project with a total cost of at least $65,000 approved by the CRA that is scheduled to begin on or after October 1 of the fiscal year being reported, together with the total expenditures for such project as: The CRA has budgeted $797,000 for the Spring Street Streetscape Project in fiscal year 2025.
f. A budget variance based on the budget adopted under Section 189.016(4), Florida Statutes, before the beginning of the fiscal year being reported if the CRA amends a final adopted budget under Section 189.016(6), Florida Statutes, as included in the Schedule of Revenues, Expenditures, and Changes in Fund Balance- Budget to Actual as listed in the table of contents.

The specific information reported in the previous paragraph has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

Additional Matters
Section 10.554 (1)(i)3., *Rules of the Auditor General*, requires us to communicate noncompliance with provisions of contracts or grant agreements, or abuse, that have occurred, or are likely to have occurred, that have an effect on the financial statements that is less than material but which warrants the attention of those charged with governance. In connection with our audit, we did not have any such findings.

Purpose of this Letter
Our management letter is intended solely for the information and use of the Legislative Auditing Committee, members of the Florida Senate and Florida House of Representatives, the Florida Auditor General, Federal and other granting agencies, and applicable management and is not intended to be and should not be used by anyone other than these specified parties.

Warren Averett, LLC

Pensacola, Florida
March 7, 2025

File #: 25-229 Community Redevelopment Agency 4/7/2025

ACTION ITEM

SPONSOR: Teniadé Broughton - Chairperson

SUBJECT:

APPROVAL OF DESIGN PLANS AND AUTHORIZATION TO BID - LEGION FIELD TO GLOBAL LEARNING ACADEMY MULTIMODAL IMPROVEMENTS PROJECT

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) approve the 90% design plans for the Legion Field to Global Learning Academy Multi Modal Improvements project and authorize staff to proceed to bid solicitation.

SUMMARY:

In January 2019, the CRA and City Council adopted resolutions supporting the submission of the Florida Department of Transportation's (FDOT) Transportation Alternatives Program (TAP) grant application to support the Multi-Modal Connectivity to Legion Field Park and Global Learning Academy project located within the City of Pensacola's Westside Community Redevelopment Area. The City/CRA were successful in their application and was awarded TAP funding in 2022. A Request for Qualifications (RFQ) was issued in April 2023 for professional engineering services for the design of the project. The contract was awarded to CPH, LLC. on August 17, 2023.

Segment 1 consists of a sidewalk on L Street from Gregory to Cervantes. Segment 2 consists of a buffered sidewalk on Gregory Street from Pace Blvd to I Street. The final segment of a sidewalk on Wright Street from P Street to Pace Blvd. All design work is subject to review and approval by the Florida Department of Transportation. Pedestrian level lighting is anticipated to be installed in concert with the project or through a phased approach post construction, budget dependent.

The 90% design plans are attached and will be presented by the design consultant during the meeting.

The project is included in the Westside Redevelopment Board's (WRB) recommended project list and 5-year implementation plan. The WRB received a briefing on the 90% plans at their March 25, 2025, meeting. Draft board meeting minutes are attached. Bidding is anticipated Summer 2025.

PRIOR ACTION:

January 14, 2019 - The CRA adopted Resolution No. 2019-01 CRA supporting applications for transportation alternatives program funding for multi-modal facilities.

January 17, 2019 - City Council adopted Resolution No. 2019-02 supporting applications for transportation alternatives program funding for multi-modal facilities.

December 12, 2019 - City Council adopted Resolution No. 2019-71 supporting applications for transportation alternatives program funding for multi-modal facilities.

September 29, 2022 - City Council adopted Resolution No 2022-092 - Local Agency Program (LAP) agreement with the Florida Department of Transportation - Funding for design of Legion Field to Global Learning Academy Multimodal Improvements.

September 29, 2022 - City Council adopted Supplemental Budget Resolution No. 2022-091 - FDOT Funding for Engineering Design of Legion Field to Global Learning Academy Multi Modal Improvements.

August 17, 2023 - City Council awarded a contract under RFQ No. 23-023 to CPH, LLC to design Legion Field to Global Learning Academy multimodal improvements.

FUNDING:

Budget:	$1,514,404	TAP Grant (Construction)
	$ 766,900	2017 Westside Revenue Bonds - Legion Field
Actual:	$2,281,304	TOTAL

FINANCIAL IMPACT:

Construction funding is programmed in FDOT's five-year work program in FY 2026. Westside TIF funding is available in the FY2025 budget.

LEGAL REVIEW ONLY BY CITY ATTORNEY: No

STAFF CONTACT:

Tim Kinsella, City Administrator
Erica Grancagnolo, Economic Development Director
Amy Tootle, Public Works Director
Brad Hinote, City Engineer
Victoria D'Angelo, CRA Division Manager

ATTACHMENTS:

1. 90% Design Plans - Legion Field / GLA Multimodal Improv
2. Legion Field Sidewalks Limits
3. Pedestrian Lighting Options
4. Draft WRB Meeting Minutes 03/25/25

PRESENTATION: Yes

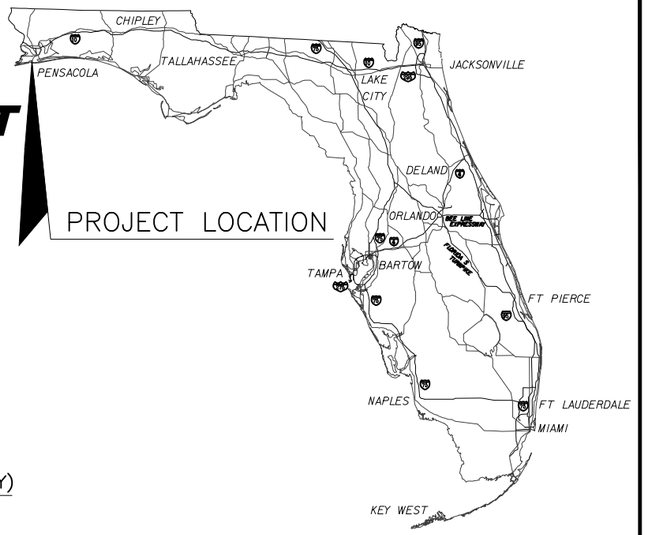
COMPONENTS OF CONTRACT PLAN SET

SIDEWALK IMPROVEMENT PLANS

SIDEWALK IMPROVEMENT PLANS
FOR
LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, FL.
CPH PROJECT No. P22801
FM #449917-1-58-01
FEDERAL FUNDS

INDEX OF SIDEWALK IMPROVEMENT PLANS

SHEET NO.	DESCRIPTION
1	KEY SHEET
2	SIGNATURE SHEET
3	SUMMARY OF PAY ITEMS
4	TYPICAL SECTIONS
5	PROJECT LAYOUT
6 to 7	GENERAL NOTES
8 to 9	STORMWATER POLLUTION PREVENTION NOTES
10 to 17	PLAN AND PROFILES - W. GREGORY ST.
18 to 25	PLAN AND PROFILES - N. L ST.
26 to 27	PLAN AND PROFILES - W. WRIGHT ST.
28	GENERAL DETAIL SHEET
29	GRAVITY WALL DETAIL SHEET
30 to 38	CROSS SECTIONS
S-1	SIGNING & PAVEMENT MARKING PLAN NOTES
S-2 to S10	SIGNING & PAVEMENT MARKING PLANS
TCP-1	TEMPORARY TRAFFIC CONTROL PLAN NOTES



BEGIN CONST. – N. L ST.
STA. 30+15.80 – ℄ SURVEY. (L)

BEGIN CONST. – W. WRIGHT ST.
STA. 30+06.11 – ℄ SURVEY. (WRIGHT)

END PROJECT
END CONST. – N. L ST.
STA. 52+35.20 – ℄ SURVEY. (L)

W. GREGORY ST.
STA. 40+20.67 – ℄ SURVEY (GREGORY)

N. L ST.
STA. 30+00.39 – ℄ SURVEY (L)

TO MOBILE



TO DOWNTOWN PENSACOLA

END CONST. – W. WRIGHT ST.
STA. 33+65.52 – ℄ SURVEY. (WRIGHT)

BEGIN PROJECT
BEGIN CONST. – W. GREGORY ST.
STA. 30+08.32 – ℄ SURVEY. (GREGORY)

TO HARBOUR POINTE

END CONST. – W. GREGORY ST.
STA. 50+64.10 – ℄ SURVEY. (GREGORY)

LOCATION MAP
N.T.S.

LIST OF REVISED DRAWINGS

REV	DATE	COMP. SET	SHEETS

GOVERNING DESIGN STANDARDS:

FLORIDA DEPARTMENT OF TRANSPORTATION, FY2025–26 STANDARD PLANS FOR ROAD AND BRIDGE CONSTRUCTION AND APPLICABLE INTERIM REVISIONS (IRS).

STANDARD PLANS FOR ROAD CONSTRUCTION AND ASSOCIATED IRS ARE AVAILABLE AT THE FOLLOWING WEBSITE:

http://www.fdot.gov/design/standardplans

APPLICABLE IRS: NONE

GOVERNING STANDARD SPECIFICATIONS:

FLORIDA DEPARTMENT OF TRANSPORTATION, JULY 2025–26 STANDARD SPECIFICATIONS FOR ROAD AND BRIDGE CONSTRUCTION AT THE FOLLOWING WEBSITE:

http://www.fdot.gov/programmanagement/Implemented/SpecBooks

ATTENTION IS DIRECTED TO THE FACT THAT THESE PLANS MAY HAVE BEEN REDUCED IN SIZE BY REPRODUCTION. THIS MUST BE CONSIDERED WHEN OBTAINING SCALED DATA.

ALL CONSTRUCTION ACTIVITIES SHALL COMPLY WITH LATEST AMERICANS WITH DISABILITIES ACT (A.D.A.) STANDARDS FOR ACCESSIBLE DESIGN.

LENGTH OF PROJECT		
	LINEAR FEET	MILES
PROJECT LENGTH	4634.59	0.8777
NET LENGTH OF PROJECT	4634.59	0.8777
GROSS LENGTH OF PROJECT	4634.59	0.8777

REVISIONS		
No.	DATE	DESCRIPTION

SHOP DRAWINGS (FOR THIS COMPONENT SET) TO BE SUBMITTED TO:

CPH, INC.
500 W. FULTON STREET
SANFORD, FLORIDA 32771
PHONE 407 322-6841
FAX 407 330-0639

PLANS PREPARED BY:

cph
www.cphcorp.com
Building Better Communities Together
500 West Fulton Street
Sanford, FL 32771
Ph: 407.322.6841

© 2025

PLANS PREPARED FOR:

PENSACOLA
FLORIDA'S FIRST & FUTURE
CITY OF PENSACOLA
222 WEST MAIN STREET
PENSACOLA, FL 32502
PHONE: 850.435.1817

ROADWAY PLANS ENGINEER OF RECORD:

ALEJANDRO MEJIA, P.E.
FL P.E. No. 99836

48 HOURS BEFORE YOU DIG CALL SUNSHINE ONE 1-800-432-4770 www.callsunshine.com

90% Plan Submittal
February 7, 2025

SHEET NO.
1

ALEJANDRO MEJIA, P.E., STATE OF FLORIDA,
PROFESSIONAL ENGINEER, LICENSE No. 99836
THIS ITEM HAS BEEN DIGITALLY SIGNED AND SEALED BY
ALEJANDRO MEJIA, P.E. ON THE DATE INDICATED HERE.

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SANFORD, FL 32771

THE ABOVE NAMED PROFESSIONAL ENGINEER IS RESPONSIBLE FOR THE FOLLOWING SHEETS IN ACCORDANCE WITH RULE 61G15-23.004, F.A.C.

SHEET NO.	DESCRIPTION
1	KEY SHEET
2	SIGNATURE SHEET
3	SUMMARY OF PAY ITEMS
4	TYPICAL SECTIONS
5	PROJECT LAYOUT
6 to 7	GENERAL NOTES
8 to 9	STORMWATER POLLUTION PREVENTION NOTES
10 to 17	PLAN AND PROFILES - W. GREGORY ST.
18 to 25	PLAN AND PROFILES - N. L ST.
26 to 27	PLAN AND PROFILES - W. WRIGHT ST.
28	GENERAL DETAIL SHEET
29	GRAVITY WALL DETAIL SHEET
30 to 38	CROSS SECTIONS
S-1	SIGNING & PAVEMENT MARKING PLAN NOTES
S-2 to S-10	SIGNING & PAVEMENT MARKING PLANS
TCP-1	TEMPORARY TRAFFIC CONTROL PLAN NOTES

No.	Date	Revision	By
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A Full Service A & E Firm

ALEJANDRO MEJIA, P.E.
FL P.E. No. 99836

Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Signature Sheet

Sheet No. **2**

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SUMMARY OF PAY ITEMS

LEGION FIELD, MULTIMODAL IMPROVEMENTS

P.I. LINE NO.	FDOT PAY ITEM NO.	PAY ITEM DESCRIPTION	UNIT	QUANTITY	
				PLAN	FINAL
1	101 1	MOBILIZATION	LS	1	
2	102 1	MAINTENANCE OF TRAFFIC	LS	1	
3	104 10 3	SEDIMENT BARRIER	LF	1,600	
4	110 1 1	CLEARING & GRUBBING	AC	1.202	
5	110 4 10	REMOVAL OF EXISTING CONCRETE	SY	1,830	
6	110 23	TREE REMOVAL	EA	18	
7	120 1	REGULAR EXCAVATION	CY	1,363	
8	120 6	EMBANKMENT	CY	15	
9	160 4	TYPE B STABILIZATION	SY	628	
10	400 0 11	CONCRETE CLASS NS, GRAVITY WALL INDEX 400-011	CY	72.1	
11	425 6	VALVE BOXES, ADJUST	EA	14	
12	425 6 1	METER BOXES, ADJUST	EA	11	
13	515 1 2	PIPE HANDRAIL - GUIDERAIL, ALUMINUM	LF	129	
14	520 1 10	CONCRETE CURB & GUTTER, TYPE F, DROP	LF	320	
15	520 1 12	CONCRETE CURB & GUTTER, TYPE B, PER CITY DETAIL	LF	1,153	
16	520 2 4	CONCRETE CURB, TYPE D	LF	1,639	
17	522 1	CONCRETE, SIDEWALK, 4" THICK	SY	4,298	
18	522 2	CONCRETE, DRIVEWAYS/RAMPS, 6" THICK	SY	1,605	
19	527 2	DETECTABLE WARNINGS	SF	723	
20	550 10 228	FENCING, TYPE B, 5.1-6.0, RESET EXISTING	LF	953	
21	570 1 2	PERFORMANCE TURF, SOD	SY	833	
22	700 1 500	SINGLE POST SIGN, RELOCATE	AS	27	
23	710 90	PAINTED PAVEMENT MARKINGS	LS	1	
24	711 11 123	THERMOPLASTIC, STANDARD, WHITE, SOLID, 12" FOR CROSSWALKS	LF	1,330	
25	711 11 125	THERMOPLASTIC, STANDARD, WHITE, SOLID, 24" FOR STOP LINE AND CROSSWALK	LF	645	
26	751 38 50	BENCH, RELOCATE	EA	1	
27	1080 21 400	UTILITY FIXTURE, VALVE/METER BOX, RELOCATE	EA	5	
28	1644 800	FIRE HYDRANT, RELOCATE	EA	3	
29		MAILBOX, RELOCATE	EA	10	

PAY ITEM NOTES

710-90: FOR ALL TEMPORARY PAVEMENT PAINTED MARKINGS USED DURING CURING PERIOD PRIOR TO APPLICATION OF THERMOPLASTIC MARKINGS

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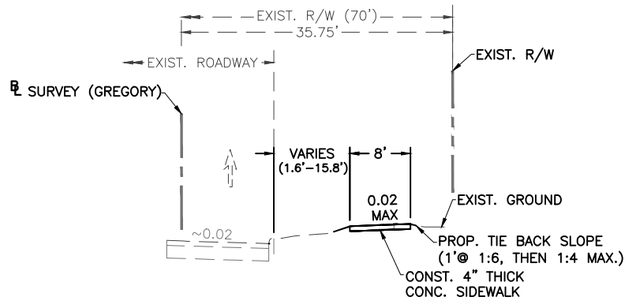
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LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

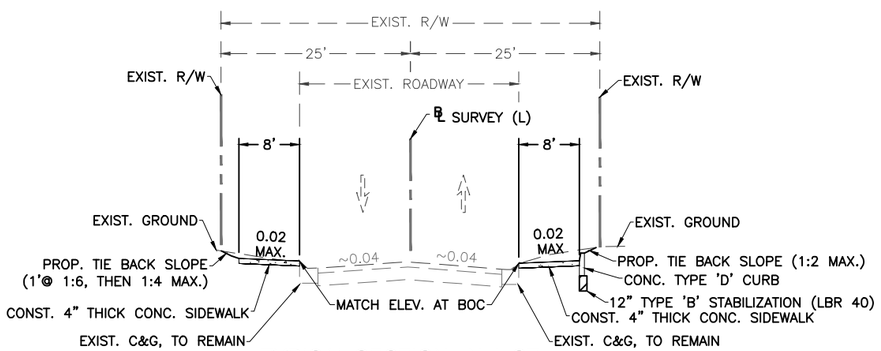
Summary of Pay Items

Sheet No. 3

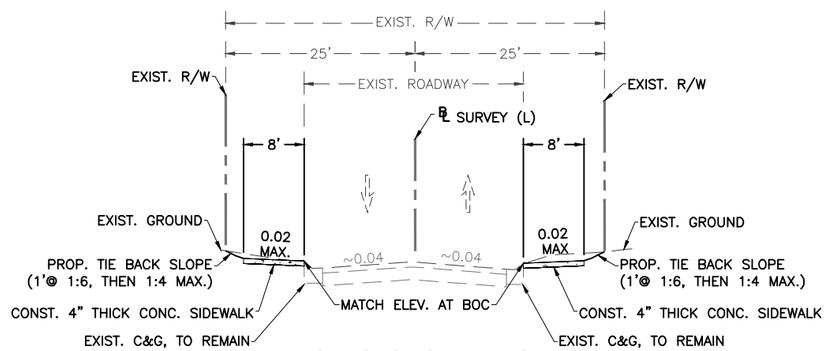
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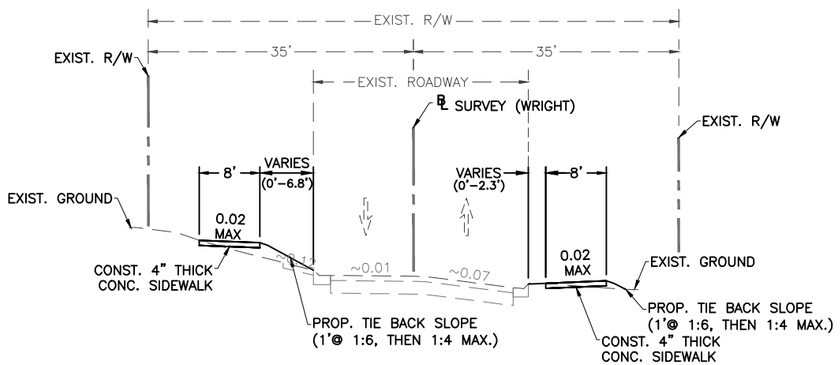
TYPICAL SECTION - W. GREGORY ST.
Sta. 30+08.32 to 50+64.10



TYPICAL SECTION - N. L ST.
Sta. 30+15.80 to 42+00.00



TYPICAL SECTION - N. L ST.
Sta. 42+00.00 to 52+35.20



TYPICAL SECTION - W. WRIGHT ST.
Sta. 30+06.11 to 33+65.52

NOTE:

THESE TYPICAL SECTIONS PROVIDE BASIC GEOMETRY FOR RANGES OF THE PROPOSED WORK. CROSS SLOPES SHOWN ARE RELATIVE TO THE DEPICTED LINE WORK ON THIS SHEET AND WILL VARY BY STATION. CONTRACTOR IS TO CONST. PROP. IMPROVEMENTS IN ACCORDANCE WITH/TO ALL PROVIDED PLANS & PROFILES, CROSS SECTIONS, DETAIL SHEETS, ETC.

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LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Typical Sections

Sheet No. **4**

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LINE TABLE: ℄ SURVEY (GREGORY)						
LINE No.	LENGTH	BEARING	START STA.	START PI NORTHING – EASTING	END STA.	END PI NORTHING – EASTING
L100	2117.814	S85° 40' 51.39"E	30+00.00	524786.5666 – 1104410.1163	51+17.81	524627.0731 – 1106521.9161

LINE TABLE: ℄ SURVEY (L)						
LINE No.	LENGTH	BEARING	START STA.	START PI NORTHING – EASTING	END STA.	END PI NORTHING – EASTING
L200	2300.000	N4° 18' 21.44"E	30+00.00	524709.3089 – 1105427.8602	53+00.00	527002.8168 – 1105600.5497

LINE TABLE: ℄ SURVEY (WRIGHT)						
LINE No.	LENGTH	BEARING	START STA.	START PI NORTHING – EASTING	END STA.	END PI NORTHING – EASTING
L300	395.958	S84° 50' 14.64"E	30+00.00	525274.9411 – 1104006.7999	33+95.96	525239.3118 – 1104401.1518

END PROJECT
END CONST. – N. L ST.
STA. 52+35.20 – ℄ SURVEY. (L)

BEGIN CONST. – N. L ST.
STA. 30+15.80 – ℄ SURVEY. (L)

BEGIN CONST. – W. WRIGHT ST.
STA. 30+06.11 – ℄ SURVEY. (WRIGHT)

END CONST. – W. WRIGHT ST.
STA. 33+65.52 – ℄ SURVEY. (WRIGHT)

BEGIN PROJECT
BEGIN CONST. – W. GREGORY ST.
STA. 30+08.32 – ℄ SURVEY. (GREGORY)

END CONST. – W. GREGORY ST.
STA. 50+64.10 – ℄ SURVEY. (GREGORY)

W. GREGORY ST.
STA. 40+20.67 – ℄ SURVEY (GREGORY) =
N. L ST.
STA. 30+00.39 – ℄ SURVEY (L)

BENCHMARK A1
BENCHMARK A3
BENCHMARK A4
BENCHMARK A5
BENCHMARK A6
BENCHMARK A7
BENCHMARK A8
BENCHMARK A9
BENCHMARK A10
BENCHMARK A11
BENCHMARK A12

℄ SURVEY (L)
℄ SURVEY (WRIGHT)
℄ SURVEY (GREGORY)

B–L200
C–L300
A–L100

N4°18'21"E
S84°50'15"E
S85°40'51"E

W. DESOTO ST.
W. STRONG ST.
W. CERVANTES ST.
W. GADSDEN ST.
W. JACKSON ST.
W. LA RUA ST.
W. BELMONT ST.
W. WRIGHT ST.
W. GREGORY ST.
W. CHASE ST.
W. GARDEN ST.
W. ROMANA ST.
W. NAVY BLVD.
S. PACE BLVD.
N. M ST.
N. K ST.
N. J ST.
N. G ST.
N. F ST.
N. E ST.
N. N ST.
N. L ST.
N. I ST.

GRAPHIC SCALE
250 0 125 250 500
(IN FEET)

N

SITE BENCH MARKS

A1
SET MAG NL&D DRMP CONTROL
N:525251.27
E:1104016.28
ELEV:32.23
STA: 30+11.58 (BL SURVEY (WRIGHT))
OFFSET: 22.73' RT

A3
SET MAG NL&D DRMP CONTROL
N:524764.27
E:1104445.23
ELEV:20.89
STA: 30+36.70 (BL SURVEY (GREGORY))
OFFSET: 19.59' RT

A4
SET MAG NL&D DRMP CONTROL
N:524756.48
E:1105058.79
ELEV:25.87
STA: 36+49.09 (BL SURVEY (GREGORY))
OFFSET: 18.85' LT

A5
SET MAG NL&D DRMP CONTROL
N:524692.19
E:1105409.88
ELEV:27.02
STA: 40+04.04 (BL SURVEY (GREGORY))
OFFSET: 18.82' RT

A6
SET MAG NL&D DRMP CONTROL
N:524690.02
E:1105938.72
ELEV:25.68
STA: 45+31.54 (BL SURVEY (GREGORY))
OFFSET: 18.85' LT

A7
SET MAG NL&D DRMP CONTROL
N:524607.42
E:1106505.34
ELEV:27.70
STA: 51+02.76 (BL SURVEY (GREGORY))
OFFSET: 20.85' RT

A8
SET MAG NL&D DRMP CONTROL
N:525623.46
E:1105514.36
ELEV:53.22
39+18.07 (BL SURVEY (L))
OFFSET: 17.62' RT

A9
SET MAG NL&D DRMP CONTROL
N:526220.81
E:1105525.41
ELEV:67.79
45+14.56 (BL SURVEY (L))
OFFSET: 16.22' RT

A10
SET MAG NL&D DRMP CONTROL
N:526730.58
E:1105592.45
ELEV:52.12
50+27.93 (BL SURVEY (L))
OFFSET: 12.36' RT

A11
SET MAG NL&D DRMP CONTROL
N:527024.10
E:1105583.76
ELEV:48.47
STA: 40+01.80
OFFSET: 2319.56' LT (BL SURVEY (GREGORY))

A12
5/8" IRC SET DRMP CONTROL
N:525195.92
E:1105490.60
ELEV:42.77
STA: 34+89.95 (BL SURVEY (L))
OFFSET: 26.03' RT

NOTES:

1. LINE DESIGNATIONS ARE AS FOLLOWS:
   - LINE A–L100 = ℄ SURVEY (GREGORY)
   - LINE B–L200 = ℄ SURVEY (L)
   - LINE C–L300 = ℄ SURVEY (WRIGHT)
2. BENCHMARK DATUM IS N.A.V.D. 1988 (NAVD 88).

No.	Date	Revision	By
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LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Project Layout

Sheet No. 5

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DEFINITION OF ENTITIES:

1. FOR THE PURPOSE OF THESE PLANS, THE FOLLOWING ENTITIES SHALL BE DEFINED AS:
   - MAINTAINING AGENCY – THE CITY OF PENSACOLA OR ANY OF THE CITY'S ASSIGNEES OR AUTHORIZED REPRESENTATIVES. E.G. CITY DEPARTMENTS, INSPECTORS, ENGINEERS OR OTHER INDIVIDUALS AS THE CITY MAY DESIGNATE AS REPRESENTING THE CITY'S INTERESTS.
   - ENGINEER OF RECORD –ALEJANDRO MEJIA, P.E.
   - WATER MANAGEMENT DISTRICT – NORTHWEST WATER MANAGEMENT DISTRICT
   - CONTRACTOR – THE INDIVIDUAL, FIRM, JOINT VENTURE, OR COMPANY PERFORMING THE WORK.

GOVERNING DOCUMENTS:

1. THE CONTRACTOR SHALL REVIEW ALL PERMITS, PERMIT EXEMPTIONS, AND REPORT LOGS LOCATED IN THE CONTRACT DOCUMENTS PRIOR TO BIDDING ON THE PROJECT AND BECOME FAMILIAR WITH ALL OF THE CONDITIONS OF THESE DOCUMENTS. THE CONTRACTOR SHALL INSURE THAT THE CONSTRUCTION ACTIVITIES ARE IN COMPLIANCE WITH THESE PERMITS.

2. ALL REFERENCED GOVERNING DOCUMENTS SHALL BE UNDERSTOOD TO REFER TO THE LATEST EDITION AND/OR REVISION UNLESS OTHERWISE NOTED IN THE CONTRACT DOCUMENTS OR AS IDENTIFIED ON THE COVER SHEET OF THIS PLAN SET. THE "CURRENT" EDITION OR REVISION OF THE REFERENCED GOVERNING DOCUMENTS ON THE DATE OF BID SOLICITATION/ADVERTISEMENT SHALL BE THE DEFAULT/EARLIEST REFERENCED GOVERNING DOCUMENT UNLESS OTHERWISE NOTED.

3. ALL CONSTRUCTION SHALL BE IN ACCORDANCE WITH THE SPECIFICATIONS AS DEFINED WITHIN THE CONTRACT DOCUMENTS. CONSTRUCTION WORK SHALL CONFORM TO THE CONSTRUCTION SPECIFICATIONS OF THE MAINTAINING AGENCY (IF ANY), THE FDOT STANDARD SPECIFICATIONS FOR ROAD, BRIDGE AND UTILITY CONSTRUCTION, AND THE FDOT STANDARD PLANS (EDITIONS AND REVISIONS CURRENT AT THE TIME OF PROJECT ADVERTISEMENT FOR BID) AT A MINIMUM.

4. THE OWNER SHALL FURNISH THE FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION (FDEP), U.S ARMY CORP OF ENGINEERS (U.S.A.C.O.E.) AND THE WATER MANAGEMENT DISTRICT PERMITS (IF APPLICABLE). THE CONTRACTOR SHALL OBTAIN A RIGHT OF WAY UTILIZATION PERMIT AND A DEWATERING PERMIT, IF REQUIRED. THE CONTRACTOR SHALL BECOME FAMILIAR WITH AND ABIDE BY ALL PERMIT CONDITIONS, INSPECTION SCHEDULES, AND OTHER RELEVANT REGULATORY AGENCY RULES AND SPECIAL CONDITIONS.

5. THE EROSION CONTROL MEASURES PER "STATE OF FLORIDA EROSION AND SEDIMENT CONTROL MANUAL" AND FDOT STANDARD SPECIFICATION SECTION 104 ARE THE MINIMUM REQUIRED. ADDITIONAL EROSION CONTROL MEASURES MAY BE REQUIRED DUE TO FIELD CONDITIONS AS DETERMINED BY THE MAINTAINING AGENCY OR OTHER GOVERNING REGULATORY AGENCIES.

6. TRAFFIC & PEDESTRIAN CONTROL SHALL BE MAINTAINED IN ACCORDANCE WITH FDOT STANDARD PLANS INDEX SERIES 102 AT A MINIMUM.

7. FOR STABILIZING AT INTERSECTIONS, TURNOUTS AND GRADED CONNECTIONS, SEE F.D.O.T. STANDARD PLAN NO. 330–001.

NOTIFICATION REQUIREMENTS:

1. THE CONTRACTOR SHALL NOTIFY THE MAINTAINING AGENCY A MINIMUM OF ONE (1) WEEK PRIOR TO COMMENCING ANY CONSTRUCTION RELATED ACTIVITY.

2. CONSTRUCTION ACTIVITIES SPECIFICALLY REQUIRING INSPECTIONS/TESTING BY THE MAINTAINING AGENCY, ENGINEER OF RECORD, OR ANY OTHER REGULATORY AGENCY SHALL BE CLEARLY IDENTIFIED DURING THE PRECEDING CONSTRUCTION PROGRESS MEETING NO LESS THAN 72 HOURS PRIOR TO THE ASSOCIATED CONSTRUCTION ACTIVITY. FOR ON–GOING/PERIODIC CONSTRUCTION ACTIVITY WHICH SPECIFICALLY REQUIRES INSPECTION AND/OR TESTING (AS IDENTIFIED BY THE MAINTAINING AGENCY DURING THE PRE–CONSTRUCTION MEETING OR THEREAFTER, IN THE REGULAR/DUE COURSE OF THE PROJECT), THE CONTRACTOR SHALL PROVIDE A MINIMUM 48 HOUR NOTICE TO THE MAINTAINING AGENCY AND/OR RESPONSIBLE ENTITY. ANY WORK SPECIFICALLY IDENTIFIED AS REQUIRING INSPECTION BY THE MAINTAINING AGENCY, REGULATORY/GOVERNING AGENCY, OR THE ENGINEER OF RECORD MAY BE REQUIRED TO BE REMOVED AND REPLACED AT NO COST TO THE OWNER/PROJECT. CONTRACTORS FAILURE TO ADHERE TO MINIMUM NOTIFICATION PERIODS SHALL NOT BE CONSIDERED AS CAUSE FOR DELAY.

3. ANY APPARENT PLAN DISCREPANCIES SHALL BE BROUGHT (IN WRITING) TO THE ATTENTION OF THE MAINTAINING AGENCY AND ENGINEER OF RECORD IMMEDIATELY UPON IDENTIFICATION SUCH THAT CORRECTIVE ACTION OR CLARIFICATION OF INTENT MAY BE PROVIDED PRIOR TO THE COMMENCEMENT/CONTINUATION OF CONSTRUCTION FOR ANY POTENTIALLY AFFECTED IMPROVEMENT.

4. ANY PROPOSED CONSTRUCTED FACILITY WHICH DOES NOT APPEAR TO BE CONSTRUCTIBLE ACCORDING TO THE LATEST AMERICANS WITH DISABILITIES ACT (A.D.A.) OR OTHER GOVERNING STANDARD SHALL BE BROUGHT TO THE ATTENTION (IN WRITING) OF THE MAINTAINING AGENCY & ENGINEER OF RECORD IMMEDIATELY UPON IDENTIFICATION SUCH THAT CORRECTIVE ACTION OR CLARIFICATION OF INTENT MAY BE PROVIDED PRIOR TO THE COMMENCEMENT/CONTINUATION OF CONSTRUCTION FOR ANY POTENTIALLY AFFECTED IMPROVEMENT.

5. THE CONTRACTOR SHALL NOTIFY ALL UTILITY OWNERS A MINIMUM OF SEVEN (7) WORKING DAYS PRIOR TO COMMENCING CONSTRUCTION. RECORDS OF ALL NOTICES SHALL BE SUBMITTED TO THE MAINTAINING AGENCY UPON REQUEST.

6. CONTRACTOR SHALL NOTIFY THE MAINTAINING AGENCY UPON COMPLETION OF CONSTRUCTION STAKING. CONTRACTOR AND MAINTAINING AGENCY SHALL REVIEW THE PROJECT AREA TO IDENTIFY ANY/ALL TREES, IN ADDITION TO THOSE IDENTIFIED WITHIN THE PLANS, WHICH MAY REQUIRE REMOVAL.

7. ALL PERSONAL PROPERTY WITHIN THE RIGHT–OF–WAY SHALL BE RELOCATED BY THE PROPERTY OWNER. THE CONTRACTOR SHALL COORDINATE WITH THE PROPERTY OWNERS TO PROVIDE NOTIFICATION AND A REASONABLE TIME FRAME TO RELOCATE ITEMS. THE CONTRACTOR SHALL NOTIFY THE MAINTAINING AGENCY PRIOR TO REMOVING THE ITEMS NECESSARY TO CONSTRUCT THE PROJECT IN ACCORDANCE WITH THE PLANS UNLESS OTHERWISE STATED IN THE PLANS.

8. UPON COMPLETION OF THE CONSTRUCTION, THE CONTRACTOR SHALL SUBMIT DRAFT "AS–BUILTS" FOR REVIEW TO THE MAINTAINING AGENCY & ENGINEER OF RECORD AND REQUEST A SUBSTANTIAL COMPLETION INSPECTION. THE INTENT OF THE SUBSTANTIAL COMPLETION INSPECTION IS TO PROVIDE THE CONTRACTOR WITH A PUNCH LIST OF INCOMPLETE OR SUBSTANDARD WORK THAT MUST BE CORRECTED. ONCE CORRECTIONS ARE MADE THE CONTRACTOR SHALL SCHEDULE A FINAL INSPECTION WITH THE MAINTAINING AGENCY & ENGINEER OF RECORD.

PRE–CONSTRUCTION REQUIREMENTS:

1. THE CONTRACTOR SHALL PLAN AND SCHEDULE THE SEQUENCE OF WORK IN ORDER TO PREVENT UNNECESSARY DELAYS OR COSTS ASSOCIATED WITH CRITICAL PATH ITEMS OF THE WORK.

2. PRIOR TO CONSTRUCTION, THE CONTRACTOR SHALL MAKE A PRE–CONSTRUCTION VIDEO (DVD FORMAT) ALONG THE PROPOSED ROUTE IN ACCORDANCE WITH THE SPECIFICATIONS. IN PARTICULAR, THE VIDEO SHALL DOCUMENT THE CONDITION OF EXISTING VISIBLE CONTROL MONUMENTATION, DRIVEWAYS, BUILDINGS, STRUCTURES, MAILBOXES, SIGNS, FENCES, AND LANDSCAPING ALONG PROPOSED CONSTRUCTION AREAS.

3. ANY DRAINAGE PROBLEMS EXISTING BEFORE CONSTRUCTION COMMENCES SHALL BE BROUGHT TO THE ATTENTION OF THE MAINTAINING AGENCY AND ENGINEER OF RECORD PRIOR TO THE BEGINNING OF CONSTRUCTION.

4. THE CONTRACTOR IS RESPONSIBLE TO FIND AND MAINTAIN THEIR OWN EQUIPMENT AND MATERIAL STORAGE YARD.

5. ALL EXISTING VALVE, PULL BOX, & MANHOLE TOPS SHALL BE MARKED PRIOR TO CONSTRUCTION OPERATIONS. ALL SUCH TOPS SHALL BE ADJUSTED TO MATCH PROPOSED GRADE PRIOR TO SUBSTANTIAL COMPLETION OF WORK.

GENERAL NOTES:

1. CONTRACTOR'S USE OF THE PREMISES SHALL BE CONFINED TO THE LIMITS OF THE EXISTING RIGHT–OF–WAY AND/OR EASEMENTS. ALL PUBLIC AND PRIVATE PROPERTY AFFECTED BY THE CONSTRUCTION SHALL BE PROTECTED WHERE POSSIBLE. ALL AREAS DISTURBED AS PART OF THIS WORK SHALL BE RESTORED TO ORIGINAL OR PRE–CONSTRUCTION CONDITION. (REFER TO PRE–CONSTRUCTION REQUIREMENTS FOR PROJECT VIDEO REQUIREMENT) AT NO ADDITIONAL COST TO THE OWNER. ALL EXISTING SODDED AREAS DISTURBED DURING THE CONSTRUCTION SHALL BE REPLACED WITH THE SAME TYPE OF SOD IN CONFORMANCE WITH THE STANDARD SPECIFICATIONS. THE MAINTAINING AGENCY SHALL APPROVE THE REMOVAL AND REPLACEMENT OF EXISTING IRRIGATION SYSTEMS, AS REQUIRED, AT NO ADDITIONAL COST TO THE MAINTAINING AGENCY OR PROPERTY OWNER. PROPER TEMPORARY ADJUSTMENTS SHALL BE DONE AT SUCH TIME TO MAINTAIN IRRIGATION SYSTEMS FROM BEING INTERRUPTED FOR EXTENDED PERIODS DURING CONSTRUCTION. THE CONTRACTOR SHALL BE RESPONSIBLE FOR MAINTENANCE OF ALL NEWLY PLANTED GRASS OR VEGETATION UNTIL WELL ESTABLISHED AND ACCEPTED BY THE MAINTAINING AGENCY.

2. THE CONTRACTOR IS RESPONSIBLE FOR THE PROTECTION OF THE PAVEMENT SURFACE. ALL DEFICIENCIES WILL BE REPAIRED AT THE CONTRACTOR'S EXPENSE. NO EDGE PATCHES, POTHOLE AND GOUGE PATCHES OR PARTIAL SURFACE WIDTH PATCHES SHALL BE PERMITTED IN THE FINISHED ASPHALT OR CONCRETE SURFACE. ALL PATCHING OF THE FINISHED SURFACE SHALL BE FULL WIDTH OF THE SURFACE BEING REPAIRED AND EXTEND AT A MINIMUM ONE (1') FOOT IN LENGTH BEYOND THE IRREGULARITY EDGES. THE COST FOR ALL WORK AND MATERIALS NECESSARY TO REPAIR THE PAVEMENT SURFACE TO ITS REQUIRED SURFACE PROFILE SHALL BE INCIDENTAL TO THE OTHER CONTRACT PAY ITEM BID COSTS WITH NO ADDITIONAL CHARGE TO THE OWNER.

3. THE MAXIMUM ALLOWABLE LONGITUDINAL GRADE ON PEDESTRIAN FACILITIES IS 5% UNLESS OTHERWISE INDICATED IN THE PLANS. THE MAXIMUM ALLOWABLE CROSS–SLOPE ON ALL PEDESTRIAN FACILITIES IS 2% (PLAN INTENT IS 1.5% UNLESS SPECIFICALLY NOTED OTHERWISE). ALL GRADES AND CROSS SLOPES SHALL COMPLY WITH THE LATEST AMERICANS WITH DISABILITIES ACT (A.D.A.) STANDARDS FOR ACCESSIBLE DESIGN. ALL NON–COMPLIANT FACILITIES, PROPOSED OR CONSTRUCTED, SHALL BE IMMEDIATELY IDENTIFIED (REFER TO NOTIFICATION REQUIREMENTS SECTION).

4. ALL PEDESTRIAN FACILITIES PROPOSED WITHIN THIS PLAN SET ARE GRAPHICAL IN NATURE UNLESS SPECIFICALLY NOTED IN THE PLANS. LINE WORK FOR PEDESTRIAN FACILITIES ARE TYPICALLY REPRESENTATIVE OF EXTERIOR LIMITS OF THE PEDESTRIAN FACILITY, PAVEMENT DIFFERENTIATION, SURFACE TREATMENT DETAILS AND/OR GRADE BREAKS. NEITHER CONCRETE EXPANSION JOINTS, COLD JOINTS, NOR SAW CUTS SHALL BE INFERRED FROM THESE PLANS UNLESS SPECIFICALLY NOTED. PEDESTRIAN FACILITIES SHALL BE CONSTRUCTED IN ACCORDANCE WITH ALL GOVERNING CRITERIA (A.D.A AND FDOT STANDARD PLANS/SPECIFICATIONS AT A MINIMUM) AS NECESSARY TO PROVIDE AN A.D.A. COMPLIANT FACILITY.

5. ALL EXCAVATIONS SHALL CONFORM TO THE REQUIREMENTS OF THE TRENCH SAFETY ACT. THE CONTRACTOR SHALL BE RESPONSIBLE FOR PROPER STORAGE AND/OR DISPOSAL OF ALL EXCESS OR UNSUITABLE EXCAVATED MATERIAL. TRENCH PROTECTION WILL BE NEEDED FOR ALL EXCAVATION IN EXCESS OF FIVE (5') IN DEPTH.

6. UNSUITABLE MATERIALS ENCOUNTERED DURING EXCAVATION (MUCK, PEAT, ETC.) SHALL BE REMOVED FROM THE CONSTRUCTION AREAS AND BACKFILLED WITH SUITABLE MATERIALS.

7. ALL CONCRETE TO BE REMOVED SHALL BE SAW CUT AT THE NEAREST GOOD JOINT. GUTTERS SHALL BE SAW CUT BETWEEN ASPHALT AND GUTTER PRIOR TO REMOVAL. ALL SAW CUTTING SHALL BE WET CUT TO CONTROL DUST.

8. THE CONTRACTOR SHALL SET THE MANHOLE RIMS AT THE FINISHED GRADE ELEVATIONS. THIS MAY REQUIRE FIELD ADJUSTMENT IF THE FINISHED GRADE IS DIFFERENT THAN THE PROPOSED RIM ELEVATIONS.

9. PROPOSED MANHOLE RING AND COVERS SHALL CONFORM TO MAINTAINING AGENCY REQUIREMENTS (IF ANY). ANY EXISTING MANHOLE RINGS AND COVERS SHALL BE RETURNED TO THE MAINTAINING AGENCY.

10. THE CONTRACTOR SHALL PROVIDE THE SERVICES OF A TESTING LABORATORY TO DETERMINE WHETHER THE REQUIREMENTS FOR MATERIALS SPECIFICATIONS ARE MET. THE CONTRACTOR SHALL GIVE THE MAINTAINING AGENCY A MINIMUM OF 48 HOURS NOTICE WHEN REQUESTING FIELD TESTS. THE CONTRACTOR SHALL NOTIFY THE MAINTAINING AGENCY 48 HOURS BEFORE STARTING ANY ACTIVITY THAT REQUIRES TESTING.

11. THE CONTRACTOR SHALL BE RESPONSIBLE FOR ANY TEMPORARY CONTROLS AND/OR STRUCTURES REQUIRED TO MAINTAIN SUITABLE AND SAFE WORKING CONDITIONS AT ALL TIMES. SUCH ITEMS SHALL BE REMOVED ONCE THE ASSOCIATED COMPONENT OF WORK HAS BEEN COMPLETED.

12. ALL GRASSED AREAS DISTURBED AS A RESULT OF CONSTRUCTION SHALL BE SODDED, "IN KIND" UNLESS OTHERWISE MENTIONED IN THE PLANS. RE–SODDING SHALL BE A MINIMUM OF 30" WIDE FOR THE LENGTH OF THE DISTURBED AREA.

13. CONSTRUCTION SHALL INCLUDE REPLACING, WITH MATCHING MATERIALS: ANY DRIVEWAYS, WALKS, CURBS, SOD, ETC. THAT ARE DAMAGED OR REMOVED DUE TO CONSTRUCTION. THIS WORK SHALL BE COORDINATED WITH THE PROPERTY OWNERS. PAYMENT FOR THIS WORK SHALL BE INCIDENTAL TO THE OTHER CONTRACT ITEMS.

SURVEY NOTES:

1. SURVEYING SERVICES USED IN PREPARING THESE PLANS HAVE BEEN PROVIDED BY DRMP, INC. IN THE CASE OF ANY APPARENT DISCREPANCIES BETWEEN THE SURVEY DATA, AS INCLUDED WITHIN THESE PLANS, AFOREMENTIONED SURVEY DATA SHALL SUPERSEDE. ANY APPARENT DISCREPANCIES SHALL BE IMMEDIATELY IDENTIFIED (REFER TO NOTIFICATION REQUIREMENTS SECTION).

2. ANY HORIZONTAL/VERTICAL CONTROL MONUMENT WITHIN THE LIMITS OF CONSTRUCTION IS TO BE PROTECTED. IF IN DANGER OF DAMAGE, THE CONSTRUCTION MANAGER SHALL NOTIFY THE MAINTAINING AGENCY, COUNTY SURVEYOR AND THE FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION, BUREAU OF SURVEY AND MAPPING, 3900 COMMONWEALTH BOULEVARD, M.S. 100, TALLAHASSEE, FLORIDA 32399 (TEL. (850) 245–2555) IMMEDIATELY.

3. ANY PUBLIC LAND CORNER, GPS, F.D.O.T., COUNTY, OR CITY MONUMENT WITHIN THE LIMITS OF CONSTRUCTION IS TO BE PROTECTED. IF A CORNER OR MONUMENT IS IN DANGER OF BEING DESTROYED AND HAS NOT BEEN PROPERLY REFERENCED, THE CONTRACTOR'S CONSTRUCTION MANAGER SHALL NOTIFY THE PROPER JURISDICTION(S) IN RESPONSIBLE OVERSIGHT OF THE IMPACTED MONUMENTATION WITHOUT DELAY BY TELEPHONE AND IN WRITING.

4. ALL SURVEY CORNERS INDICATED ON THE PLANS SHALL BE REFERENCED BY A STATE OF FLORIDA PROFESSIONAL SURVEYOR AND MAPPER PRIOR TO COMMENCEMENT OF CONSTRUCTION. ANY MONUMENTATION DESTROYED OR OBLITERATED BY CONSTRUCTION SHALL BE RESET AND SO CERTIFIED BY SAID SURVEYOR AS TO BEING AN ACCURATE PERPETUATION OF THE DEPICTED CONTROL MONUMENTATION PRIOR TO THE COMPLETION OF THE PROJECT.

5. ALL STATIONING AND OFFSETS ARE FROM, AND PERPENDICULAR OR RADIAL TO THE REFERENCED BASELINE OF CONSTRUCTION AS IDENTIFIED WITHIN THE PLANS (E.G. CL OF CONST., BL OF SURVEY, CL OF ROADWAY, CL OF TRAIL).

6. VERTICAL DATUM IS NORTH AMERICAN VERTICAL DATUM 1988 (NAVD 88). ANY BENCHMARK WITHIN THE LIMITS OF CONSTRUCTION IS TO BE PROTECTED. IF IN DANGER OF DAMAGE, THE CONSTRUCTION MANAGER SHALL NOTIFY:
   THE FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION
   BUREAU OF SURVEY AND MAPPING
   3900 COMMONWEALTH BOULEVARD, M.S. 100
   TALLAHASSEE, FLORIDA 32399
   PHONE (850) 245–2555

7. THE CONTRACTOR SHALL ENSURE THAT ALL SURVEY CONTROL POINTS SHOWN ON THE PLANS AND ANY PROPERTY CORNERS ALONG THE ROUTE OF THE PROJECT ARE PROTECTED AND SHALL BE REFERENCED AND MAINTAINED PRIOR TO BEING DISTURBED. THIS WORK MUST BE PERFORMED UNDER THE DIRECT SUPERVISION OF A FLORIDA LICENSED SURVEYOR AND MAPPER WHO SHALL PROVIDE SIGNED AND SEALED COPIES OF THE WORK AT THE REQUEST OF THE MAINTAINING AGENCY. ALL REFERENCING WORK IS SUBJECT TO REVIEW AND APPROVAL BY THE MAINTAINING AGENCY, AS REQUIRED BY SECTION 01050 OF THE CONTRACT DOCUMENTS. ALL SURVEY CORNERS INDICATED ON THE PLANS SHALL BE REFERENCED AND CERTIFIED BY A PROFESSIONAL SURVEYOR AND MAPPER PRIOR TO COMMENCEMENT OF CONSTRUCTION. ALL CORNERS DESTROYED OR OBLITERATED BY CONSTRUCTION ACTIVITIES SHALL BE RESET AND SO CERTIFIED BY THE LAND SURVEYOR PRIOR TO COMPLETION OF THE PROJECT.

8. THE CONTRACTOR SHALL FURNISH THE CITY WITH AN "AS–BUILT SURVEY" PREPARED BY A FLORIDA LICENSED SURVEYOR AND MAPPER ACCORDING TO SECTION 01050. THE AS–BUILT SURVEY WILL INCLUDE HORIZONTAL AND VERTICAL DIMENSIONS OF ALL CONSTRUCTED IMPROVEMENTS (INCLUDING MULTI–USE TRAIL, FENCING, PEDESTRIAN BRIDGES, OVERLOOKS, ADJUSTED SANITARY AND STORM SEWERS AND STRUCTURES, CLEAN–OUTS, WATER MAINS, VALVES, ETC.) WHICH MUST BE CLEARLY SHOWN BY SYMBOLS, NOTATIONS AND DELINEATION, AND SHALL BE LOCATED IN STATE PLANE COORDINATES. THE CONTRACTOR SHALL SUBMIT THE AS–BUILT SURVEY WITH EACH PAY REQUEST FOR PARTIAL APPROVAL, AS SPECIFIED IN SECTION 01050. FAILURE TO MEET THIS REQUIREMENT WILL BE REASON TO REJECT FUTURE PAY REQUESTS UNTIL APPROVAL IS OBTAINED. ALL AS–BUILT SURVEYS WILL BE REVIEWED AND APPROVED FOR CONFORMITY WITH FLORIDA ADMINISTRATIVE CODE 5J–17.052 BY THE MAINTAINING AGENCY, AS REQUIRED BY SECTION 01050 OF THE CONTRACT DOCUMENTS.

9. ALL PROPOSED GRADES ARE FINISHED GRADES.

SURVEY NOTES CONTINUED ON NEXT PAGE

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Plans Prepared By:
CPH, LLC
A Full Service A & E Firm

ALEJANDRO MEJIA, P.E.
FL P.E. No. 99836

Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

General Notes

Sheet No. 6

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SURVEY NOTES (CONTINUED):

10. ANY NATIONAL GEODETIC SURVEY (N.G.S.) MONUMENT WITHIN LIMITS OF CONSTRUCTION IS TO BE PROTECTED. IF IN DANGER OF DAMAGE, THE CONTRACTOR SHALL NOTIFY:
    DIRECTOR, NATIONAL GEODETIC SURVEY
    1315 EAST WEST HIGHWAY
    SILVER SPRING, MARYLAND 20910–2382
    PHONE: (301) 713–3242

TREES:

1. ALL TREES WITHIN LIMITS OF CONSTRUCTION SHALL REMAIN UNLESS OTHERWISE NOTED.

2. REMOVE AND DISPOSE OF ALL TREES IDENTIFIED IN THE PLANS TO BE REMOVED, OR AS IDENTIFIED FOR REMOVAL BY THE MAINTAINING AGENCY (REFER TO NOTIFICATION REQUIREMENTS), WITHIN THE PROJECT LIMITS. TREE REMOVAL SHALL INCLUDE STUMPS, ROOTS AND OTHER SUCH PROTRUDING OBJECTS (UNLESS OTHERWISE SPECIFIED IN THE PLANS) OR PER FDOT SPECIFICATION 110–2 AT A MINIMUM. REMOVE AND DISPOSE OF ALL PRODUCT AND DEBRIS NOT REQUIRED TO BE SALVAGED OR NOT REQUIRED TO COMPLETE THE CONSTRUCTION.

3. FOR TREES THAT REMAIN, THE CONTRACTOR SHALL PROTECT TREES INCLUDING MAINTAINING MINIMUM UNDISTURBED AREAS. WHEN NECESSARY TO CUT ROOTS OVER 1–1/2" DIA., THE CUT MUST BE CLEAN. TEMPORARILY COVER EXPOSED ROOTS WITH WET BURLAP TO PREVENT DRYING AND COVER WITH EARTH AS SOON AS POSSIBLE. INTERFERING BRANCHES MAY BE REMOVED AT THE DIRECTION OF MAINTAINING AGENCY BY A QUALIFIED TREE SURGEON. REPAIR OR REPLACE TREES DAMAGED DURING CONSTRUCTION AT THE DIRECTION OF THE MAINTAINING AGENCY AND OBTAIN PRIOR APPROVAL OF TREE REMOVAL, WHERE NECESSARY. EMPLOY A QUALIFIED TREE SURGEON TO REPAIR MAJOR DAMAGE TO TREES PROMPTLY TO PREVENT PROGRESSIVE DETERIORATION CAUSED BY THE DAMAGE. CONTRACTOR SHALL BE RESPONSIBLE, IN ADDITION TO ANY FINES, FOR THE REPLACEMENT OF ANY REMOVED OR DAMAGED TREE WITH NEW TREE(S) OF SIMILAR QUALITY AND SPECIES SIZED AT THE DIRECTION OF THE MAINTAINING AGENCY. IF TREES ARE HARMED THROUGH LACK OF PROTECTION OR THROUGH NEGLIGENCE OF THE CONTRACTOR OR HIS SUBCONTRACTORS, THE CONTRACTOR SHALL BEAR COST OF REPAIR AND REPLACEMENT. CONTRACTOR SHALL BE RESPONSIBLE FOR CONTACTING THE MAINTAINING AGENCY PRIOR TO ANY TRIMMING OR REMOVAL. FDOT SPEC 110–2 SHALL BE MINIMUM CRITERIA FOR TREE (TO REMAIN) PROTECTION.

4. CONTRACTOR SHALL BE RESPONSIBLE FOR LITTER REMOVAL (TRASH, TREE LIMBS, BRUSH PILES, AND OTHER MAN MADE DEBRIS) ALONG ENTIRE RIGHT–OF–WAY, TO PROVIDE A LITTER FREE CORRIDOR AT COMPLETION OF CONSTRUCTION. TREE LIMBS AND OTHER PLANT DEBRIS MAY BE FINELY MULCHED AND SPREAD IN BARE SOIL AREAS OF THE PROJECT CORRIDOR AS DIRECTED BY THE MAINTAINING AGENCY.

TRAFFIC CONTROL:

1. REFER TO ROADWAY PLANS – TRAFFIC CONTROL PLANS

STORMWATER / EROSION CONTROL:

REFER TO ROADWAY PLANS

UTILITIES:

1. UNDER NO CIRCUMSTANCE SHALL THE ACTIVITIES OF THE CONTRACTOR OR HIS SUBCONTRACTORS CAUSE ANY INTERRUPTIONS TO THE SERVICE OR OPERATION OF EXISTING UTILITIES WITHOUT WRITTEN AUTHORIZATION FROM AN AUTHORIZED REPRESENTATIVE OF THE UTILITY COMPANY OR OWNER. ANY PIPING OR OTHER UTILITIES WHICH CAN BE REMOVED DURING CONSTRUCTION WITHOUT UNDUE INTERRUPTION OF SERVICE MAY BE REMOVED AND REPLACED BY THE CONTRACTOR WITH THE PERMISSION OF THE MAINTAINING AGENCY AND THE UTILITY OWNER. CONTRACTOR SHALL COPY THE MAINTAINING AGENCY OF ALL CORRESPONDENCE WITH UTILITY OWNER.

2. ALL EXISTING UTILITIES ARE TO BE ADJUSTED BY THE UTILITY OWNER UNLESS OTHERWISE NOTED IN THE PLANS. CONTRACTOR IS TO COORDINATE WITH THE UTILITY OWNER FOR SCHEDULING OF UTILITY ADJUSTMENTS SUCH THAT THEY WILL NOT INTERFERE WITH THE CONTRACTORS CONSTRUCTION SCHEDULE. FAILURE OF CONTRACTOR TO PROPERLY NOTIFY AND/OR SCHEDULE WORK BY THE UTILITY OWNER WILL NOT BE CONSIDERED AS CAUSE FOR DELAY.

3. EXISTING IRRIGATION LINES/SYSTEMS IN CONFLICT WITH PROPOSED IMPROVEMENTS SHALL BE ADJUSTED AS NECESSARY TO BE RELOCATED OUTSIDE OF THE PROPOSED PAVEMENT. THE COST FOR THESE ADJUSTMENTS SHALL BE INCIDENTAL TO THE PAYMENT OF ASSOCIATED PAVING UNLESS OTHERWISE NOTED IN THE PLANS.

4. LOCATIONS, ELEVATIONS AND DIMENSIONS OF EXISTING UTILITIES AND STRUCTURES ARE APPROXIMATE. WHILE CONSIDERABLE EFFORT HAS BEEN MADE BY THE MAINTAINING AGENCY, THE SURVEYOR, THE VARIOUS UTILITY COMPANIES AND THE ENGINEER TO ACCURATELY LOCATE EXISTING LINES AND APPURTENANCES, IT IS THE CONTRACTOR'S RESPONSIBILITY TO VERIFY ALL UTILITY LOCATIONS, ELEVATIONS AND DIMENSIONS BY UTILIZING EXPLORATORY EXCAVATION, WHICH SHALL BE MADE 7 DAYS OR 1000 FEET IN ADVANCE OF THE WORK, WHICHEVER IS GREATER. IF THERE IS A POTENTIAL CONFLICT, THE CONTRACTOR IS TO NOTIFY THE MAINTAINING AGENCY AND ENGINEER OF RECORD IMMEDIATELY. NO CLAIMS FOR DELAYS WILL BE PAID UNLESS THIS PROCEDURE HAS BEEN FULLY FOLLOWED. ANY DAMAGE TO UTILITIES, STRUCTURES AND/OR SERVICES SHALL BE REPAIRED AT THE CONTRACTOR'S EXPENSE, IN A MANNER APPROVED BY AND COORDINATED WITH THE UTILITY OWNER. CONTRACTOR SHALL BE RESPONSIBLE FOR CONTACTING THE UTILITY OWNER REGARDING ANY UNINTENDED INTERRUPTION TO SERVICE OR DAMAGE TO EXISTING STRUCTURES OR UTILITIES.

5. CHAPTER 17–153 OF THE FLORIDA STATUTES REQUIRES THAT THE COMPANY PERFORMING THE EXCAVATION WORK SHALL NOTIFY ALL GAS UTILITIES A MINIMUM OF THREE (3) WORKING DAYS PRIOR TO EXCAVATING. DRAWINGS SHOW ONLY THE APPROXIMATE LOCATION OF GAS MAINS (IF ANY ARE PRESENT), AND DO NOT SHOW SERVICE LINES. THE ONLY SAFE AND PROPER WAY TO LOCATE EITHER MAINS OR SERVICE LINES IS BY AN ON–SITE INSPECTION BY GAS SYSTEM PERSONNEL. THEREFORE, THE COMPANY PERFORMING THE EXCAVATION WORK IS INSTRUCTED TO TELEPHONE SUNSHINE STATE ONE CALL AT 1–800–432–4770 AT LEAST THREE (3) WORKING DAYS BEFORE DIGGING IN THE CONSTRUCTION AREA. NO MACHINE EXCAVATION SHALL BE PERFORMED WITHIN FIVE (5) FEET OF A GAS MAIN WITHOUT THE UTILITY OWNERS PRESENCE.

6. ALL EXISTING UTILITIES ARE TO REMAIN IN PLACE UNLESS OTHERWISE NOTED.

7. THE CONTRACTOR IS TO CONTACT THE SUNSHINE STATE ONE CALL OF FLORIDA, INC. CENTER (1–800–432–4770) AT LEAST TWO (2) DAYS (48 HOURS) PRIOR TO THE START OF CONSTRUCTION (PER CHAPTER. 556 OF THE F.S.).

8. KNOWN UTILITY OWNERS WITHIN THE PROJECT LIMITS INCLUDE BUT MAY NOT BE LIMITED TO:

COX COMMUNICATIONS
7401 FLORIDA BLVD
BATON ROUGE, LA 70806
TODD ARDOIN
337–281–9889

ACCELERATED COMMUNICATIONS AND CONSTRUCTION
3326 N W ST
PENSACOLA, FL 32505
ANDREW MORRIS
850–432–2082
FAX 850–470–9362

EMERALD COAST UTILITY AUTHORITY
9255 STURDEVANT ST
PENSACOLA, FL 32514
BRANDON KNIGHT, P.E.
850–969–6650
FAX 850–969–6511

PENSACOLA ENERGY
1625 ATWOOD DR
PENSACOLA, FL 32514
ANDREW BRISKE
850–324–1852

FLORIDA POWER & LIGHT
8933 WESTERN WAY, SUITE 16
JACKSONVILLE, FL 32256
800–778–9140

CENTURYLINK / LUMEN
1025 ELDORADO BLVD
BROOMFIELD, CO 80021
877–366–8344 Ext: 2

MCI
400 INTERNATIONAL PKWY
RICHARDSON, TX 75081
800–624–9675 Ext: 2

CITY OF PENSACOLA – PUBLIC WORKS DEPARTMENT
2757 N PALAFOX ST
PENSACOLA, FL 32501
MATHEW EDGE
850–324–9747
FAX 850–595–1012

A T & T/ DISTRIBUTION
6628 LAKESIDE RD
WEST PALM BEACH, FL 33411
DINO FARRUGGIO
610–200–3365

UNITI FIBER LLC
107 ST FRANCIS ST, SUITE 1800
MOBILE, AL 36602
CHARLIE CROFT
251–214–7059



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CPH, LLC
A Full Service A & E Firm

ALEJANDRO MEJIA, P.E.
FL P.E. No. 99836

Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

General Notes

Sheet No. **7**

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THE FOLLOWING NARRATIVE OF THE STORMWATER POLLUTION PREVENTION PLAN (SWPPP) CONTAINS REFERENCES TO THE FDOT STANDARD SPECIFICATIONS FOR ROAD AND BRIDGE CONSTRUCTION, THE FDOT DESIGN STANDARDS, AND OTHER SHEETS OF THESE CONSTRUCTION PLANS. THE FIRST SHEET OF THE CONSTRUCTION PLANS (CALLED THE KEY SHEET) CONTAINS AN INDEX TO THE OTHER SHEETS. THE COMPLETE STORMWATER POLLUTION PREVENTION PLAN INCLUDES SEVERAL ITEMS: THIS NARRATIVE DESCRIPTION, THE DOCUMENTS REFERENCED IN THE NARRATIVE, THE CONTRACTOR'S APPROVED EROSION CONTROL PLAN REQUIRED BY FDOT EROSION AND SEDIMENT CONTROL MANUAL, FDOT SPECIFICATION SECTION 104, AND REPORTS OF INSPECTION MADE DURING CONSTRUCTION.

I. SITE DESCRIPTION

THE LEGION FIELDS TO GLOBAL LEARNING CENTER ACADEMY MULITMODAL IMPROVEMENT PROJECT IS APPROXIMATELY 0.8746 MILES IN LENGTH AND IS LOCATED FROM THE INTERSECTION OF N. PACE BLVD. AND GREGORY ST. EAST TO THE INTERSECTION OF GREGORY ST. AND I ST. THEN COMMENCING NORTH FROM THE INTERSECTION OF GREGORY ST. AND L ST. NORTH TO THE INTERSECTION OF L ST. AND W. CERVANTES ST. FINALLY, COMMENCING WEST FROM THE INTERSECTION OF W. WRIGHT ST. AND P ST. EAST TO THE INTERSECTION OF W. WRIGHT ST. AND N. PACE BLVD. IN THE CITY OF PENSACOLA, ESCAMBIA COUNTY, FLORIDA IN SECTIONS 25 AND 41, TOWNSHIP 2 SOUTH, RANGE 30 WEST.

CPH, LLC. HAS PREPARED CONSTRUCTION PLANS FOR LEGION FIELDS TO GLOBAL LEARNING CENTER ACADEMY MULITMODAL IMPROVEMENT PROJECT IN THE CITY OF PENSACOLA, FLORIDA THAT INCLUDES, BUT IS NOT LIMITED TO: SIDEWALK IMPROVEMENTS AND EROSION CONTROL.

A. NATURE OF CONSTRUCTION ACTIVITY

THIS PROJECT CONSISTS OF ROADWAY RECONSTRUCTION AND SHRINKING THAT IS 0.8777 MILES IN LENGTH.

B. MAJOR SOIL DISTURBING ACTIVITIES

THE MAJOR SOIL DISTURBING ACTIVITIES INCLUDE THE FOLLOWING:
1. INSTALLATION OF EROSION AND SEDIMENTATION PERIMETER CONTROLS AS SPECIFIED IN THE PLANS.
2. CLEARING & GRUBBING AND MILLING & RESURFACING WITHIN LIMITS OF CONSTRUCTION.
3. CONSTRUCTION ROADWAY, SIDEWALKS, PARKING PULL-OUTS, AND MEDIAN ISLANDS.
4. PROVIDE FINAL GRADING FOR CONSTRUCTION AREAS.
5. INSTALL FINAL SODDING AND LANDSCAPING.
6. REMOVE ALL EROSION AND SEDIMENT CONTROLS.

C. PROJECT AREA

TOTAL PROJECT AREA = 1.345 ACRES
DISTURBED AREA = 1.345 ACRES

D. RUNOFF DATA

(I) EXISTING SOIL OR WATER QUALITY DISCHARGE DATA

THE U.S.D.A. SOIL SURVEY OF ESCAMBIA COUNTY, FLORIDA IDENTIFIES THREE (3) SOIL TYPES AS OCCURRING ON THE SUBJECT PROPERTY. A SUMMARY OF THE CHARACTERISTICS OF THESE SOIL TYPES, AS DESCRIBED BY THE NATURAL RESOURCE CONSERVATION SERVICE (NRCS), FORMERLY SOIL CONSERVATION SERVICE (SCS) SOIL SURVEY GEOGRAPHIC (SSURGO) DATABASE FOR FLORIDA ARE AS FOLLOWS:

- LAKELAND SAND
- TROUP SAND
- BONIFAY LOAMY SAND

(I) EXISTING SOIL OR WATER QUALITY DISCHARGE DATA (CONT.)

THE EXISTING LAND USES AROUND THE PROJECT ARE RESIDENTAL.

(II) DRAINAGE AREA FOR EACH OUTFALL

ON-SITE RUNOFF THROUGHOUT THE PROJECT IS CONVEYED BY A COMBINATION OF INLETS, STORM SEWER PIPES, AND OVERLAND SHEET FLOW.

E. SITE MAP

THE CONSTRUCTION PLANS ARE BEING USED AS THE SITE MAPS.

F. RECEIVING WATERS

A: RUNOFF FROM DRAINAGE BASINS WITHIN THE PROJECT AREA DISCHARGE TO EXISTING STORM WATER SYSTEM.

II. CONTROLS

SEQUENCE OF SOIL DISTURBING ACTIVITIES AND IMPLEMENTATION OF CONTROLS:

1. INSTALLATION OF EROSION AND SEDIMENTATION PERIMETER CONTROLS AS SPECIFIED IN THE PLANS.
2. CLEARING & GRUBBING AND MILLING & RESURFACING WITHIN LIMITS OF CONSTRUCTION.
4. CONSTRUCTION ROADWAY, SIDEWALKS, PARKING PULL-OUTS, AND MEDIAN ISLANDS.
5. PROVIDE FINAL GRADING FOR CONSTRUCTION AREAS.
6. INSTALL FINAL SODDING AND LANDSCAPING.
7. REMOVE ALL EROSION AND SEDIMENT CONTROLS.

THE CONTRACTOR, WITH THE ENGINEER'S APPROVAL, MAY MODIFY THE SEQUENCE OF CONSTRUCTION. THE CONTRACTOR IS RESPONSIBLE FOR DOCUMENTING THIS PORTION OF THE SWPPP IN THE SECTION 104 EROSION CONTROL PLAN.

ALL CONTROLS SHALL BE CONSISTENT WITH THE PERFORMANCE STANDARDS FOR EROSION AND SEDIMENT CONTROL AND STORMWATER TREATMENT AS SET FORTH IN RULE 62-40.432, F.A.C., THE APPLICABLE ENVIRONMENTAL RESOURCE PERMITTING REQUIREMENTS OF THE FDEP AND/OR THE ST. JOHNS RIVER WATER MANAGEMENT DISTRICT, AND THE GUIDELINES CONTAINED IN THE FLORIDA DEVELOPMENT MANUAL: A GUIDE TO SOUND LAND AND WATER MANAGEMENT (FDEP, 1988) AND ANY SUBSEQUENT AMENDMENTS.

TEMPORARY STABILIZATION:

DISTURBED PORTIONS OF THE SITE (E.G., EMBANKMENTS, DITCHES, AND SWALES) SHALL BE STABILIZED WITH TEMPORARY GRASSING AS SOON AS PRACTICABLE, BUT IN NO CASE MORE THAN SEVEN (7) DAYS, IN PORTIONS OF THE SITE WHERE CONSTRUCTION ACTIVITIES HAVE TEMPORARILY OR PERMANENTLY CEASED.

PERMANENT STABILIZATION:

DISTURBED PORTIONS OF THE SITE WHERE CONSTRUCTION ACTIVITY PERMANENTLY CEASES SHALL BE STABILIZED WITH SOD AS SPECIFIED IN THE TYPICAL SECTION AS SOON AS PRACTICABLE, BUT IN NO CASE MORE THAN SEVEN (7) DAYS AFTER THE LAST CONSTRUCTION ACTIVITY.

A. EROSION AND SEDIMENT CONTROLS:

(I) STABILIZATION PRACTICES

	TEMPORARY SODDING
	TEMPORARY GRASSING
X	PERMANENT PLANTING, SODDING, OR SEEDING
	TEMPORARY MULCHING
	ARTIFICIAL COVERING
	BUFFER ZONES
X	PRESERVATION OF NATURAL RESOURCES
	OTHER

(II) STRUCTURAL PRACTICES:

X	SAND BAGGING
X	SILT FENCES
X	SYNTHETIC BALES
	BERMS
	DIVERSION INTERCEPTOR, OR PERIMETER DITCHES
	PIPE SLOPE DRAINS
	FLUMES
X	ROCK BEDDING AT CONSTRUCTION EXIT
	TIMBER BEDDING AT CONSTRUCTION EXIT
	DITCH LINER

(II) STRUCTURAL PRACTICES (CONT.):

	SEDIMENT TRAPS
	SEDIMENT BASINS
X	STORM INLET SEDIMENT TRAP
	STONE OUTLET STRUCTURES
X	CURB AND GUTTERS
X	STORM SEWERS
	VELOCITY CONTROL DEVICES
	TURBIDITY BARRIER
	RIP RAP
	DITCH BLOCK
X	OTHER

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Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Stormwater Pollution Prevention Plan Notes

Sheet No.
8

J:\P22801\Roadway\SWPPP\SWPPPRD00.dwg, 2/7/2025 2:51:40 PM, Edwin Diaz,

WHEN A SEDIMENTATION TRAP OR BASIN IS NOT ATTAINABLE, THE ROADSIDE SWALE AND VEGETATED SWALE RETENTION AREAS MAY BE USED AS A TEMPORARY SEDIMENTATION BASIN DURING CONSTRUCTION IF THE ORIGINAL DESIGN FUNCTION AND CAPACITY OF THE SWALES ARE NOT COMPROMISED. BEFORE COMPLETION OF CONSTRUCTION, THE SEDIMENTS IN THE ROADSIDE SWALES SHALL BE REMOVED AND PERMANENT EROSION CONTROL SHALL BE IN PLACE SUCH AS SODDING OR SEED AND MULCH.

(III) NON–STORMWATER DISCHARGE (INCLUDING SPILL REPORTING)

NO NON–STORMWATER DISCHARGES ARE ANTICIPATED. WHEN THE CONTRACTOR ENCOUNTERS A SPILL, CONSTRUCTION WILL STOP AND WORK WILL NOT RESUME UNTIL DIRECTED BY THE CITY ENGINEER. DISPOSITION OF HAZARDOUS WASTE WILL BE MADE IN ACCORDANCE WITH ANY REQUIREMENTS AND REGULATIONS OF ANY LOCAL, STATE, OR FEDERAL AGENCY HAVING JURISDICTION. THE CONTRACTOR IS RESPONSIBLE FOR DOCUMENTING THIS PORTION OF THE SWPPP IN THE SECTION 104 EROSION CONTROL PLANS.

(IV) CONCRETE TRUCKS

CONCRETE TRUCKS WILL NOT BE ALLOWED TO WASH OUT OR DISCHARGE SURPLUS CONCRETE OR DRUM WASH INTO SWALES OR STORMWATER INLETS. CONTRACTOR SHALL COORDINATE WITH THE CITY ENGINEER OR AUTHORIZED REPRESENTATIVE TO DETERMINE APPROPRIATE WASH OUT AREA ON CITY PROPERTY. CONTRACTOR TO REMOVE WASHED OUT CONCRETE AND REPAIR AREA TO PRE–CONSTRUCTION CONDITION OR BETTER.

III. MAINTENANCE

THE CONTRACTOR SHALL BE RESPONSIBLE FOR MAINTAINING ALL POLLUTION PREVENTION CONTROLS. DAILY INSPECTIONS SHALL BE MADE BY THE CONTRACTOR TO DETERMINE THE EFFECTIVENESS OF EROSION, SEDIMENTATION, TURBIDITY, AND POLLUTION CONTROL MEASURES. REMEDIAL ACTION SHALL BE PERFORMED IMMEDIATELY.

IV. INSPECTION

ALL CONTROLS SHALL BE INSPECTED ONCE EVERY SEVEN CALENDAR DAYS THROUGHOUT THE CONSTRUCTION PERIOD BY THE CONTRACTOR, AS WELL AS WITHIN 24 HOURS OF ONE HALF INCH (0.5 INCHES) OR MORE RAIN, UNTIL THE NOTICE OF TERMINATION IS FILED WITH THE FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION (FDEP). THE CONTRACTOR WILL USE FDOT FORM 650–040–03 TO REPORT ALL INSPECTION FINDINGS AND CORRECTIVE ACTIONS TAKEN AS A RESULT OF THE INSPECTION. THE CONTRACTOR WILL SIGN EACH INSPECTION REPORT AND SUBMIT IT WEEKLY TO THE ENGINEER. THE CONTRACTOR WILL MAKE AN INSPECTION, MAINTENANCE, AND REPAIRS REPORT PER EACH INSPECTION. BASED ON INSPECTION RESULTS, THE CONTROLS SHALL BE REVISED PER THE INSPECTION REPORTS. THE CONTRACTOR SHALL PROVIDE A PERSON TO INSPECT THE DISTURBED AREAS OF THE CONSTRUCTION SITE THAT HAVE NOT BEEN STABILIZED, THE AREAS USED FOR STORAGE OF MATERIALS THAT ARE EXPOSED TO PRECIPITATION, THE STRUCTURAL CONTROL MEASURES, AND THE LOCATIONS WHERE VEHICLES ENTER OR EXIT THE SITE. A REPORT SHALL BE ATTACHED TO THE DAILY QUALITY CONTROL REPORT. INCLUDED IN THE REPORT WILL BE A WRITTEN SUMMARY OF THE SCOPE OF THE INSPECTION, MAJOR OBSERVATIONS RELATING TO THE IMPLEMENTATION OF THE SWPPP, THE NAME OF THE INSPECTOR, THE DATE, AND THE ACTIONS AND MODIFICATIONS TAKEN TO CORRECT ANY INSUFFICIENCIES IDENTIFIED DURING THE INSPECTION. THE REPORT SHALL IDENTIFY ANY INCIDENT OF NON–COMPLIANCE. IF NO INCIDENTS OF NON–COMPLIANCE ARE OBSERVED DURING THE INSPECTION, THE REPORT SHALL CONTAIN A CERTIFICATION THAT THE FACILITY IS IN COMPLIANCE WITH THE SWPPP AND ALL ENVIRONMENTAL PERMITS.

STORMWATER / EROSION CONTROL GENERAL NOTES:

1. MAINTAIN UTILITY SERVICES AT ALL TIMES. IF BY–PASS OR WELL POINT PUMPING IS NECESSARY, USE DIESEL ENGINES WITH QUIET PACK SYSTEM OR ELECTRIC MOTORS, TO KEEP NOISE TO AN ABSOLUTE MINIMUM ENCLOSED IN A SHELTER. BY–PASS PUMPS SHALL HAVE AT LEAST ONE (1) BACKUP UNIT IN PLACE, AND SHALL BE ATTENDED BY A COMPETENT OPERATOR AT ALL TIMES WHEN IN USE. ALL DISCHARGE ACCESSORIES SHALL BE PVC, HARD RUBBER OR OTHER SUITABLE MATERIAL WITH NO LEAKING JOINTS. SOFT HOSE IS NOT ACCEPTABLE. SUBMITTALS FOR WELL POINT LAYOUT AND EQUIPMENT ARE REQUIRED PRIOR TO START OF WORK. THE CONTRACTOR SHALL PROVIDE WOOD, METAL OR EARTHEN RAMPS OVER WELL POINTS AND/OR HEADER PIPE AT EACH DRIVEWAY TO PERMIT ACCESS AT ALL TIMES. DEWATERING SYSTEM SHALL BE UTILIZED IN ACCORDANCE WITH GOOD STANDARD PRACTICES AND MUST BE EFFICIENT ENOUGH TO LOWER THE WATER LEVEL IN ADVANCE OF EXCAVATION TO KEEP THE TRENCH BOTTOM AND SIDES FIRM AND DRY. NO POLLUTED WATERS SHALL BE DISCHARGED INTO STORM SYSTEM OR BODIES OF WATER. BEFORE DISCHARGE OF PRODUCED GROUND WATER TO ANY SURFACE WATER OF THE STATE FROM A NON–CONTAMINATED SITE, ANALYTICAL TESTS ON SAMPLES OF DISCHARGE WATER SHALL BE PERFORMED TO DETERMINE CONTAMINATION. TEST RESULTS MUST MEET MINIMUM REQUIREMENTS SET BY FDEP DOCUMENT 62–621.300(2) GENERIC PERMIT FOR THE DISCHARGE OF PRODUCED GROUNDWATER FROM NON–CONTAMINATED SITE ACTIVITY. ANY DEWATERING DRAINAGE DISCHARGED INTO SANITARY SEWERS MUST BE APPROVED BY THE WATER MANAGEMENT DISTRICT PRIOR TO DISCHARGING.

2. SPECIAL ATTENTION IS DIRECTED TO THE FACT THAT PORTIONS OF SOME DRAINAGE STRUCTURES MAY EXTEND INTO THE STABILIZED PORTION OF THE PAVED FACILITIES TRAIL AND EXTREME CAUTION WILL BE NECESSARY IN STABILIZATION OPERATIONS AT THESE LOCATIONS.

3. TEMPORARY DRAINAGE SHALL BE PROVIDED DURING CONSTRUCTION TO PREVENT ANY FLOODING OF PRIVATE PROPERTY.

4. THE CONTRACTOR SHALL INCLUDE DEWATERING COSTS WITH THE UNIT PRICE FOR ASSOCIATED BID ITEMS. NO SEPARATE DEWATERING COSTS OR EXPENSES WILL BE APPROVED.

5. THE CONTRACTOR SHALL BE RESPONSIBLE FOR THE STABILITY OF EMBANKMENTS AND SHALL REPLACE ANY PORTION WHICH, IN THE OPINION OF THE MAINTAINING AGENCY, HAS BECOME DISPLACED DUE TO EROSION OR DUE TO CARELESSNESS OR NEGLIGENCE ON THE PART OF THE CONTRACTOR.

6. ALL EXISTING DRAINAGE STRUCTURES WITHIN THE LIMITS OF CONSTRUCTION SHALL REMAIN IN PLACE UNLESS OTHERWISE NOTED. ALL DRAINAGE FACILITIES THAT ARE CROSSED AND/OR DISTURBED DURING CONSTRUCTION SHALL REMAIN FUNCTIONAL AT ALL TIMES OR THE CONTRACTOR SHALL INSTALL FACILITIES TO MAINTAIN THE FLOW, AT NO ADDITIONAL COST TO THE OWNER.

7. INLETS AND CATCH BASINS SHALL BE PROTECTED FROM SEDIMENT UNTIL THE COMPLETION OF ALL CONSTRUCTION OPERATIONS. EXISTING AND CONSTRUCTED DRAINAGE FACILITIES WITHIN THE PROJECT LIMITS SHALL BE CLEANED OF DEBRIS AND ERODED MATERIALS AT THE LAST STAGE OF CONSTRUCTION AND PRIOR TO CONTRACTOR REQUEST FOR SUBSTANTIAL COMPLETION INSPECTION.

8. LOCATION OF SILT FENCE AND STAKED OR FLOATING TURBIDITY BARRIERS SHOWN ON CONSTRUCTION PLANS ARE FOR GRAPHIC PURPOSES IDENTIFYING THAT EROSION CONTROL FEATURES WILL BE PRESENT. LOCATIONS OF SILT FENCE ARE APPROXIMATE AND ARE TO BE ADJUSTED AS NECESSARY TO MEET FIELD CONDITIONS OR AS DIRECTED BY THE MAINTAINING AGENCY.

9. IN ADDITION TO THE TURBIDITY AND EROSION CONTROL MEASURES SPECIFIED ON THE PLANS, BEST MANAGEMENT PRACTICES FOR EROSION AND TURBIDITY CONTROL SHALL BE UTILIZED AT ALL TIMES DURING CONSTRUCTION. THE CONTRACTOR SHALL BE RESPONSIBLE FOR COMPLIANCE WITH ALL LOCAL, STATE AND FEDERAL REGULATIONS, INCLUDING REGULATIONS OF THE WATER MANAGEMENT DISTRICT, U.S. ARMY CORPS OF ENGINEERS (USACOE), FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION (FDEP) AND ANY NPDES PERMIT REQUIREMENTS. THESE PRACTICES SHALL INCLUDE THE USE AND MAINTENANCE OF STAKED SILT FENCE FILTER CLOTH AND/OR OTHER SUITABLE MEANS SURROUNDING ALL CONSTRUCTION AREAS TO PREVENT EROSION AND SEDIMENTATION, AS WELL AS THE USE OF FLOATING AND/OR STAKED TURBIDITY BARRIERS WHERE APPROPRIATE TO ISOLATE CONSTRUCTION AREAS FROM ADJACENT SURFACE WATERS. THESE TURBIDITY CONTROL DEVICES SHALL BE INSPECTED AND MAINTAINED ON A DAILY BASIS TO ENSURE THAT CONSTRUCTION GENERATED TURBIDITY IS CONTAINED WITHIN THE WORK AREAS AND THAT THE TURBIDITY CONTROL DEVICES REMAIN IN PLACE UNTIL ALL CONSTRUCTION IS COMPLETE, AND ALL WORK AREAS HAVE BEEN STABILIZED.

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Plans Prepared By:
CPH, LLC
A Full Service A & E Firm

ALEJANDRO MEJIA, P.E.
FL P.E. No. 99836

Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Stormwater Pollution Prevention Plan Notes

Sheet No. **9**

J:\P22801\Roadway\SWPPP\SWPPPRD00.dwg, 2/7/2025 2:51:40 PM, Edwin Diaz,

BEGIN PROJECT
BEGIN CONST. – W. GREGORY ST.
STA. 30+08.32 – ℄ SURVEY. (GREGORY)

+XX.XX / XX.XX' XX — STATION/OFFSET TO ℄ SURVEY (GREGORY)

+XX.XX / XX.XX' XX — CURB RETURN & DRIVEWAY REF. POINT TO ℄ SURVEY (GREGORY)

CONST. 4" THICK CONC. SIDEWALK

CONST. 6" THICK CONC. SIDEWALK

DETECTABLE WARNING

GRAPHIC SCALE
10 0 5 10 20
(IN FEET)

N

MATCH LINE STA. 32+00.00

N. PACE BLVD.

℄ SURVEY (GREGORY)

30 — S85°40'51"E — 31 — S85°40'51"E — 32

W. GREGORY ST.

MATCH EXIST. SIDEWALK & CURB
+22.46
23.53' RT

CONST. TYPE 'F' CURB DROP
+13.46
30.03' RT

EXIST. POWER POLE TO BE RELOCATED

CR-L

CONST. TYPE 'F' CURB

+10.32
42.86' RT

MATCH EXIST. SIDEWALK & CURB

+17.82
42.83' RT

+25.80
33.89' RT

EXIST. ROW

PROP. SILT FENCE @ ROW

+43.13
33.81' RT

R18'

EXIST. VAULT, TO BE ADJUSTED TO PROP. GRADE

+58.14
25.66' RT

+52.51
21.48' RT

R17'

+66.48
14.13' RT

MATCH EXIST. CURB AND PAVEMENT

+66.49
21.13' RT

R10'

CONST. TYPE 'D' CURB

+86.29
21.09' RT

+96.28
13.56' RT

+86.30
35.75' RT

+06.30
35.75' RT

MATCH EXIST. ELEV. @ ROW

+06.29
21.06' RT

+22.75
14.03' RT

+22.76
21.03' RT

MATCH EXIST. CURB AND PAVEMENT

+30.77
25.01' RT

EXIST. STUMP, TO BE REMOVED

R18'

+45.18
32.19' RT

EXIST. ROW

+36.07
20.43' RT

R17'

+70.58
32.14' RT

EXIST. CLEANOUT, TO BE ADJUSTED TO PROP. GRADE

W. GREGORY ST.

7' 4' 7' 8' 20' 8'

48'

23.9' 35.8' 8' 3.8'

BEGIN PROJECT
BEGIN CONST. – W. GREGORY ST.
STA. 30+08.32 – ℄ SURVEY. (GREGORY)

30 28 26 24 22 20 18

P.V.I. +17.29 EL. 19.81
+5.086%
P.V.I. +44.16 EL. 21.18
+2.293%
P.V.I. +53.21 EL. 21.38
−1.695%
P.V.I. +69.56 EL. 21.11
+0.606%
P.V.I. +86.42 EL. 21.21
+1.739%
P.V.I. +06.85 EL. 21.56
+3.606%
P.V.I. +31.52 EL. 22.45
+1.597%
P.V.I. +67.81 EL. 23.03
+1.040%
P.V.I. +86.01 EL. 23.22
+0.905%

PROP. GRADE @ BOSW
EXIST. GRADE @ BOSW
EXIST. GRADE @ BOSW
PROP. GRADE @ BOSW
EXIST. GRADE @ BOSW
PROP. GRADE @ BOSW

19.95 20.21 | 20.96 20.89 | 21.27 21.33 | 21.17 21.93 | 21.44 22.00 | 22.04 22.18 | 22.59 22.70 | 22.91 23.19 | 23.16 23.17 | 23.35 23.23

30+00 31+00 32+00

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Plans Prepared By:
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A Full Service A & E Firm

ALEJANDRO MEJIA, P.E.
FL P.E. No. 99836

Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Plan & Profiles - W. Gregory St.

Sheet No. 10

J:\P22801\Roadway\Roadway\PLANRD01.dwg, 2/7/2025 4:21:09 PM, Alejandro Mejia,

+XX.XX / XX.XX' XX — STATION/OFFSET TO ℄ SURVEY (GREGORY)

+XX.XX / XX.XX' XX — CURB RETURN & DRIVEWAY REF. POINT TO ℄ SURVEY (GREGORY)

CONST. 4" THICK CONC. SIDEWALK

CONST. 6" THICK CONC. SIDEWALK

DETECTABLE WARNING

GRAPHIC SCALE
10 0 5 10 20
(IN FEET)

N

MATCH LINE STA. 32+00.00

MATCH LINE STA. 35+00.00

W. GREGORY ST. ℄ SURVEY (GREGORY) S85°40'51"E

N. N ST.

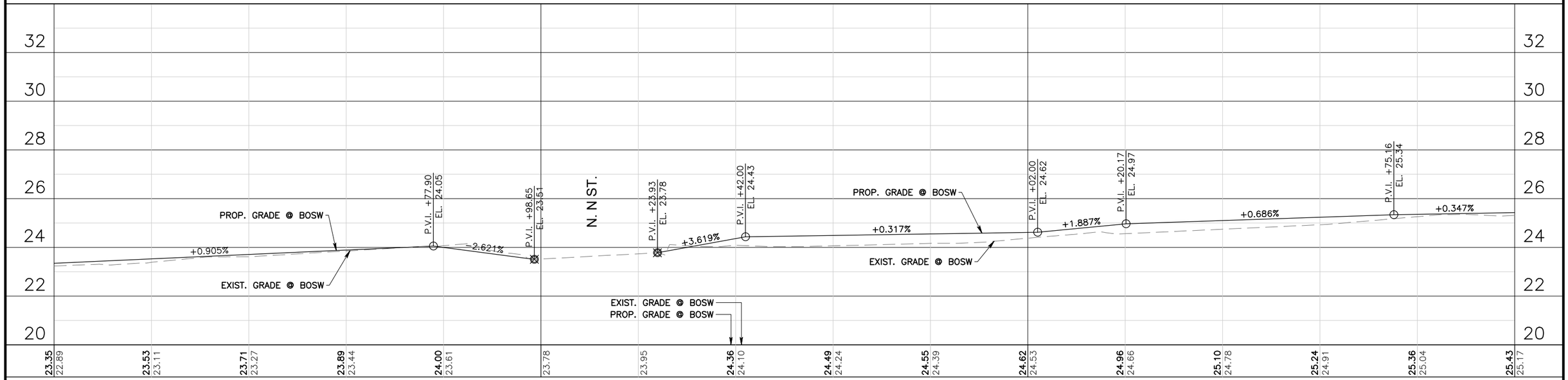
+03.62 32.09' RT
+14.54 30.75' RT
+18.58 29.95' RT
+40.90 32.06' RT
+54.26 34.65' RT
+70.44 35.36' RT
+85.14 28.58' RT
+88.97 26.27' RT
+83.59 12.63' RT
+94.04 19.04' RT
+99.36 28.46' RT
+23.47 28.67' RT
+28.35 19.59' RT
+33.32 12.91' RT
+35.76 12.93' RT
+40.52 24.34' RT
+87.67 23.90' RT
+04.82 23.74' RT
+05.77 23.73' RT
+14.56 26.56' RT
+25.96 31.57' RT
+32.12 32.20' RT
+44.84 32.18' RT
+90.25 32.10' RT

MATCH EXIST. CURB
EXIST. VAULT, TO BE ADJUSTED TO PROP. GRADE
CONST. DROP CURB
MATCH EXIST. CURB
EXIST. ROW
PROP. SILT FENCE @ ROW
EXIST. CLEANOUT, TO BE ADJUSTED TO PROP. GRADE
EXIST. CLEANOUT, TO BE ADJUSTED TO PROP. GRADE
EXIST. FENCE, TO BE RELOCATED OUTSIDE ROW
EXIST. ROW

CR-F, R15', R17', R2', R46', R18', R30'

48' 8' 17' 19' 8' 11'

24.1' 35.8' 8' 3.7'



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FL P.E. No. 99836

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PENSACOLA, ESCAMBIA, FLORIDA

Plan & Profiles - W. Gregory St.

Sheet No. **11**

J:\P22801\Roadway\Roadway\PLANRD01.dwg, 2/7/2025 2:51:57 PM, Edwin Diaz,

+XX.XX / XX.XX' XX — STATION/OFFSET TO ℄ SURVEY (GREGORY)

+XX.XX / XX.XX' XX — CURB RETURN & DRIVEWAY REF. POINT TO ℄ SURVEY (GREGORY)

CONST. 4" THICK CONC. SIDEWALK

CONST. 6" THICK CONC. SIDEWALK

DETECTABLE WARNING

GRAPHIC SCALE
10 0 5 10 20
(IN FEET)

N

MATCH LINE STA. 35+00.00

MATCH LINE STA. 38+00.00

W. GREGORY ST.
℄ SURVEY (GREGORY)
S85°40'51"E

N. M. ST.

EXIST. METER, TO BE ADJUSTED TO PROP. GRADE

MATCH EXIST. GRADE
+90.76 / 12.96' RT
+94.76 / 12.98' RT
+90.74 / 17.98' RT
+94.74 / 17.97' RT

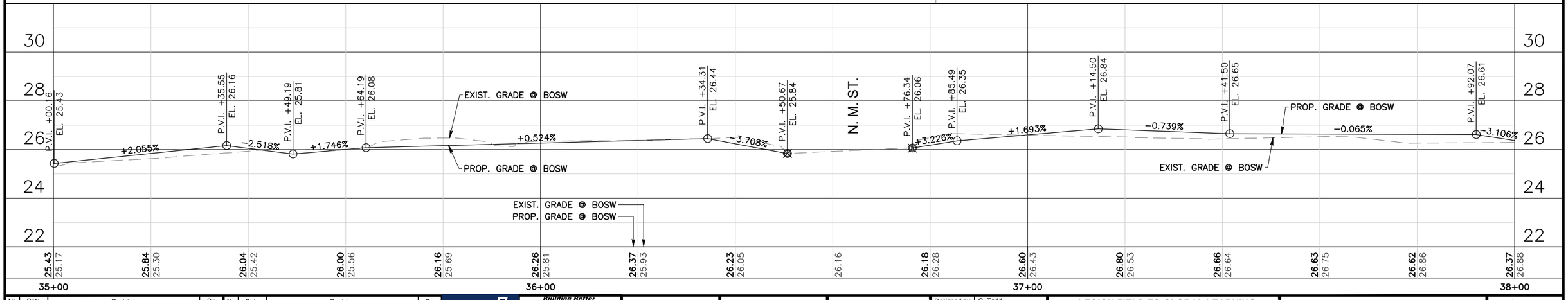
16" OAK
23" PINE

+01.25 / 32.08' RT
+20.40 / 32.05' RT
+34.32 / 28.60' RT
+44.52 / 26.07' RT
+53.40 / 26.05' RT
+64.40 / 26.03' RT
+90.69 / 25.98' RT
+90.64 / 35.75' RT
+94.70 / 25.97' RT
+94.64 / 35.75' RT
+25.62 / 25.91' RT
+34.24 / 24.56' RT
+35.69 / 24.16' RT

EXIST. FENCE, TO BE RELOCATED OUTSIDE ROW
EXIST. ROW
PROP. SILT FENCE @ ROW
MATCH EXIST. ELEV. AT ROW
EXIST. ROW
PROP. SILT FENCE @ ROW

MATCH EXIST. CURB
+39.76 / 12.41' RT
CONST. TYPE 'D' CURB
EXIST. GAS MARKER, TO BE RELOCATED
+48.09 / 19.43' RT
+78.16 / 18.50' RT
CONST. DROP CURB
+75.23 / 22.01' RT
+50.67 / 22.31' RT
+75.09 / 27.54' RT
+50.72 / 27.97' RT
MATCH EXIST. CURB

MATCH EXIST. CURB
+85.21 / 12.25' RT
EXIST. VALVE, TO BE ADJUSTED TO PROP. GRADE
EXIST. CURB & GUTTER, TO REMAIN
EXIST. CONC. SIDEWALK, TO BE REMOVED
EXIST. CONC. SIDEWALK, TO BE REMOVED
+87.99 / 26.04' RT
+99.31 / 28.22' RT
+86.06 / 25.17' RT
+36.19 / 28.13' RT
+41.19 / 28.12' RT
+66.75 / 28.06' RT
+78.75 / 28.03' RT
+36.19 / 35.76' RT
+41.19 / 35.75' RT
+80.58 / 28.02' RT
+99.98 / 31.89' RT
EXIST. ROW
MATCH EXIST. ELEV. AT ROW
EXIST. FENCE, TO BE REMOVED WITHIN ROW
EXIST. ROW



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PENSACOLA, ESCAMBIA, FLORIDA

Plan & Profiles - W. Gregory St.

Sheet No. **12**

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+XX.XX / XX.XX' XX — STATION/OFFSET TO ℄ SURVEY (GREGORY)

+XX.XX / XX.XX' XX — CURB RETURN & DRIVEWAY REF. POINT TO ℄ SURVEY (GREGORY)

CONST. 4" THICK CONC. SIDEWALK

CONST. 6" THICK CONC. SIDEWALK

DETECTABLE WARNING

GRAPHIC SCALE 10 0 5 10 20 (IN FEET)

N

W. GREGORY ST.
STA. 40+20.67 – ℄ SURVEY (GREGORY)
N. L ST.
STA. 30+00.39 – ℄ SURVEY (L)

REFER TO SHEETS 18–25 FOR N. L ST. MULITMODAL DESIGN

MATCH LINE STA. 38+00.00

MATCH LINE STA. 41+00.00

W. GREGORY ST.

℄ SURVEY (GREGORY)

S85°40'51"E

℄ SURVEY (L)

N41°8'21"E

N. L ST.

EXIST. CONC. SIDEWALK, TO BE REMOVED

EXIST. CURB, TO REMAIN

31" OAK

28" OAK

20" PALM

42" MAGNOLIA TREE

18" PALM

R50'

R18'

R10'

R15'

R22'

R30'

8'

12'

+23.77 27.67' RT

+38.48 27.64' RT

+38.50 35.76' RT

+16.76 30.56' RT

+50.48 27.59' RT

+50.50 35.74' RT

+04.12 35.75' RT

+06.65 39.51' RT

+19.25 35.75' RT

+48.41 39.51' RT

+83.81 11.69' RT

+90.68 27.51' RT

+96.70 28.33' RT

+98.47 11.48' RT

+06.94 25.84' RT

+35.16 25.72' RT

+08.89 34.55' RT

+32.96 34.50' RT

+36.44 16.10' RT

+46.55 11.42' RT

+53.55 11.96' RT

+60.55 11.47' RT

+49.56 18.48' RT

+57.57 18.47' RT

+57.57 22.10' RT

+49.57 22.10' RT

+43.19 30.09' RT

CONST. TYPE 'D' CURB

CONST. DROP CURB

CR–E

MATCH EXIST. CURB

VALUE TO BE ADJUST

EXIST. ROW

PROP. SILT FENCE @ ROW

MATCH EXIST. GRADE

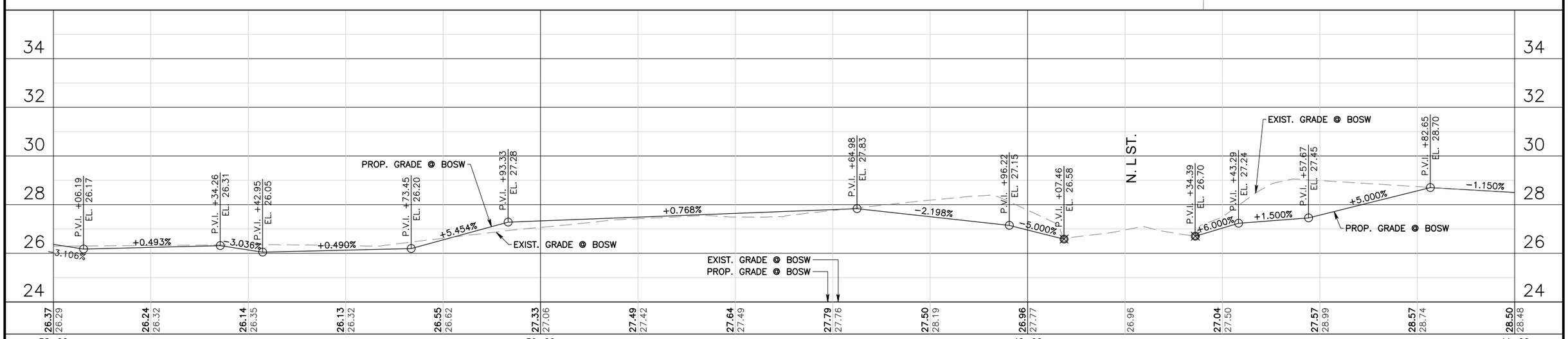
PROP. TEMP. CONST. EASEMENT

MATCH EXIST. ELEV. AT ROW

EXIST. CONC. SIDEWALK, TO BE REMOVED

35.8' 23.3' 8.6' 3.9'

22.1' 35.8' 8' 5.6'



No.	Date	Revision	By
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PENSACOLA, ESCAMBIA, FLORIDA

Plan & Profiles - W. Gregory St.

Sheet No. **13**

J:\P22801\Roadway\Roadway\PLANRD01.dwg, 2/7/2025 2:52:00 PM, Edwin Diaz,

+XX.XX / XX.XX' XX — STATION/OFFSET TO ℄ SURVEY (GREGORY)

+XX.XX / XX.XX' XX — CURB RETURN & DRIVEWAY REF. POINT TO ℄ SURVEY (GREGORY)

CONST. 4" THICK CONC. SIDEWALK

CONST. 6" THICK CONC. SIDEWALK

TRUNCATED DOMES

GRAPHIC SCALE
10 0 5 10 20
(IN FEET)

N

MATCH LINE STA. 41+00.00

MATCH LINE STA. 44+00.00

W. GREGORY ST.

W. GREGORY ST.

℄ SURVEY (GREGORY)

S85°40'51"E

1

42

43

4

+23.94
11.30' RT

EXIST. VALVE, TO BE ADJUSTED TO PROP. GRADE

EXIST. CONC. SIDEWALK, TO BE REMOVED

EXIST. WATER METER, TO BE ADJUSTED TO PROP GRADE

CONST. TYPE 'D' CURB

MATCH EXIST. CURB
+45.16
11.57' RT

+49.08
11.93' RT

MATCH EXIST. CURB
+93.42
11.51' RT

+91.81
11.52' RT

CONST. TYPE 'D' CURB

+55.90
19.78' RT

+58.18
22.08' RT

+83.88
19.36' RT

CONST. DROP CURB
+81.79
21.48' RT

CR-E

R10'

R22'

R30'

22.1'

35.8'

8'

5.6'

20.9'

9.4'

5.5'

8'

10'

5'

+18.83
30.15' RT

+18.85
35.75' RT

EXIST. ROW

MATCH EXIST. ELEV. AT ROW

+28.83
30.16' RT

+28.85
35.75' RT

+53.90
30.18' RT

+53.89
35.75' RT

+58.90
30.18' RT

+58.89
35.75' RT

MATCH EXIST. ELEV. AT ROW

PROP. SILT FENCE @ ROW

+28.81
30.24' RT

EXIST. ROW

+38.81
30.25' RT

+75.98
30.28' RT

+90.65
26.46' RT

+01.41
23.66' RT

+14.36
23.67' RT

+14.36
28.68' RT

+24.36
23.68' RT

+24.36
28.59' RT

+43.30
23.69' RT

EXIST. ROW

+57.97
32.88' RT

MATCH EXIST. CURB

+81.78
35.84' RT

EXIST. SW TO BE REMOVED

+92.96
26.03' RT

+95.92
27.82' RT

PROP. SILT FENCE @ ROW

24" PALM

24" PALM

7587
24.91
OM T12

N. K ST.

P.V.I. +05.08 EL. 28.44
P.V.I. +20.08 EL. 27.70
P.V.I. +30.08 EL. 27.74
P.V.I. +40.08 EL. 28.37
P.V.I. +55.08 EL. 28.36
P.V.I. +32.60 EL. 26.58
P.V.I. +13.95 EL. 25.38
P.V.I. +43.95 EL. 25.41
P.V.I. +56.49 EL. 24.77
P.V.I. +83.16 EL. 24.46

-1.150%
-4.930%
+0.375%
+6.253%
-0.010%
-2.301%
-1.472%
+0.103%
-5.091%
+3.382%

PROP. GRADE @ BOSW
EXIST. GRADE @ BOSW
EXIST. GRADE @ BOSW
PROP. GRADE @ BOSW
EXIST. GRADE @ BOSW

34 32 30 28 26 24 22

28.50 28.48 | 27.71 28.06 | 28.36 28.31 | 28.25 28.24 | 27.79 27.72 | 27.33 27.27 | 26.87 26.72 | 26.47 26.72 | 26.18 26.39 | 25.88 26.18 | 25.59 25.74 | 25.39 25.64 | 25.41 25.39 | 24.78 | 24.48 | 25.02 25.14

41+00 42+00 43+00 44+00

No.	Date	Revision	By
1			
2			
3			
4			

No.	Date	Revision	By
5			
6			
7			
8			

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Plans Prepared By:
CPH, LLC
A Full Service A & E Firm

ALEJANDRO MEJIA, P.E.
FL P.E. No. 99836

Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Plan & Profiles - W. Gregory St.

Sheet No. 14

J:\P22801\Roadway\Roadway\PLANRD01.dwg, 2/7/2025 2:52:01 PM, Edwin Diaz,

+XX.XX
XX.XX' XX — STATION/OFFSET TO ℄ SURVEY (GREGORY)

+XX.XX
XX.XX' XX — CURB RETURN & DRIVEWAY REF. POINT TO ℄ SURVEY (GREGORY)

CONST. 4" THICK CONC. SIDEWALK

CONST. 6" THICK CONC. SIDEWALK

GRAPHIC SCALE
10 0 5 10 20
(IN FEET)

N

MATCH LINE STA. 44+00.00

MATCH LINE STA. 46+40.00

W. GREGORY ST.

W. GREGORY ST.

4 S85°40'51"E 45 46 S85°40'51"E

℄ SURVEY (GREGORY)

℄ SURVEY (GREGORY)

EXIST. POWER POLE AND UTILITY RISER, TO BE RELOCATED

EXIST. CONC. SIDEWALK 7484 TO BE REMOVED

25.30
OM T15

EXIST. CONC. SIDEWALK TO BE REMOVED

EXIST. CLEANOUT, TO BE ADJUSTED TO PROP. GRADE

20.9'
35.8'
9.4'
5.5'
18.4'
35.8'
8'
9.3'

R30'
R22'
R30'

+30.26
33.41' RT
+35.27
33.41' RT
+52.16
33.53' RT
+57.16
33.53' RT
+11.29
27.21' RT
+16.29
26.10' RT
+18.99
25.99' RT

8'
11'
8'
13'
8'
5'
5'

+13.33
33.39' RT
+30.26
35.75' RT
+35.27
35.74' RT
+15.84
33.49' RT
+26.84
33.50' RT
+52.17
35.76' RT
+57.17
35.76' RT
+78.30
33.55' RT
+07.10
29.19' RT
+11.29
35.75' RT
+91.30
33.56' RT
+16.29
35.75' RT

MATCH EXIST. ELEV. AT ROW

EXIST. ROW

PROP. SILT FENCE @ ROW

MATCH EXIST. ELEV. AT ROW

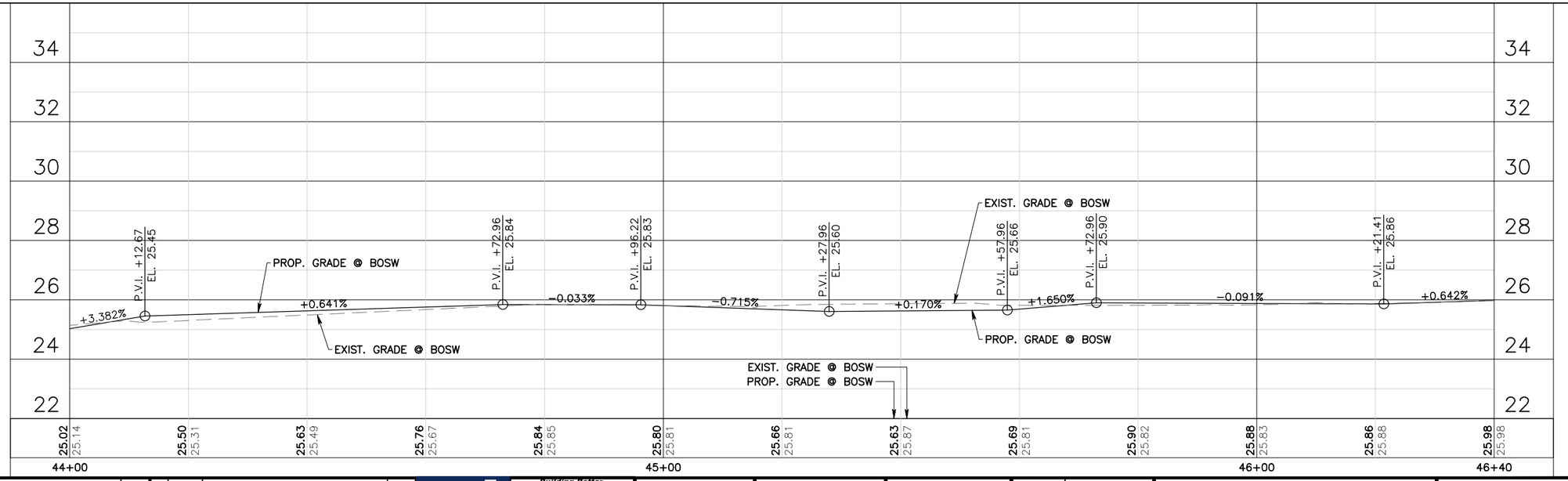
MATCH EXIST. ELEV. AT ROW

MATCH EXIST. ELEV. AT ROW

EXIST. ROW

EXIST. FENCE, TO BE RELOCATED OUTSIDE ROW

EXIST. FENCE, TO BE RELOCATED OUTSIDE ROW



No.	Date	Revision	By
1			
2			
3			
4			

No.	Date	Revision	By
1			
2			
3			
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Plans Prepared By:
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A Full Service A & E Firm

ALEJANDRO MEJIA, P.E.
FL P.E. No. 99836

Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Plan & Profiles - W. Gregory St.

Sheet No. 15

J:\P22801\Roadway\Roadway\PLANRD01.dwg, 2/7/2025 2:52:03 PM, Edwin Diaz,

+XX.XX / XX.XX' XX — STATION/OFFSET TO ℄ SURVEY (GREGORY)

+XX.XX / XX.XX' XX — CURB RETURN & DRIVEWAY REF. POINT TO ℄ SURVEY (GREGORY)

CONST. 4" THICK CONC. SIDEWALK

CONST. 6" THICK CONC. SIDEWALK

DETECTABLE WARNING

GRAPHIC SCALE 10 0 5 10 20 (IN FEET)

N

MATCH LINE STA. 46+40.00

MATCH LINE STA. 49+40.00

W. GREGORY ST.

N. J. ST.

℄ SURVEY (GREGORY)

S85°40'51"E

47 48 49

+04.79 13.66' RT — MATCH EXIST. CURB

EXIST. MANHOLE AND VALVE, TO BE ADJUSTED TO PROP. GRADE

CR-E

R15'

+97.99 27.60' RT

8'

18.4' 35.8' 8' 9.3'

+07.10 23.23' RT

CONST. DROP CURB

MATCH EXIST. CURB

+09.14 32.26' RT

+33.25 33.42' RT

R10'

+35.16 24.55' RT

+36.15 14.80' RT — MATCH EXIST. CURB

R22'

R30'

+42.25 30.90' RT

+55.02 33.75' RT

EXIST. BRICK WALL, TO REMAIN

EXIST. ROW

+77.42 33.76' RT

+72.42 33.76' RT

7398 26.06 OM T14

18" OAK

EXIST. CONC. SIDEWALK, TO BE REMOVED

5'

+89.89 33.75' RT

+77.42 35.72' RT

MATCH EXIST. ELEV. AT ROW

+72.42 35.72' RT

10'

+99.89 33.75' RT

EXIST. FENCE, TO BE RELOCATED OUTSIDE ROW

PROP. SILT FENCE @ ROW

+52.47 33.75' RT

+54.42 33.84' RT

+58.51 34.60' RT

+62.42 35.44' RT

EXIST. METER, TO BE ADJUSTED TO PROP. GRADE

EXIST. CONC. SIDEWALK, TO BE REMOVED

12" CREPE MYRTLE

4" CREPE MYRTLE

6" CREPE MYRTLE

+12.14 33.75' RT

+07.14 33.75' RT

R30'

R22'

+74.99 34.60' RT

+81.04 33.75' RT

PROP. SILT FENCE @ ROW

EXIST. FENCE AND GATE, TO BE RELOCATED OUTSIDE ROW

+07.14 35.75' RT

+12.14 35.75' RT

MATCH EXIST. ELEV. AT ROW

EXIST. ROW

12'

+36.69 33.75' RT

PROP. SILT FENCE @ ROW

2'

EXIST. ROW

EXIST. CONC. SIDEWALK, TO BE REMOVED

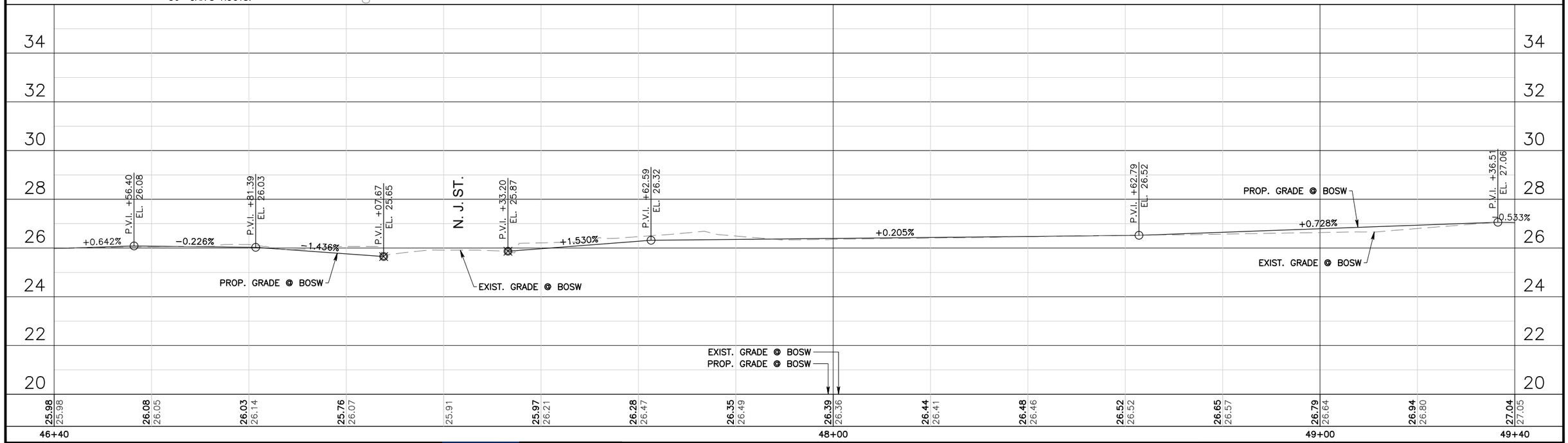
EXIST. FENCE, TO BE RELOCATED OUTSIDE ROW

PROP. SILT FENCE @ ROW

EXIST. CONCRETE BENCH, TO BE RELOCATED. CONTRACTOR TO COORDINATE PLACEMENT WITH CITY'S ARBORIST TO NOT IMPEDE 36" OAK'S ROOTS.

36" OAK

CAS BFO OE W



No.	Date	Revision	By
1			
2			
3			
4			

No.	Date	Revision	By
5			
6			
7			
8			

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ALEJANDRO MEJIA, P.E.
FL P.E. No. 99836

Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Plan & Profiles - W. Gregory St.

Sheet No. 16

J:\P22801\Roadway\Roadway\PLANRD01.dwg, 2/7/2025 3:45:23 PM, Alejandro Mejia,

+XX.XX
XX.XX' XX — STATION/OFFSET TO ℄ SURVEY (GREGORY)

+XX.XX
XX.XX' XX — CURB RETURN & DRIVEWAY REF. POINT TO ℄ SURVEY (GREGORY)

CONST. 4" THICK CONC. SIDEWALK

CONST. 6" THICK CONC. SIDEWALK

DETECTABLE WARNING

GRAPHIC SCALE
10 0 5 10 20
(IN FEET)

N

END CONST. – W. GREGORY ST.
STA. 50+64.10 – ℄ SURVEY. (GREGORY)

MATCH LINE STA. 49+40.00

W. GREGORY ST.

S85°40'51"E

50

51

℄ SURVEY (GREGORY)

N. I ST.

CREPE MYRTLE

EXIST. VALVE, TO BE ADJUSTED TO PROP. GRADE

EXIST. CONC. SIDEWALK, TO BE REMOVED

MATCH EXIST. CURB
+64.08
26.83' RT

CONST. TYPE 'B' C&G PER CITY DETAIL, SHEET 28

+61.59
33.83' RT

CR–E

+64.10
40.83' RT

MATCH EXIST. CURB

35.8'
25.8'
8'
2'
12'
R22'
R30'
R22'
8'

+50.14
34.60' RT
+48.66
34.23' RT
EXIST. ROW
+44.10
33.75' RT
EXIST. CONC. SIDEWALK, TO BE REMOVED

+72.66
33.75' RT
+66.62
34.60' RT

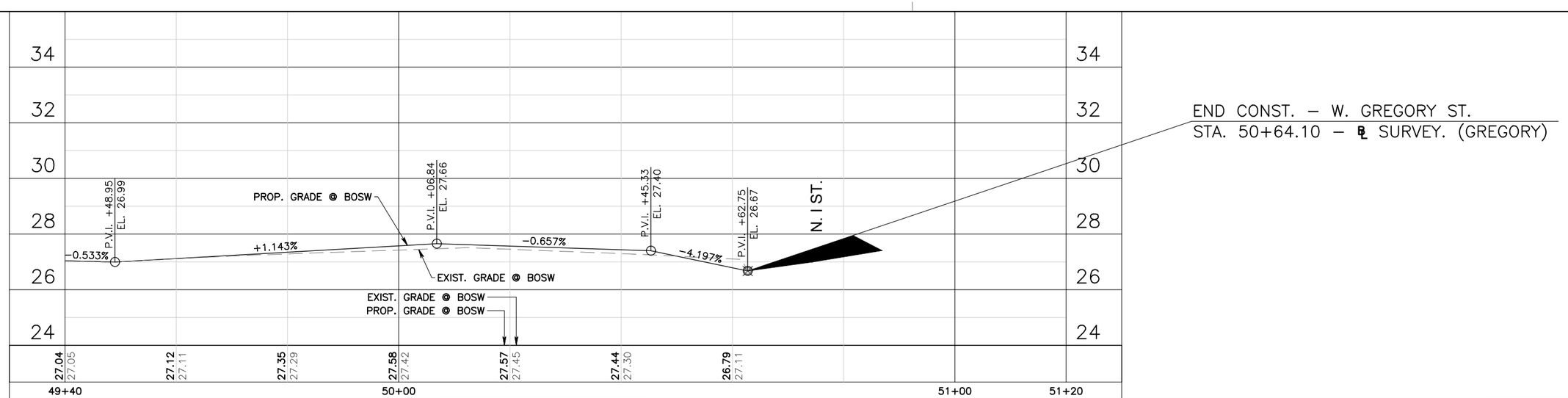
EXIST. ROW

+50.13
35.48' RT

+41.59
33.75' RT

R22'
R30'

+53.64
36.71' RT



END CONST. – W. GREGORY ST.
STA. 50+64.10 – ℄ SURVEY. (GREGORY)

No.	Date	Revision	By
1			
2			
3			
4			

No.	Date	Revision	By
5			
6			
7			
8			

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Plans Prepared By:
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ALEJANDRO MEJIA, P.E.
FL P.E. No. 99836

Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Plan & Profiles - W. Gregory St.

Sheet No. **17**

J:\P22801\Roadway\Roadway\PLANRD01.dwg, 2/7/2025 4:19:43 PM, Alejandro Mejia

+XX.XX / XX.XX' XX — STATION/OFFSET TO ℄ SURVEY (L)

+XX.XX / XX.XX' XX — CURB RETURN & DRIVEWAY REF. POINT TO ℄ SURVEY (L)

CONST. 4" THICK CONC. SIDEWALK

CONST. 6" THICK CONC. SIDEWALK

DETECTABLE WARNING

REFER TO SHEETS 10–17 FOR W. GREGORY ST. MULITMODAL DESIGN

W. GREGORY ST.

STA. 40+20.67 – ℄ SURVEY (GREGORY)

N. L ST.

STA. 30+00.39 – ℄ SURVEY (L)

BEGIN CONST. – N. L ST.

STA. 30+15.80 – ℄ SURVEY. (L)

GRAPHIC SCALE

10 0 5 10 20

(IN FEET)

N

MATCH LINE STA. 32+00.00

EXIST. ROW

℄ SURVEY (GREGORY)

20" MAGNOLIA TREE

20" PALM

APPROX. R/W

N4°18'21"E

N. L ST.

℄ SURVEY (L)

EXIST. WALL TO BE REMOVED. CITY TO COORDINATE WITH OWNER FOR LIMITS OF WALL RECONSTRUCTION

CITY TO COORDINATE WITH POWER POLE OWNER TO RELOCATE GUY ANCHOR

MATCH EXIST. CURB

+15.80 28.85' RT

+16.83 32.77' RT

CR–E

R15'

R22'

+15.94 36.85' RT

+36.13 31.87' RT

+28.41 31.07' RT

+42.73 26.16' RT

+45.78 22.59' RT

EXIST. CLEANOUT, TO BE ADJUSTED TO PROP. GRADE

+41.36 22.64' RT

+41.36 29.16' RT

CONST. TYPE "D" CURB @ BOSW

PROP. TEMP. CONST. EASEMENT

MATCH EXIST. ELEV.

+57.36 22.65' RT

+57.36 29.17' RT

+99.80 22.67' RT

+85.38 26.16' RT

+99.80 25.00' RT

CONST. TYPE "D" CURB @ BOSW

EXIST. METER, TO BE ADJUSTED TO PROP. GRADE

8'

16'

25.1'

14.6'

24.9'

8'

2.3'

EXIST. GRADE @ BOSW RT

PROP. GRADE @ BOSW RT

P.V.I. +15.96 EL. 27.43

P.V.I. +25.40 EL. 27.78

P.V.I. +45.78 EL. 28.87

P.V.I. +41.45 EL. 31.61

P.V.I. +56.45 EL. 31.72

+3.705%

+5.343%

+2.869%

+0.696%

+3.651%

27.58 / 30.59

28.56 / 30.59

29.28 / 30.65

29.85 / 31.15

30.42 / 31.65

31.00 / 32.28

31.57 / 32.53

31.85 / 32.69

32.58 / 33.58

33.31 / 33.74

30+00

31+00

32+00

No.	Date	Revision	By	No.	Date	Revision	By
1				5			
2				6			
3				7			
4				8			

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Plans Prepared By:
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ALEJANDRO MEJIA, P.E.
FL P.E. No. 99836

Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Plan & Profiles - N. L St.

Sheet No. 18

J:\P22801\Roadway\Roadway\PLANRD02.dwg, 2/7/2025 4:12:21 PM, Alejandro Mejia,

GRAPHIC SCALE
10 0 5 10 20
(IN FEET)

N

MATCH LINE STA. 32+00.00

EXIST. ROW

6" OAK
9" OAK
12" OAK
16" PALM
12" PALM
12" OAK
BAMBOO CLUMP
35 46 48 OM T1

GAS

2

℄ SURVEY (L)

N4°18'21"E

33

34

N. L ST.

EXIST. MAILBOX, TO BE RELOCATED

13'
8'
+59.15
22.70' RT
30'
+89.15
22.72' RT
+95.18
22.72' RT
14'
5'
8'

+12.85
22.68' RT
EXIST. ROW
+12.80
25.00' RT
CONST. TYPE "D" CURB @ BOSW
+90.18
22.72' RT
+90.18
25.00' RT
EXIST. CLEANOUT, TO BE ADJUSTED TO PROP. GRADE
EXIST. METER, TO BE ADJUSTED TO PROP. GRADE
EXIST. POWER POLE, TO BE RELOCATED
+95.18
25.00' RT
MATCH EXIST. ELEV. AT ROW
+08.05
22.73' RT
+22.19
22.73' RT
CONST. TYPE "D" CURB @ BOSW
+43.30
22.74' RT
EXIST. METER, TO BE ADJUSTED TO PROP. GRADE
EXIST. ROW
+68.18
22.76' RT
CONST. TYPE "D" CURB @ BOSW
CITY TO COORDINATE WITH POWER POLE OWNER TO RELOCATE GUY ANCHOR
23.83'
+13.31
22.78' RT
+30.37
28.94' RT
R22'
R30'

EXIST. ROW
+49.79
27.17' LT
MATCH EXIST. CURB
PROP. 6" THICK CONC. LANDING (4'x4' MIN.)
+47.85
23.94' LT
+52.01
12.63' LT
CONST. TYPE 'B' C&G PER CITY DETAIL, SHEET 28
CONST. TYPE 'B' C&G PER CITY DETAIL, SHEET 28
℄ SURVEY (L)
+61.62
29.48' LT
CR-A
+61.58
26.40' LT
+57.91
20.72' LT
R15'
+82.65
24.78' LT
CR-E
R16'
+87.10
20.30' LT
+86.71
16.79' LT
MATCH EXIST. CURB
EXIST. GAS MARKER, TO BE RELOCATED
N4°18'21"E
3
+25.36
26.33' RT
CONST. TYPE "D" CURB @ BOSW
+94.34
25.44' RT
EXIST. VALVE BOX, TO BE ADJUSTED TO PROP. GRADE
+90.61
29.57' RT
N. L ST.
+69.93
23.12' RT
+43.79
23.17' RT
+42.40
27.29' RT
R18'
R18'
+71.34
26.82' RT
R7'
R15'
8'
CR-E
+68.51
29.64' RT
+68.47
31.13' RT
+80.56
31.11' RT
+82.63
31.10' RT
+45.14
29.99' RT
+45.14
31.16' RT
CONST. TYPE 'B' C&G PER CITY DETAIL, SHEET 28
CITY TO COORDINATE WITH POWER POLE OWNER TO RELOCATE GUY ANCHOR
EXIST. FENCE, TO BE RELOCATED
+95.49
28.76' RT
EXIST. ROW
PROP. TEMP. CONST. EASEMENT

W. WRIGHT ST.
+98.46
24.82' LT
EXIST. ROW
+95.09
29.15' LT
MATCH EXIST. CURB

MATCH LINE STA. 35+00.00

25.1'
14.6'
24.9'
8'
2.3'
4.2'
8'
25.1'
16.9'
14.7'
24.9'
8.1'
2.2'
3.8'

+XX.XX / XX.XX' XX — STATION/OFFSET TO ℄ SURVEY (L)
+XX.XX / XX.XX' XX — CURB RETURN & DRIVEWAY REF. POINT TO ℄ SURVEY (L)
X — EXIST. TREE, TO BE REMOVED
CONST. 4" THICK CONC. SIDEWALK
CONST. 6" THICK CONC. SIDEWALK
DETECTABLE WARNING

W. WRIGHT ST.

EXIST. GRADE @ BOSW RT
P.V.I. +00.64
EL. 33.33
+3.015%
PROP. GRADE @ BOSW RT
EXIST. GRADE @ BOSW RT
PROP.GRADE @ BOSW RT
EXIST. GRADE @ BOSW RT
PROP.GRADE @ BOSW RT
P.V.I. +29.79
EL. 40.24
+1.380%
P.V.I. +70.01
EL. 40.80
+3.456%
P.V.I. +84.17
EL. 41.28
+2.641%
P.V.I. +92.95
EL. 41.52
+7.185%
+5.643%
EXIST. GRADE @ BOSW LT
EL. 40.98
P.V.I. +84.09
PROP. GRADE @ BOSW LT
EXIST. GRADE @ BOSW LT
EXIST. GRADE @ BOSW RT
PROP.GRADE @ BOSW RT
PROP. GRADE @ BOSW LT

44 42 40 38 36 34 32

33.31 33.74 | 33.91 34.34 | 34.52 35.13 | 35.12 35.90 | 35.72 36.31 | 36.33 36.96 | 36.93 37.16 | 37.53 37.87 | 38.14 38.54 | 38.74 38.93 | 39.34 39.35 | 39.94 39.94 | 40.38 40.63 | 40.66 40.74 | 41.14 41.95 | 42.13 42.89 | 41.91 43.11

32+00 33+00 34+00 35+00

No.	Date	Revision	By
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Plans Prepared By:
CPH, LLC
A Full Service A & E Firm

ALEJANDRO MEJIA, P.E.
FL P.E. No. 99836

Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Plan & Profiles - N. L St.

Sheet No. **19**

J:\P22801\Roadway\Roadway\PLANRD02.dwg, 2/7/2025 2:52:22 PM, Edwin Diaz,

MATCH LINE STA. 35+00.00

MATCH LINE STA. 38+00.00

GRAPHIC SCALE
10 0 5 10 20
(IN FEET)

N

EXIST. ROW

EXIST. METER, TO BE ADJUSTED TO PROP. GRADE

MATCH EXIST. ELEV. +42.46 32.69' LT

+42.48 24.93' LT

+52.46 32.47' LT

+52.48 24.96' LT

+89.79 24.92' LT

+84.26 23.50' LT

+80.29 22.67' LT

+89.75 31.20' LT

MATCH EXIST. ELEV. +04.75 31.20' LT

+69.65 23.48' LT

+05.85 26.53' LT

PROP. TEMP. CONST. EASEMENT

+67.54 26.53' LT

EXIST. MAILBOX, TO BE RELOCATED

+38.90 24.94' LT

MATCH EXIST. ELEV. AT ROW +34.90 24.96' LT

+34.90 20.50' LT

+24.77 20.50' LT

EXIST. METER AND VALVE BOX, ADJUSTED TO PROP. GRADE

+97.99 27.70' LT

+95.33 25.00' LT

+48.76 27.68' LT

+57.05 25.00' LT

EXIST. ROW

+04.69 25.00' LT

+15.52 11.99' LT

+62.41 24.99' LT

+73.67 22.65' LT

+91.45 25.00' LT

+60.33 25.00' LT

+70.12 22.11' LT

+75.56 20.50' LT

+75.52 10.00' LT

+41.83 20.50' LT

+47.27 22.11' LT

+96.03 10.00' LT

N. L ST.

N4°18'21"E

EXIST. METER, TO BE ADJUSTED TO PROP. GRADE

℄ SURVEY (L)

EXIST. CLEANOUT, TO BE ADJUSTED TO PROP. GRADE

MATCH EXIST. CURB

EXIST. C&G, TO BE REMOVED

CONST. TYPE 'B' C&G PER CITY DETAIL, SHEET 28

EXIST. SPRINKLER, TO BE RELOCATED. CONTRACTOR TO COORDINATE WITH OWNER PRIOR TO RELOCATION

+15.52 12.12' RT

+13.34 22.71' RT

+75.70 20.50' RT

+75.52 10.00' RT

+38.90 20.50' LT

+65.54 19.00' RT

+58.34 20.50' RT

+87.12 20.50' RT

EXIST. ROW +05.27 25.00' RT

PROP. TEMP. CONST. EASEMENT

EXIST. FENCE, TO BE RELOCATED

CONST. TYPE "D" CURB @ BOSW

EXIST. POWER POLE AND GUY ANCHORS, TO BE RELOCATED

CONST. TYPE "D" CURB @ BOSW

EXIST. POWER POLE, TO BE RELOCATED

EXIST. FENCE, TO BE RELOCATED

+79.93 19.00' RT

EXIST. ROW

+XX.XX / XX.XX' XX — STATION/OFFSET TO ℄ SURVEY (L)

+XX.XX / XX.XX' XX — CURB RETURN & DRIVEWAY REF. POINT TO ℄ SURVEY (L)

EXIST. TREE, TO BE REMOVED

CONST. 4" THICK CONC. SIDEWALK

CONST. 6" THICK CONC. SIDEWALK

DETECTABLE WARNING

EXIST. GRADE @ BOSW RT

EXIST. GRADE @ BOSW LT

PROP. GRADE @ BOSW RT

PROP. GRADE @ BOSW LT

P.V.I. +06.92 EL. 42.62

P.V.I. +36.92 EL. 43.23

P.V.I. +41.92 EL. 43.21

P.V.I. +51.92 EL. 43.37

P.V.I. +56.92 EL. 43.70

P.V.I. +65.58 EL. 43.97

P.V.I. +69.65 EL. 43.93

P.V.I. +39.99 EL. 45.89

P.V.I. +00.57 EL. 44.72

P.V.I. +55.00 EL. 46.32

P.V.I. +50.27 EL. 48.70

P.V.I. +57.72 EL. 49.05

P.V.I. +72.77 EL. 49.40

P.V.I. +87.30 EL. 49.85

P.V.I. +35.00 EL. 49.92

+7.185% +2.029% −2.638% +0.345% +1.573% +6.509% +3.145% −2.638% +2.790% +2.946% +2.650% +2.549% −2.379% +3.081% +2.725% +2.650%

No.	Date	Revision	By
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ALEJANDRO MEJIA, P.E.
FL P.E. No. 99836

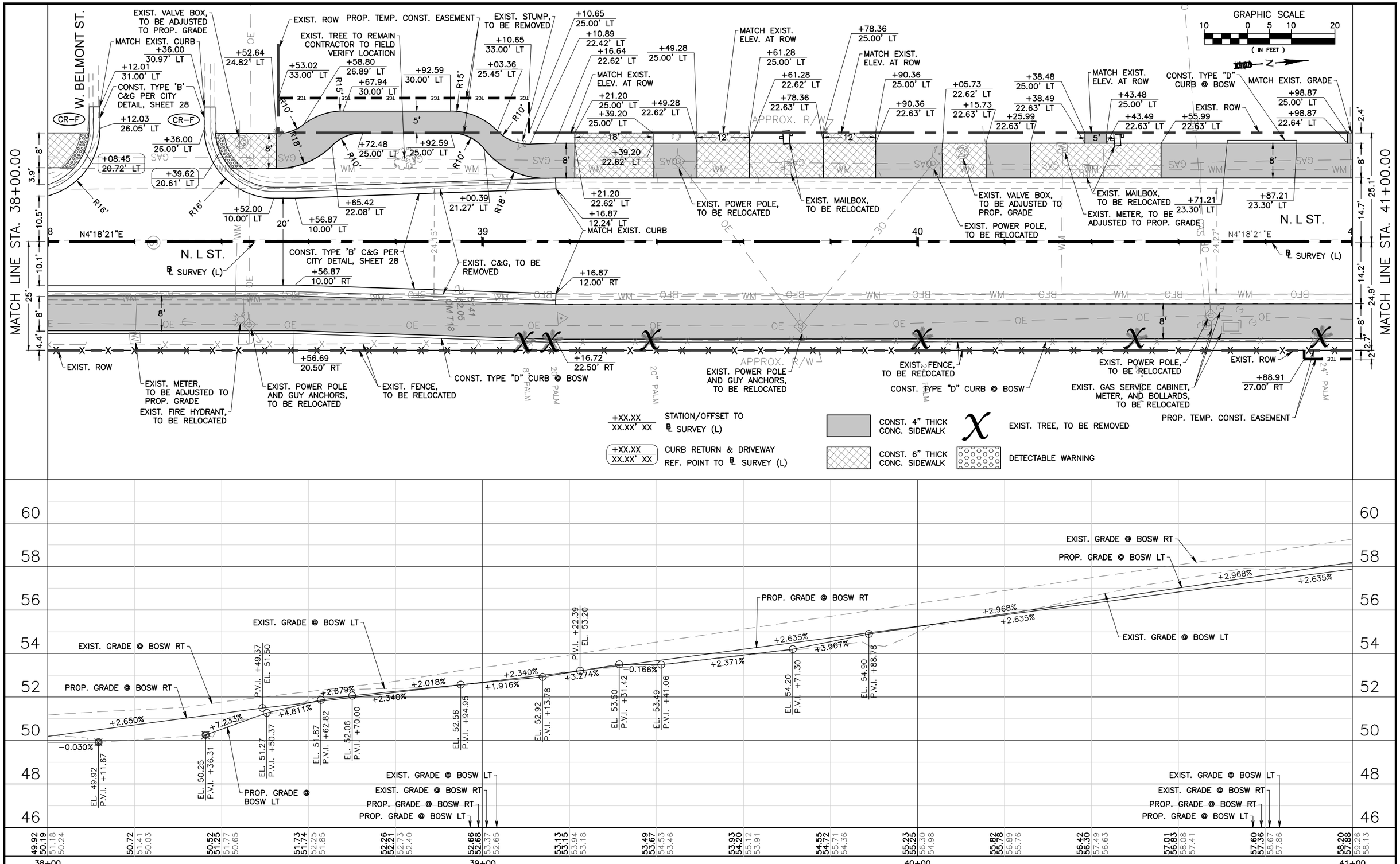
Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Plan & Profiles - N. L St.

Sheet No. 20

J:\P22801\Roadway\Roadway\PLANRD02.dwg, 2/7/2025 2:52:24 PM, Edwin Diaz,



No.	Date	Revision	By
1			
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No.	Date	Revision	By
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LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Plan & Profiles - N. L St.

Sheet No. **21**

J:\P22801\Roadway\Roadway\PLANRD02.dwg, 2/7/2025 2:52:25 PM, Edwin Diaz,

MATCH LINE STA. 41+00.00

MATCH LINE STA. 44+00.00

GRAPHIC SCALE
10 0 5 10 20
(IN FEET)

N

MATCH EXIST. CURB
EXIST. ROW
PROP. SILT FENCE @ ROW
+03.87 25.00' LT
+03.87 22.64' LT
+51.69 22.65' LT
+72.93 25.32' LT
R16'
CR-D
+67.02 19.11' LT
CONST. TYPE 'B' C&G PER CITY DETAIL, SHEET 28
SAWCUT AND REMOVE EXIST. PVMT (2' MIN.)
+51.68 12.26' LT
+57.19 12.26' LT
CONST. TYPE 'B' C&G PER CITY DETAIL, SHEET 28
MATCH EXIST. CURB
W. LA RUE ST.
+98.96 36.76' LT
MATCH EXIST. CURB
CONST. TYPE 'D' CURB
PROP. SILT FENCE @ ROW
+14.72 22.73' LT
+19.49 22.73' LT
EXIST. ROW
+97.22 29.15' LT
CR-D
+04.16 19.06' LT
R15'
MATCH EXIST. CURB
+19.49 12.37' LT
EXIST. VALVE BOX, TO BE ADJUSTED TO PROP. GRADE
+48.83 22.75' LT
EXIST. MAILBOX, TO BE RELOCATED
+78.76 22.77' LT
+97.95 22.79' LT
EXIST. METER, TO BE ADJUSTED TO PROP. GRADE
EXIST. POWER POLE, TO BE RELOCATED
MATCH EXIST. ELEV. AT ROW
EXIST. ROW
APPROX. R/W
52'
EXIST. MAILBOX, TO BE RELOCATED
EXIST. MAILBOX, TO BE RELOCATED
1 N. L ST. N4°18'21"E 42 43 N4°18'21"E N. L ST. 4
℄ SURVEY (L)
24'
30'
11 FT TREE
"MYRTLE", 1.3F
TREE
PROP. DROP CURB
+13.22 12.04' RT
+18.72 12.00' RT
MATCH EXIST. CURB
+63.99 13.49' RT
CONST. TYPE 'B' C&G PER CITY DETAIL, SHEET 28
MATCH EXIST. CURB
CONST. TYPE 'B' C&G PER CITY DETAIL, SHEET 28
R15'
R16'
+70.80 28.83' RT
+73.13 26.27' RT
+73.49 31.53' RT
+99.85 27.65' RT
+97.35 27.99' RT
+97.33 34.67' RT
+56.14 22.25' RT
+58.48 25.00' RT
+58.48 27.00' RT
+58.96 23.76' RT
CR-D
CR-E
R6'
R14
+13.83 24.84' RT
+13.48 31.47' RT
+22.13 25.00' RT
EXIST. POWER POLE, TO BE RELOCATED
EXIST. ROW
MATCH EXIST. CURB
+18.75 22.27' RT
+60.25 22.25' RT
+65.25 22.24' RT
16'
5'
+60.25 25.00' RT
MATCH EXIST. GRADE
+65.25 25.00' RT
+94.27 22.22' RT
+78.32 22.23' RT
+04.62 22.22' RT
+26.31 22.20' RT
+15.41 22.21' RT
EXIST. POWER POLE, TO BE RELOCATED
EXIST. ROW
CONST. TYPE "D" CURB @ BOSW
PROP. TEMP. CONST. EASEMENT
EXIST. FENCE, TO BE RELOCATED
CONST. TYPE "D" CURB @ BOSW
PROP. TEMP. CONST. EASEMENT
APPROX. R/W
CONST. TYPE "D" CURB @ BOSW
EXIST. ROW
17" PALM
PECAN TREE
6875 CM 720

+XX.XX / XX.XX' XX — STATION/OFFSET TO ℄ SURVEY (L)

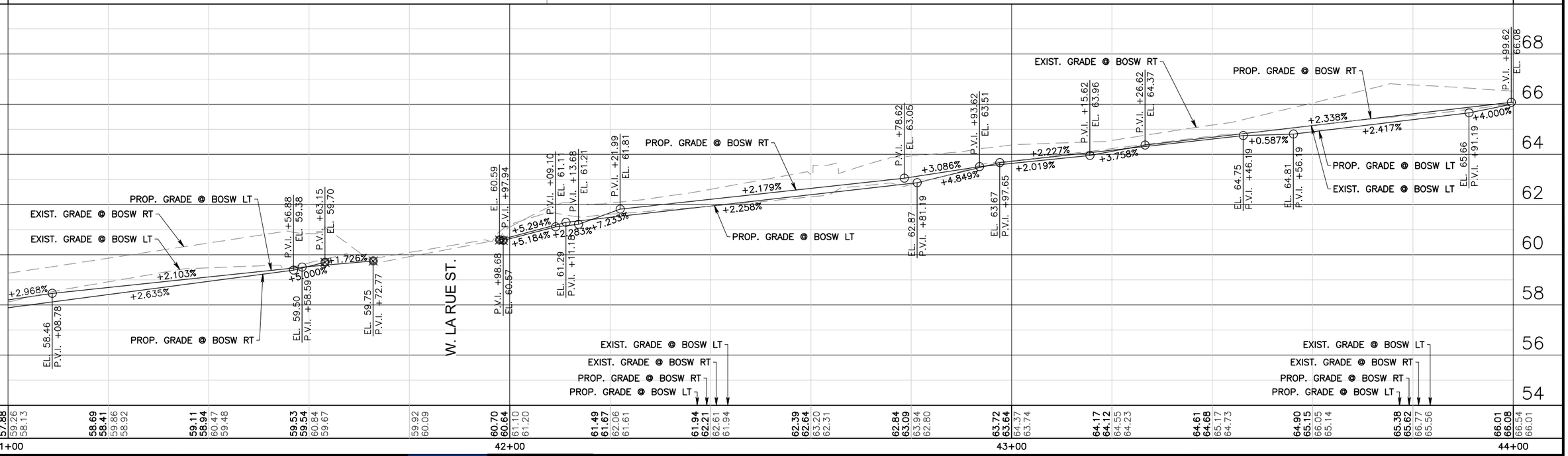
+XX.XX / XX.XX' XX — CURB RETURN & DRIVEWAY REF. POINT TO ℄ SURVEY (L)

CONST. 4" THICK CONC. SIDEWALK

CONST. 6" THICK CONC. SIDEWALK

EXIST. TREE, TO BE REMOVED

DETECTABLE WARNING



No.	Date	Revision	By
1			
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3			
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No.	Date	Revision	By
5			
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Drawn by:	N. Dills
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Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Plan & Profiles - N. L St.

Sheet No. **22**

J:\P22801\Roadway\Roadway\PLANRD02.dwg, 2/7/2025 2:52:27 PM, Edwin Diaz,

GRAPHIC SCALE
10 0 5 10 20
(IN FEET)
N

MATCH LINE STA. 44+00.00
MATCH LINE STA. 47+00.00
JACKSON ST.
N. L ST.
N4°18'21"E
℄ SURVEY (L)
EXIST. ROW
PROP. SILT FENCE @ ROW
MATCH EXIST. SIDEWALK
MATCH EXIST. CURB
CR–L
EXIST. VALVE BOX, TO BE ADJUSTED TO PROP. GRADE
EXIST. POWER POLE, TO BE RELOCATED
EXIST. FIRE HYDRANT, TO REMAIN
CONST. TYPE "D" CURB @ BOSW
CONST. TYPE 'B' C&G PER CITY DETAIL, SHEET 28
PROP. TEMP. CONST. EASEMENT
EXIST. MAILBOXES, TO BE RELOCATED
EXIST. POWER POLE AND GUY ANCHOR, TO BE RELOCATED
CONST. SCHEME I GRAVITY WALL W/ 42" ALUM. PIPE GUIDE RAIL PER FDOT SPI No.'s 400–011 & 515–070
BEGIN PROP. GRAVITY WALL
6527 64.91 OM T21
22" PALM
20"

+XX.XX / XX.XX' XX — STATION/OFFSET TO ℄ SURVEY (L)
+XX.XX / XX.XX' XX — CURB RETURN & DRIVEWAY REF. POINT TO ℄ SURVEY (L)
X — EXIST. TREE, TO BE REMOVED

CONST. 4" THICK CONC. SIDEWALK
CONST. 6" THICK CONC. SIDEWALK
DETECTABLE WARNING

EXIST. GRADE @ BOSW RT
EXIST. GRADE @ BOSW LT
PROP. GRADE @ BOSW RT
PROP. GRADE @ BOSW LT
+1.581% +1.352% +2.790% +1.420% +1.219% +1.908% +6.182% -5.302% -3.394% -5.643% -4.157% -3.775% -6.513% -4.288% -1.955%
P.V.I. +01.19 EL. 66.06
P.V.I. +26.19 EL. 66.39
P.V.I. +36.19 EL. 66.67
P.V.I. +53.62 EL. 66.93
P.V.I. +95.62 EL. 67.44
P.V.I. +14.75 EL. 67.81
P.V.I. +19.14 EL. 68.03
P.V.I. +13.36 EL. 67.77
P.V.I. +19.70 EL. 68.16
P.V.I. +73.10 EL. 68.30
P.V.I. +77.81 EL. 68.04
P.V.I. +73.23 EL. 67.98
P.V.I. +79.26 EL. 67.78
P.V.I. +68.79 EL. 64.40
P.V.I. +78.79 EL. 63.75
P.V.I. +93.79 EL. 63.10

| | | |

+XX.XX / XX.XX' XX — STATION/OFFSET TO ℄ SURVEY (L)

+XX.XX / XX.XX' XX — CURB RETURN & DRIVEWAY REF. POINT TO ℄ SURVEY (L)

CONST. 4" THICK CONC. SIDEWALK

CONST. 6" THICK CONC. SIDEWALK

EXIST. TREE, TO BE REMOVED

DETECTABLE WARNING

GRAPHIC SCALE 10 0 5 10 20 (IN FEET)

MATCH LINE STA. 47+00.00

MATCH LINE STA. 50+00.00

N. L ST.

℄ SURVEY (L)

N4°18'21"E

W. GADSDEN ST.

APPROX. R/W

CONST. TYPE "D" CURB @ BOSW

EXIST. ROW

PROP. TEMP. CONST. EASEMENT

MATCH EXIST. ELEV.

+55.61 28.11' LT

+55.61 22.39' LT

+68.61 28.11' LT

+68.60 22.37' LT

+04.49 25.00' LT

MATCH EXIST. ELEV. AT ROW

+09.49 25.00' LT

CONST. TYPE 'D' CURB @ BOSW

+84.25 24.42' LT

+82.25 22.21' LT

+92.45 28.92' LT

MATCH EXIST. CURB

+94.04 25.92' LT

+91.10 19.89' LT

+19.56 28.91' LT

+18.06 25.91' LT

+18.06 23.56' LT

+20.82 19.84' LT

EXIST. VALVE BOX, TO BE ADJUSTED TO PROP. GRADE

EXIST. VAULT, TO BE ADJUSTED TO PROP. GRADE

PROP. SILT FENCE @ ROW

+28.06 24.41' LT

+28.06 23.56' LT

+29.56 22.06' LT

EXIST. UTILITY MARKER, TO BE RELOCATED

+95.64 25.00' LT

MATCH EXIST. GRADE

+90.64 25.00' LT

EXIST. ROW

+36.80 22.04' LT

+39.78 13.53' LT

+36.78 12.04' LT

+30.78 12.05' LT

+90.63 21.95' LT

+95.63 21.94' LT

+75.40 22.22' LT

+72.39 13.69' LT

+75.39 12.22' LT

+82.06 12.21' LT

+03.88 22.31' LT

+08.88 22.32' LT

CR-D

R2'

R12'

R1.5'

R11.5'

EXIST. CLEANOUT, TO BE ADJUSTED TO PROP. GRADE

EXIST. FENCE, TO BE REMOVED WITHIN LIMITS OF ROW

EXIST. POWER POLE AND GUY ANCHOR, TO BE RELOCATED

+01.99 21.89' RT

+06.99 21.90' RT

PROP. TYPE 'F' C&G

EXIST. VALVE BOXES (2), TO BE ADJUSTED TO PROP. GRADE

EXIST. FIRE HYDRANT, TO BE RELOCATED

+30.05 12.16' RT

PROP. TYPE 'F' C&G DROP

+33.58 12.17' RT

+36.55 13.69' RT

+82.50 12.08' RT

+79.50 13.58' RT

+18.03 24.16' RT

+94.02 23.58' RT

+92.02 26.25' RT

+20.03 26.35' RT

+33.52 22.17' RT

EXIST. VALVE BOX, TO BE ADJUSTED TO PROP. GRADE

+53.15 21.78' RT

+64.75 21.79' RT

END PROP. GRAVITY WALL

EXIST. ROW

+78.65 21.82' RT

+01.98 25.00' RT

+06.98 25.00' RT

PROP. SILT FENCE @ ROW

MATCH EXIST. GRADE

+73.05 22.05' RT

+78.71 24.95' RT

+92.52 34.85' RT

+18.03 36.36' RT

MATCH EXIST. CURB

+19.70 39.36' RT

EXIST. POWER POLE, TO BE RELOCATED

+29.21 22.16' RT

+27.20 24.16' RT

+27.21 36.35' RT

EXIST. VALVE BOX, TO BE ADJUSTED TO PROP. GRADE

EXIST. ROW

MATCH EXIST. CURB AND SIDEWALK

CONST. SCHEME I GRAVITY WALL W/ 42" ALUM. PIPE GUIDE RAIL PER FDOT SPI No.'s 400-011 & 515-070

CR-C

CR-E

R7'

R13'

14'

13'

5'

8'

28.93'

26.94'

EXIST. GRADE @ BOSW RT

EXIST. GRADE @ BOSW LT

PROP. GRADE @ BOSW RT

PROP. GRADE @ BOSW LT

P.V.I. +03.79 EL. 62.91

-4.577%

-4.157%

P.V.I. +53.67 EL. 60.73

-6.503%

P.V.I. +63.67 EL. 60.08

-3.524%

-3.850%

P.V.I. +68.79 EL. 59.93

P.V.I. +93.67 EL. 59.02

-5.975%

P.V.I. +13.67 EL. 57.82

-3.391%

P.V.I. +67.06 EL. 56.01

-7.521%

P.V.I. +78.87 EL. 55.12

-5.146%

-1.662%

P.V.I. +92.66 EL. 54.44

P.V.I. +92.64 EL. 54.42

P.V.I. +19.42 EL. 54.33

-1.024%

P.V.I. +28.06 EL. 54.24

-0.109%

-1.187%

P.V.I. +41.75 EL. 54.23

-2.381%

P.V.I. +48.11 EL. 54.04

-2.000%

-6.648%

P.V.I. +71.92 EL. 53.51

-2.152%

P.V.I. +74.92 EL. 53.31

+2.429%

P.V.I. +86.92 EL. 53.05

-2.457%

P.V.I. +90.92 EL. 53.15

64 62 60 58 56 54 52 50

62.98 62.96 64.84 63.95 | 62.17 62.13 64.51 62.94 | 61.25 61.29 62.72 62.12 | 60.33 60.31 60.59 61.45 | 59.50 59.50 59.64 60.43 | 58.73 58.64 58.54 59.41 | 57.96 57.61 57.75 58.47 | 57.19 56.93 56.93 57.60 | 56.42 56.25 56.11 56.73 | 55.41 55.07 55.26 55.85 | 54.35 54.42 | 54.32 54.18 54.77 | 54.23 54.14 54.17 54.08 | 53.79 53.81 53.80 53.75 | 53.20 53.41 53.42 53.53 | 52.92 53.01 53.01 53.11

47+00 48+00 49+00 50+00

No.	Date	Revision	By
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No.	Date	Revision	By
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Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Plan & Profiles - N. L St.

Sheet No. 24

J:\P22801\Roadway\Roadway\PLANRD02.dwg, 2/7/2025 4:15:29 PM, Alejandro MeJia,

GRAPHIC SCALE
10 0 5 10 20
(IN FEET)

N

MATCH LINE STA. 50+00.00

EXIST. METERS, TO BE RELOCATED
+10.71 21.92' LT
+25.53 21.89' LT
EXIST. POWER POLE, TO BE RELOCATED
+29.94 21.89' LT
+43.89 21.86' LT
PROP. SILT FENCE @ ROW
EXIST. CONC. SIDEWALK (TO BE REMOVED)
EXIST. POWER POLE, TO BE RELOCATED
APPROX. R/W
+55.91 21.67' LT
+07.34 21.59' LT
EXIST. POLE, TO BE RELOCATED
EXIST. ROW
W. CERVANTES ST.
MATCH EXIST. CURB
℄ SURVEY (L)
EXIST. CLEANOUT, TO BE ADJUSTED TO PROP. GRADE
N4°18'21"E
N. L ST.
N. L ST.
EXIST. CONC. SIDEWALK, TO BE REMOVED
EXIST. POWER POLE AND GUY ANCHORS, TO BE RELOCATED
EXIST. CONC. SIDEWALK (TO BE REMOVED)
EXIST. ROW
PROP. SILT FENCE @ ROW
PROP. TEMP. CONST. EASEMENT
EXIST. POWER POLE, TO BE RELOCATED
+51.09 22.62' RT
+46.97 25.00' RT
+67.93 30.52' RT
+46.92 43.51' RT
PROP. SILT FENCE @ TCE
EXIST. CONC. SIDEWALK (TO BE REMOVED)
+91.37 41.29' RT
+33.05 43.75' RT
MATCH EXIST. SIDEWALK
MATCH EXIST. SIDEWALK
+35.20 40.69' RT
END PROJECT
END CONST. – N. L ST.
STA. 52+35.20 – ℄ SURVEY. (L)

+XX.XX / XX.XX' XX — STATION/OFFSET TO ℄ SURVEY (L)
+XX.XX / XX.XX' XX — CURB RETURN & DRIVEWAY REF. POINT TO ℄ SURVEY (L)
X — EXIST. TREE, TO BE REMOVED
CONST. 4" THICK CONC. SIDEWALK
CONST. 6" THICK CONC. SIDEWALK
DETECTABLE WARNING

EXIST. GRADE @ BOSW LT
EXIST. GRADE @ BOSW RT
PROP. GRADE @ BOSW RT
PROP. GRADE @ BOSW LT
−2.457%
−1.936%
+1.692%
−2.000%
−2.053%
−5.904%
−0.761%
−2.037%
−2.424%
EL. 52.24 P.V.I. +27.92
EL. 52.00 P.V.I. +30.92
EL. 51.77 P.V.I. +42.92
EL. 51.90 P.V.I. +50.92
EL. 49.88 P.V.I. +49.61
EL. 49.33 P.V.I. +58.92
P.V.I. +56.93 EL. 49.87
P.V.I. +17.65 EL. 49.41
P.V.I. +35.20 EL. 48.98
EL. 48.34 P.V.I. +07.16

	52.92	53.01	53.11	52.43	52.61	52.68	52.85	51.82	52.21	52.26	52.20	51.72	51.81	51.81	51.93	51.31	51.41	51.54	51.68	50.90	51.01	51.34	51.29	50.49	50.61	50.78	50.90	50.07	50.21	50.23	50.71	49.31	49.84	49.75	50.64	48.90	49.69	49.71	50.33	48.49	49.54	49.78	49.73	49.35	
	50+00																				51+00																						52+00						52+40

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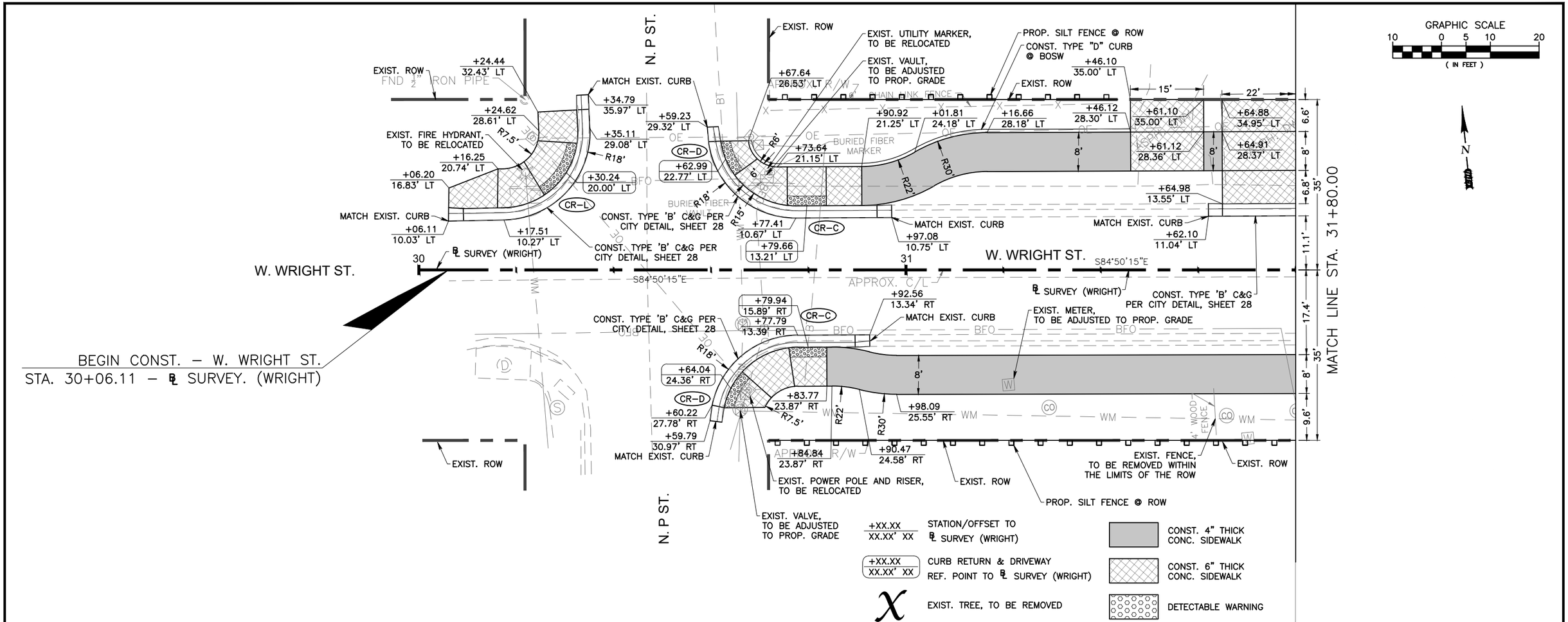
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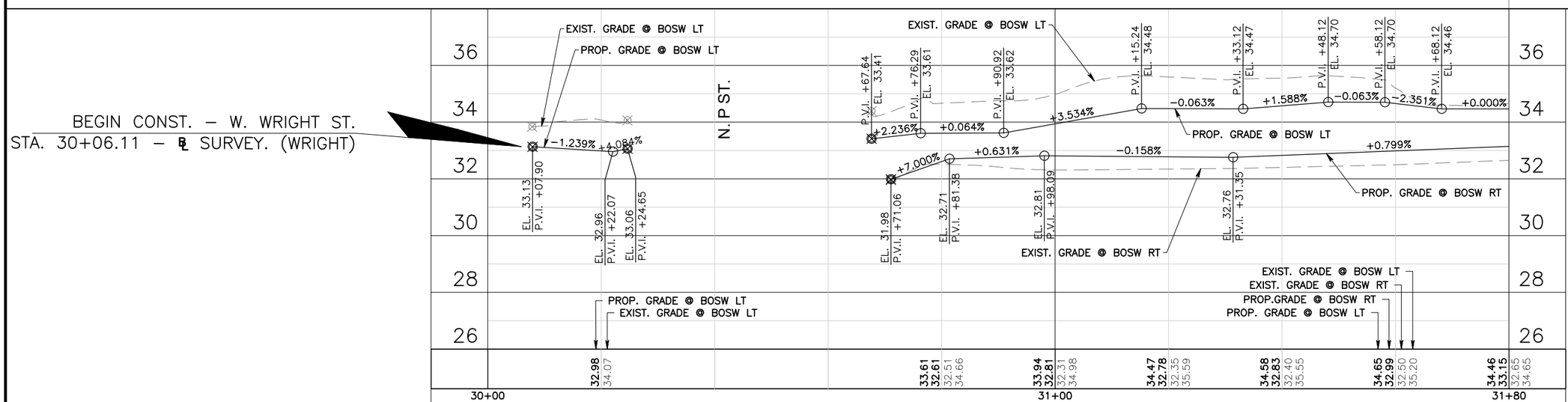
LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Plan & Profiles - N. L St.

Sheet No. **25**

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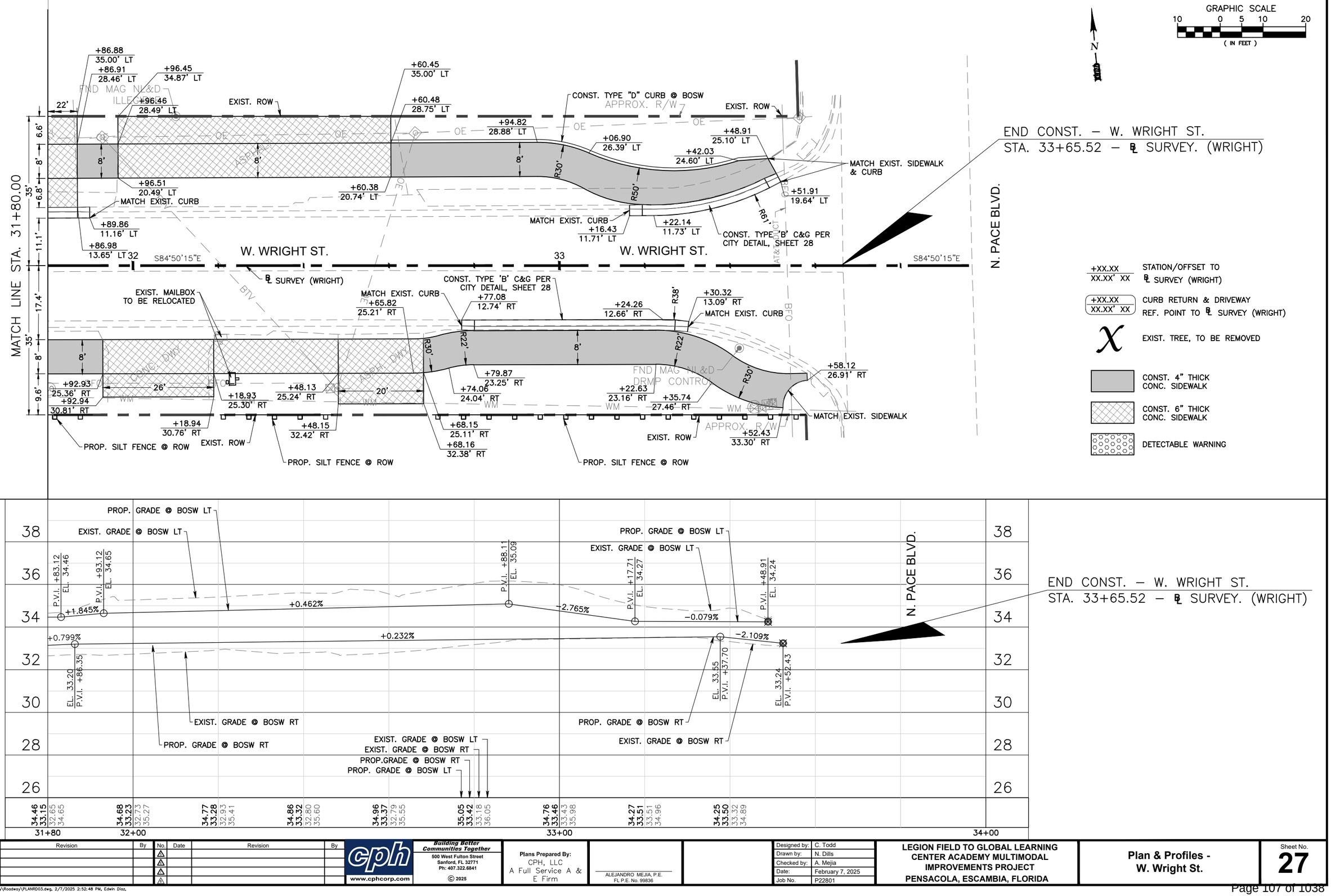
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Plan & Profiles - W. Wright St.

Sheet No. **26**

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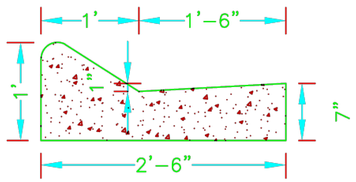
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Plan & Profiles - W. Wright St.

Sheet No. **27**

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TYPE "B" CURB & GUTTER
(FOR CURB MACHINE)

NOTE:

1. ALL CURB TO HAVE DUMMY JOINT AT 10' ON CENTER. MIN. DEPTH OF JOINT TO BE 2".
2. EXPANSION JOINTS ARE TO BE 60' ON CENTER. TYPICAL FOR ALL CURB.
3. MIN 3,000 PSI @ 28 DAYS W/FIBER MESH REINFORCEMENT.

CITY OF PENSACOLA, FLORIDA
DEPARTMENT OF PUBLIC WORKS AND FACILITIES
ENGINEERING AND CONSTRUCTION SERVICES DIVISION
222 W. MAIN STREET, PENSACOLA, FL. 32502-0052
CITY HALL
(850)435-1645

PENSACOLA
FLORIDA'S FIRST & FUTURE

TYPE "B"
CURB & GUTTER

Not to Scale

REV: 5-20

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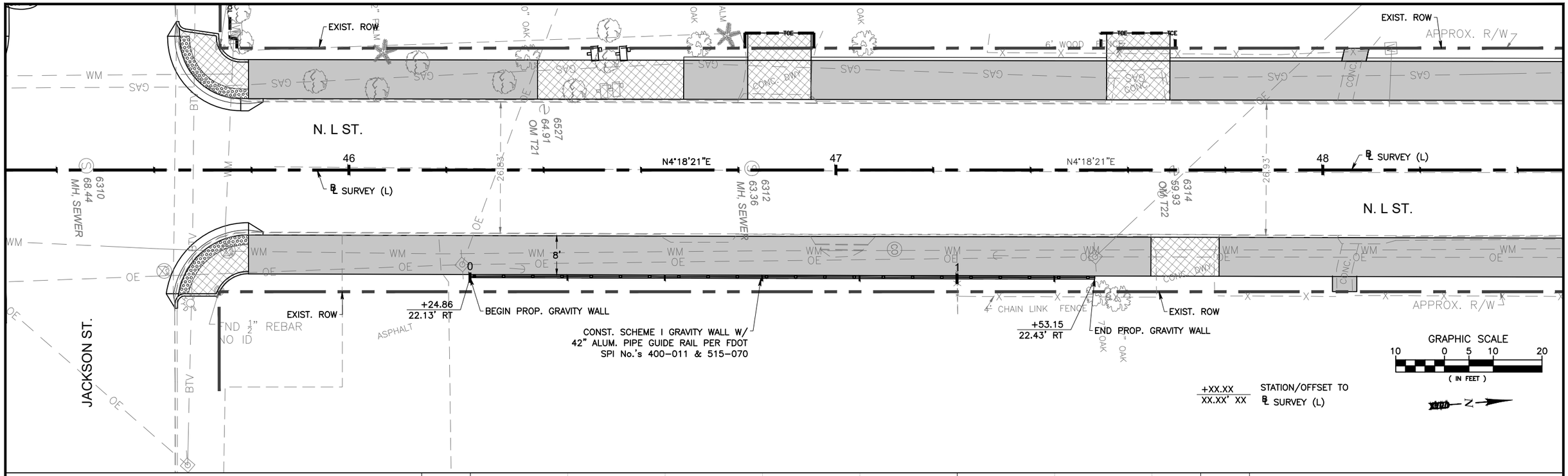
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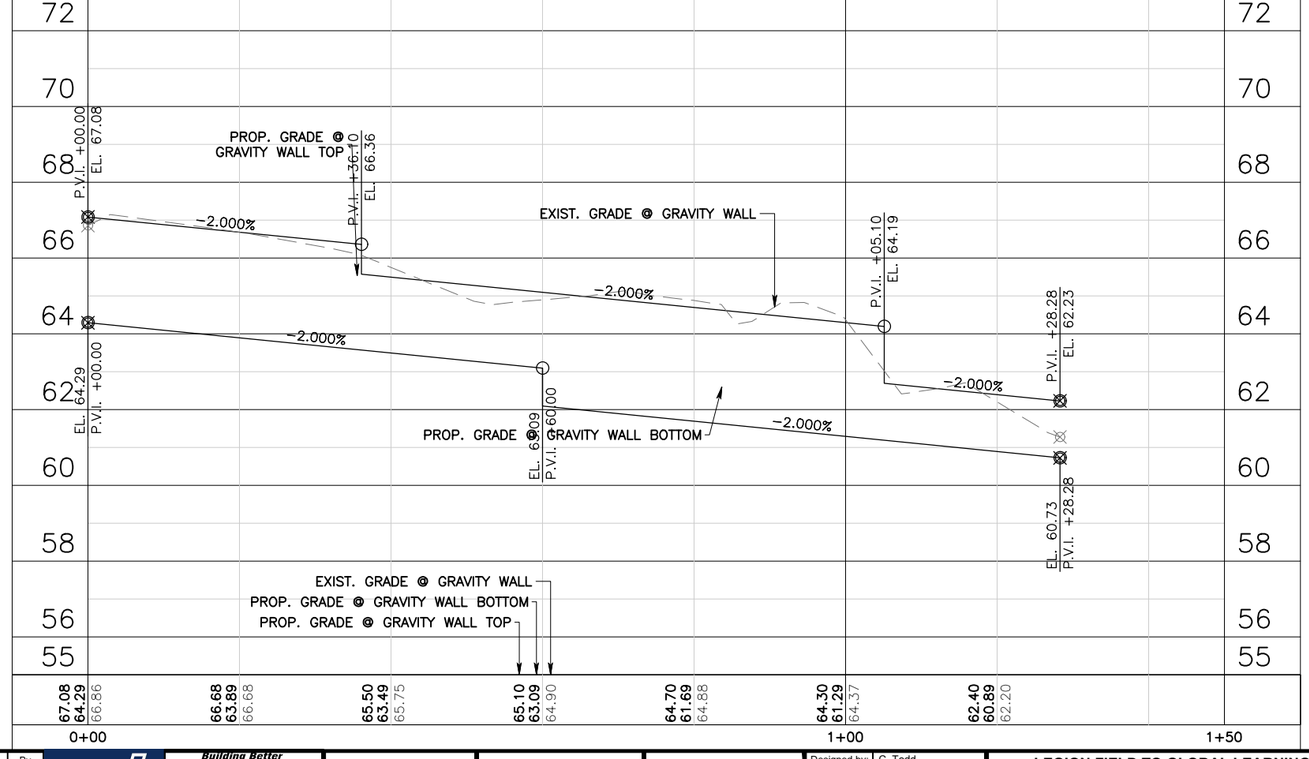
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PENSACOLA, ESCAMBIA, FLORIDA

General Detail Sheet

Sheet No. 28

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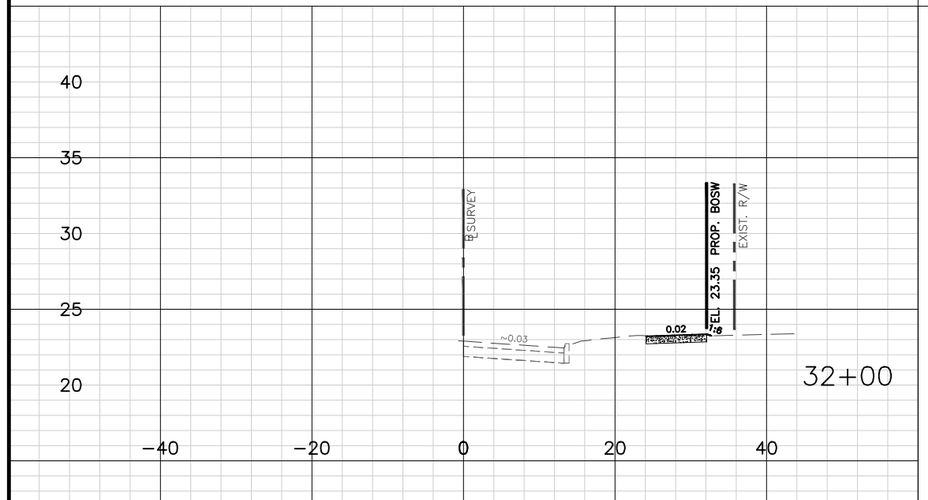
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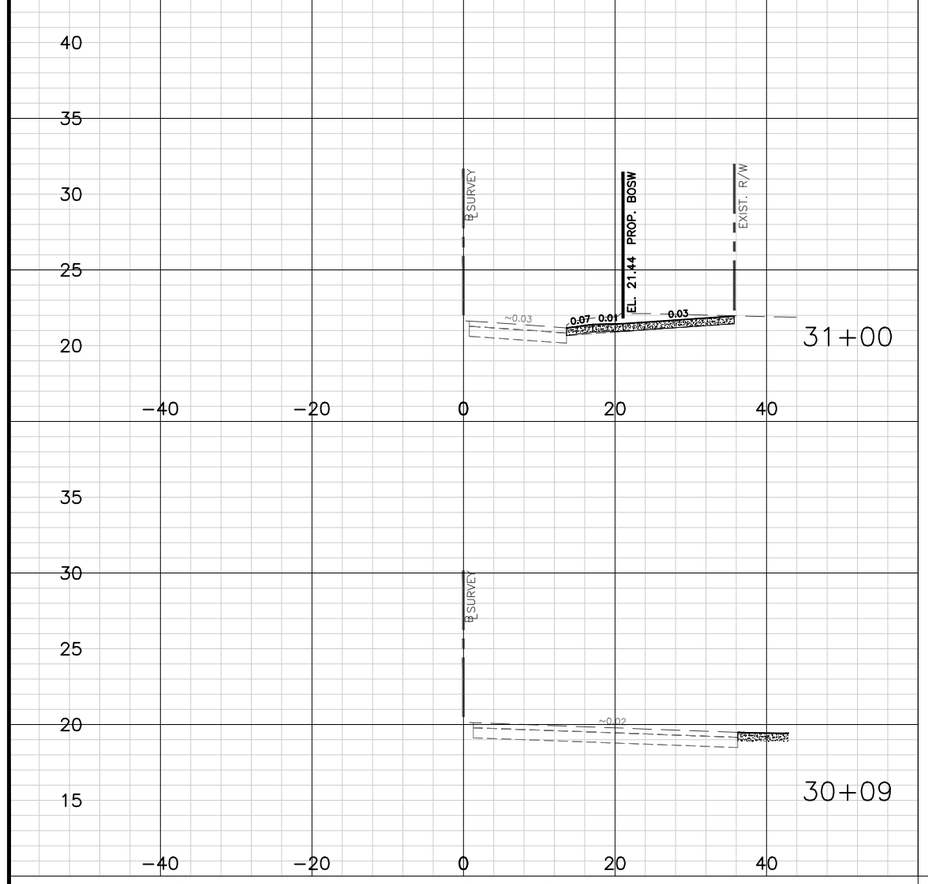
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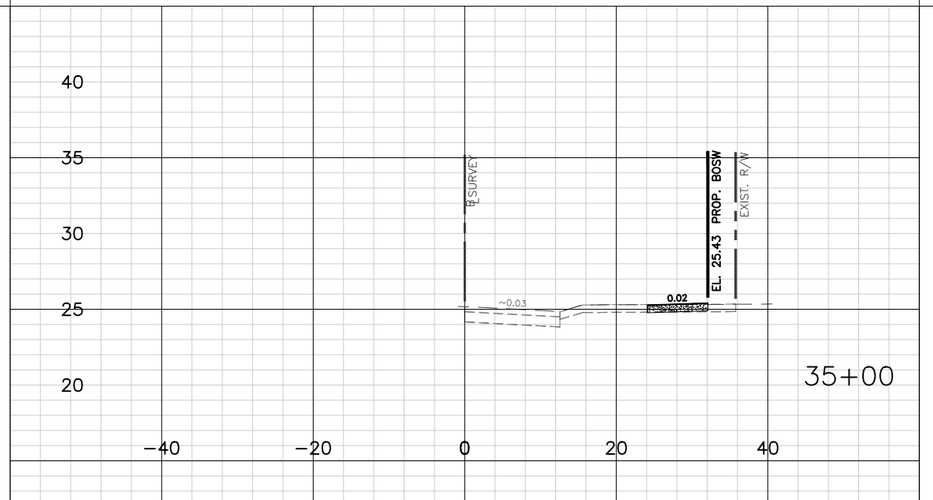
Gravity Wall Detail Sheet

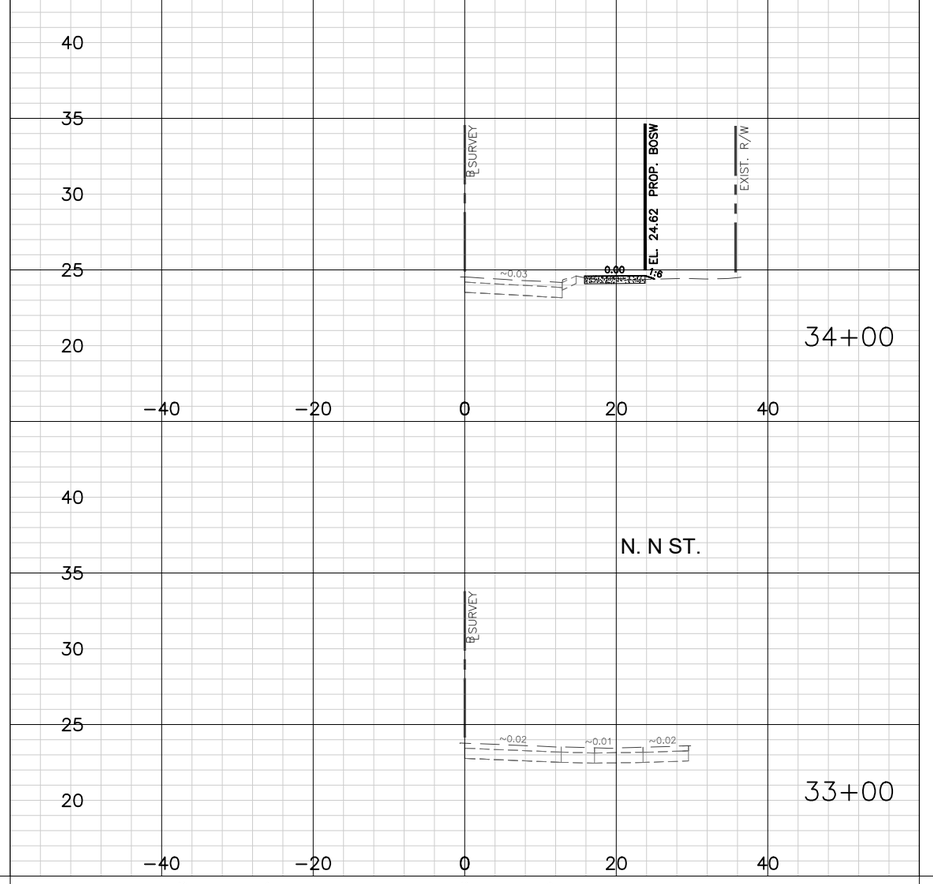
Sheet No. **29**

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	Regular Exc. A	Regular Exc. V	Embankment A	Embankment V
32+00	2	35	0	0
31+00	17	31	0	0
30+09	2	0	0	0
SCALE : 1” = 20’ HORIZONTAL 1” = 10’ VERTICAL TOTAL –	66		0	
35+00	2	6	0	0
34+00	1	2	0	0
33+00	0	4	0	0
SCALE : 1” = 20’ HORIZONTAL 1” = 10’ VERTICAL TOTAL –	12		0	

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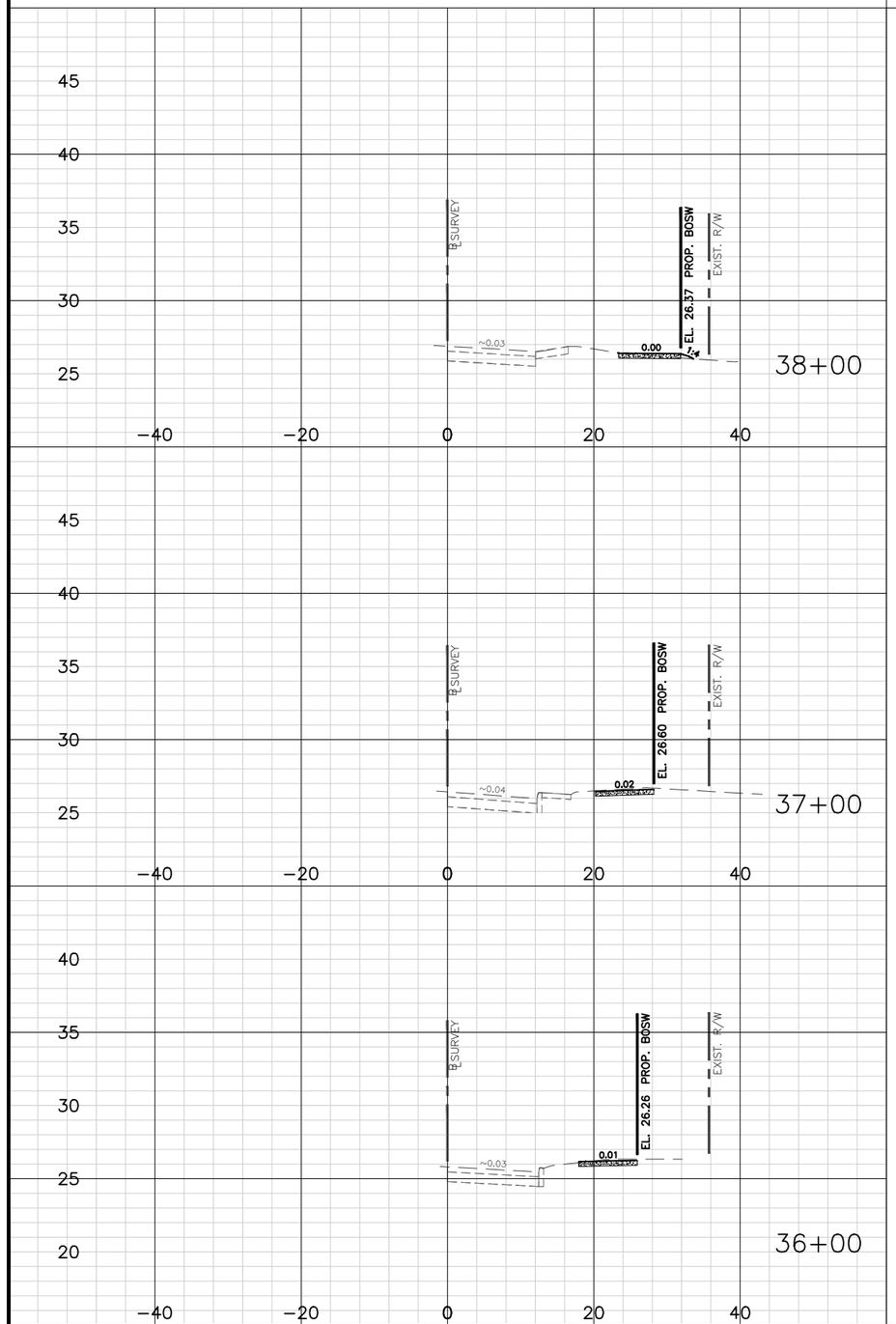
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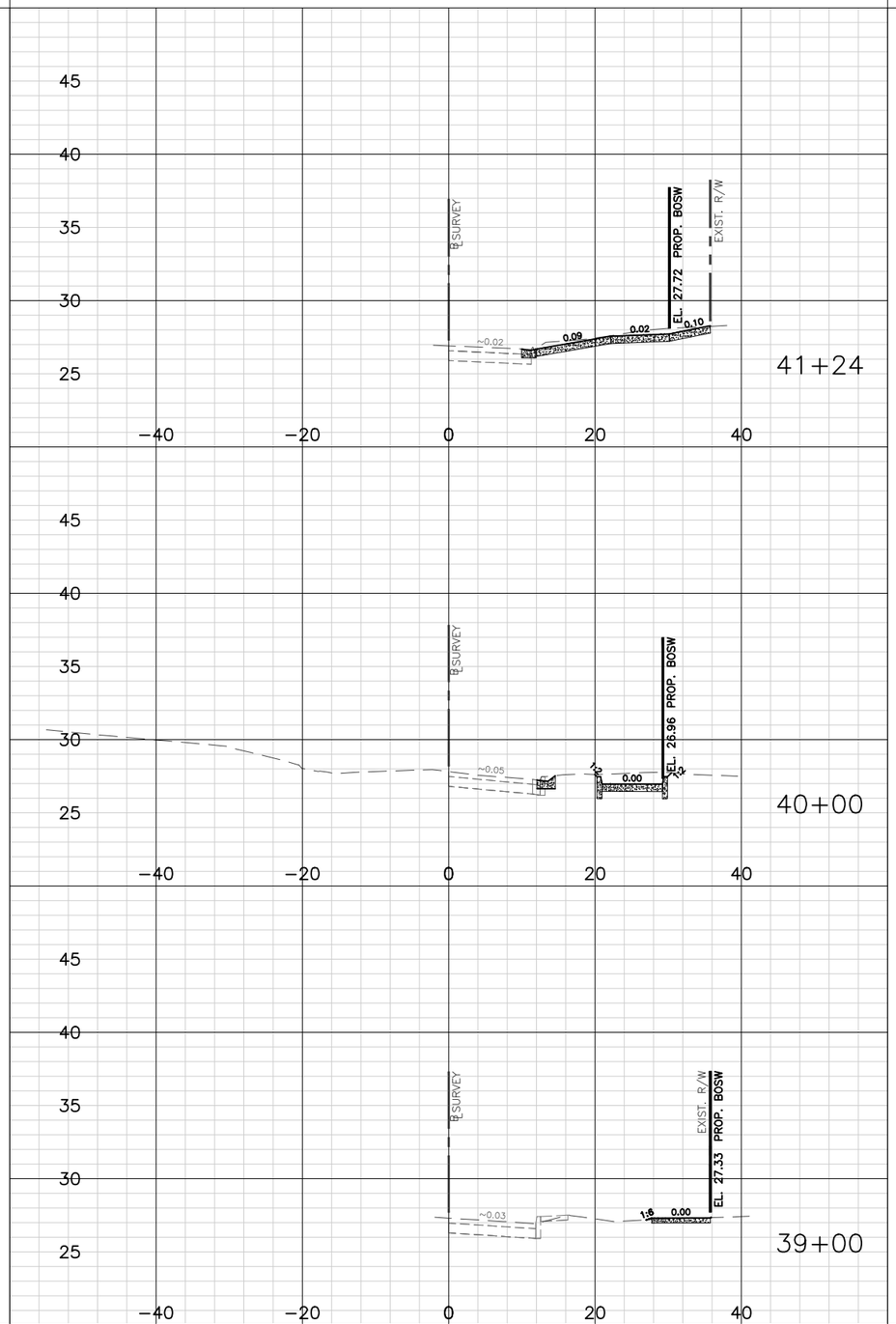
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PENSACOLA, ESCAMBIA, FLORIDA

Cross Sections - W. Gregory St.

Sheet No. **30**

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	Regular Exc.		Embankment	
	A	V	A	V
38+00	2	9	0	1
37+00	3	12	0	0
36+00	3	10	0	0
SCALE : 1" = 20' HORIZONTAL 1" = 10' VERTICAL TOTAL –		31		1

	Regular Exc.		Embankment	
	A	V	A	V
41+24	17	64	0	0
40+00	11	25	0	0
39+00	2	7	0	1
SCALE : 1" = 20' HORIZONTAL 1" = 10' VERTICAL TOTAL –		96		1

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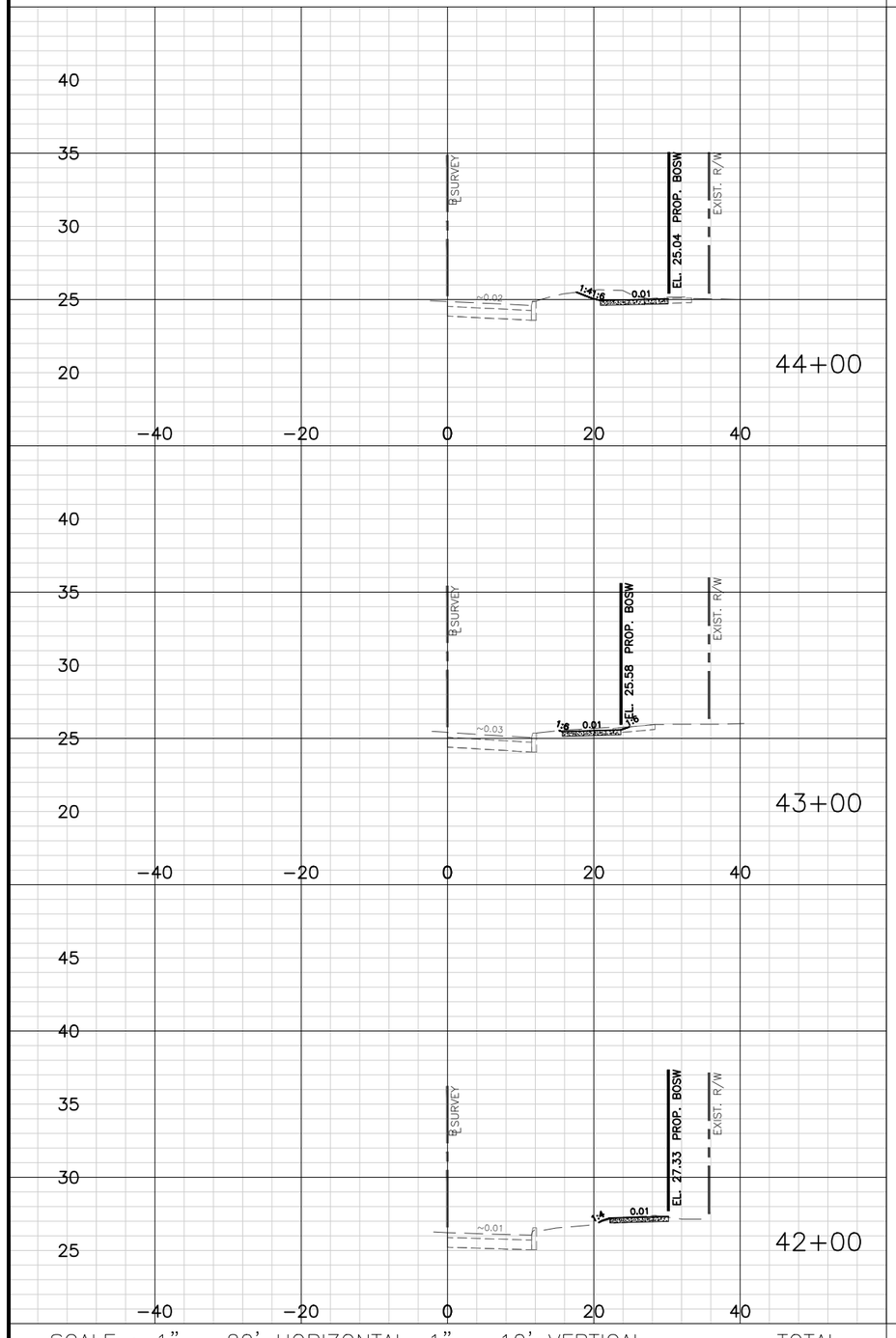
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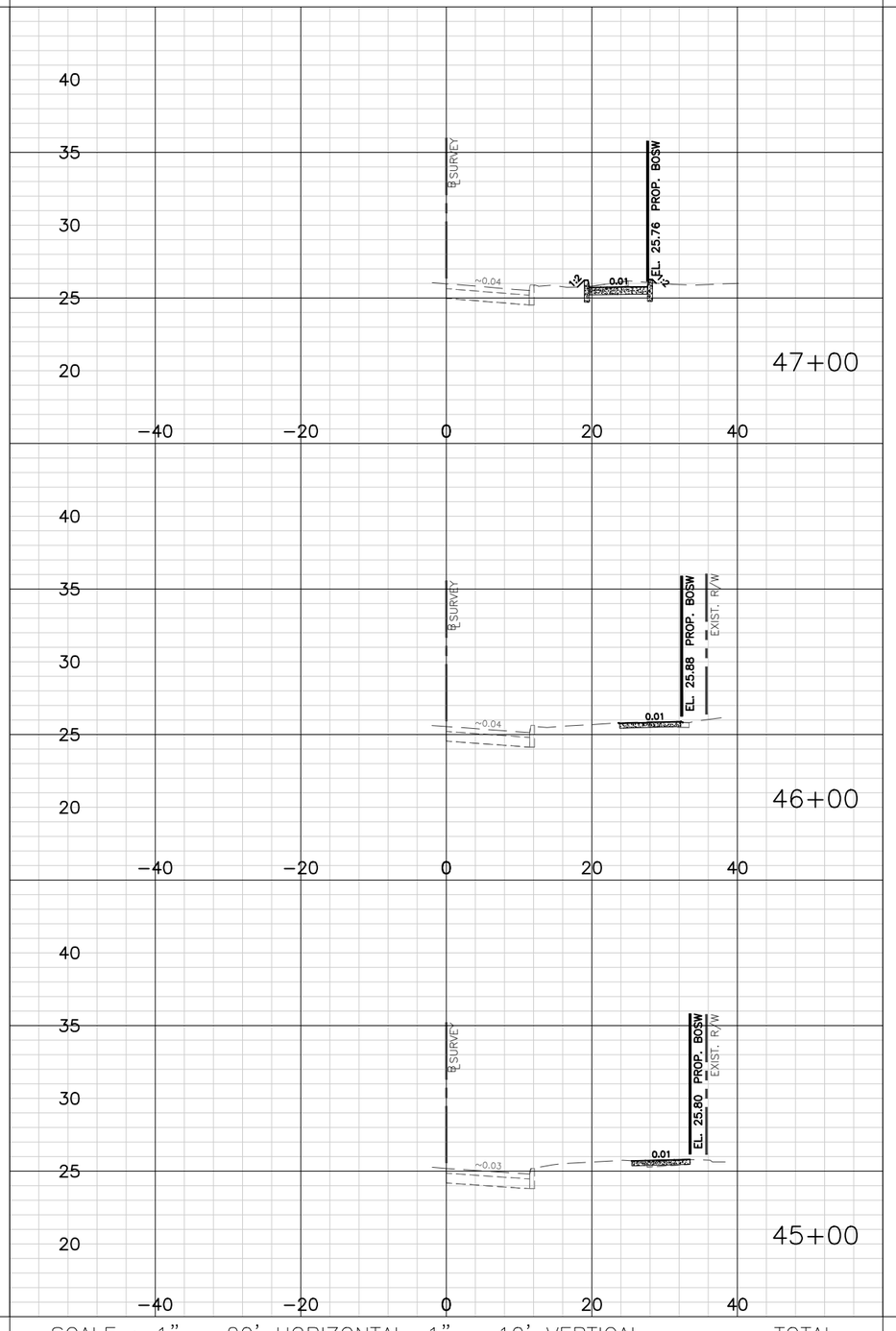
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PENSACOLA, ESCAMBIA, FLORIDA

Cross Sections - W. Gregory St.

Sheet No. **31**

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	Regular Exc.		Embankment	
	A	V	A	V
44+00	8	21	0	0
43+00	4	12	0	0
42+00	3	28	0	0
SCALE : 1" = 20' HORIZONTAL 1" = 10' VERTICAL TOTAL −		61		0

	Regular Exc.		Embankment	
	A	V	A	V
47+00	5	15	0	0
46+00	3	10	0	0
45+00	2	18	0	0
SCALE : 1" = 20' HORIZONTAL 1" = 10' VERTICAL TOTAL −		43		0

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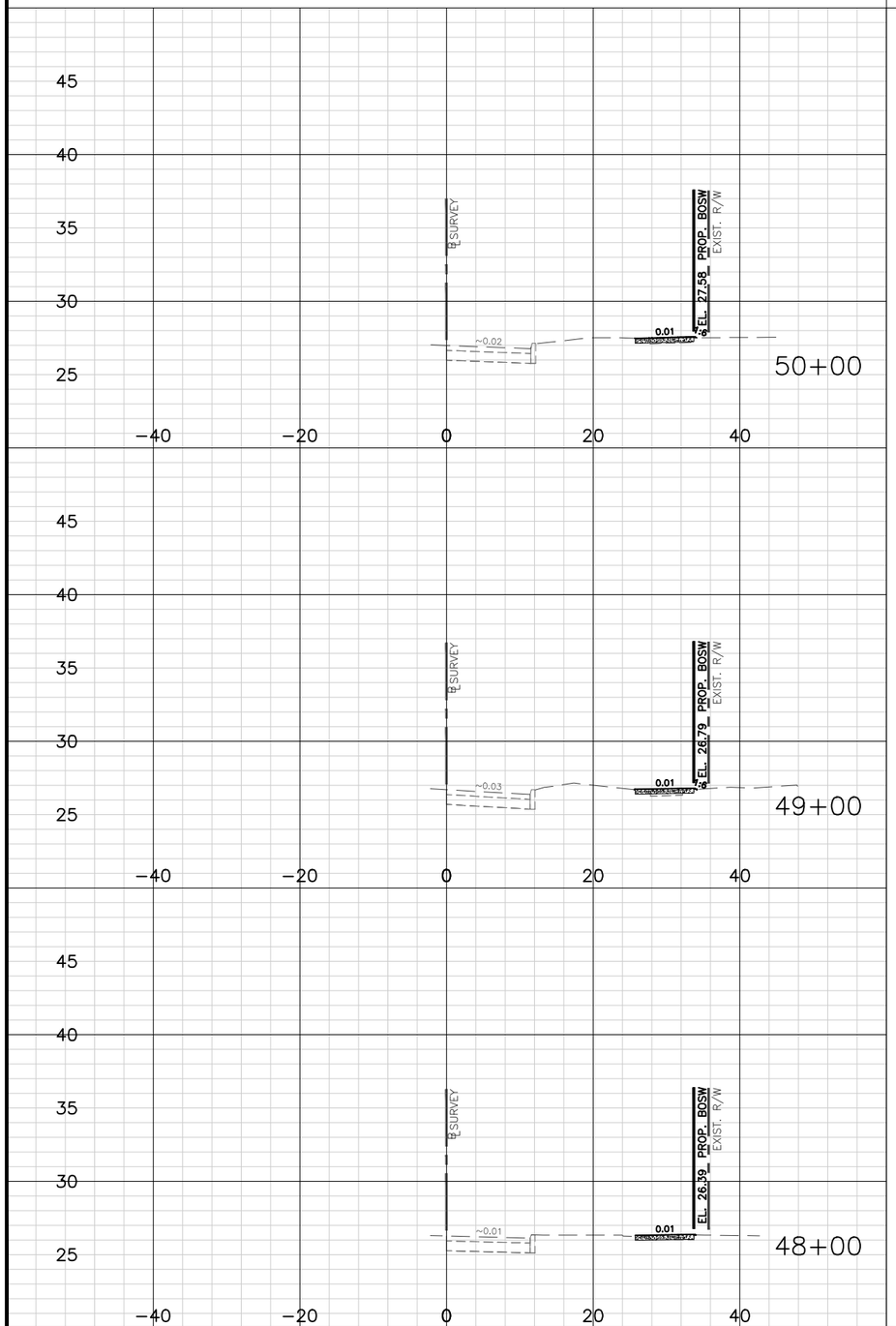
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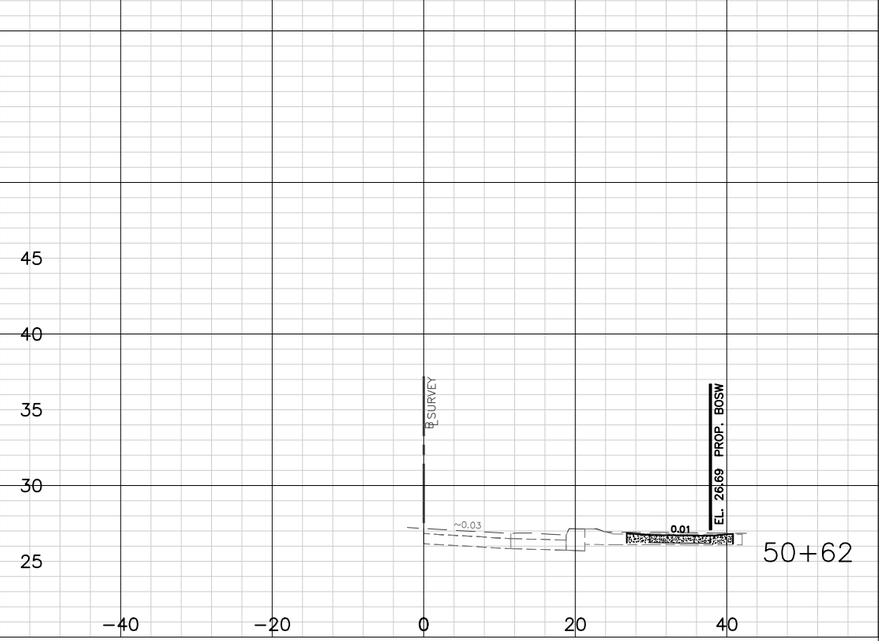
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Cross Sections - W. Gregory St.

Sheet No. **32**

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℄ SURVEY (GREGORY) EARTHWORK:
REGULAR EXCAVATION = 343 C.Y.
EMBANKMENT = 2 C.Y.

	Regular Exc. A	Regular Exc. V	Embankment A	Embankment V
50+00	2	7	0	0
49+00	2	7	0	0
48+00	2	13	0	0
50+62	4	7	0	0
SCALE : 1" = 20' HORIZONTAL 1" = 10' VERTICAL TOTAL −	27		0	
SCALE : 1" = 20' HORIZONTAL 1" = 10' VERTICAL TOTAL −	7		0	

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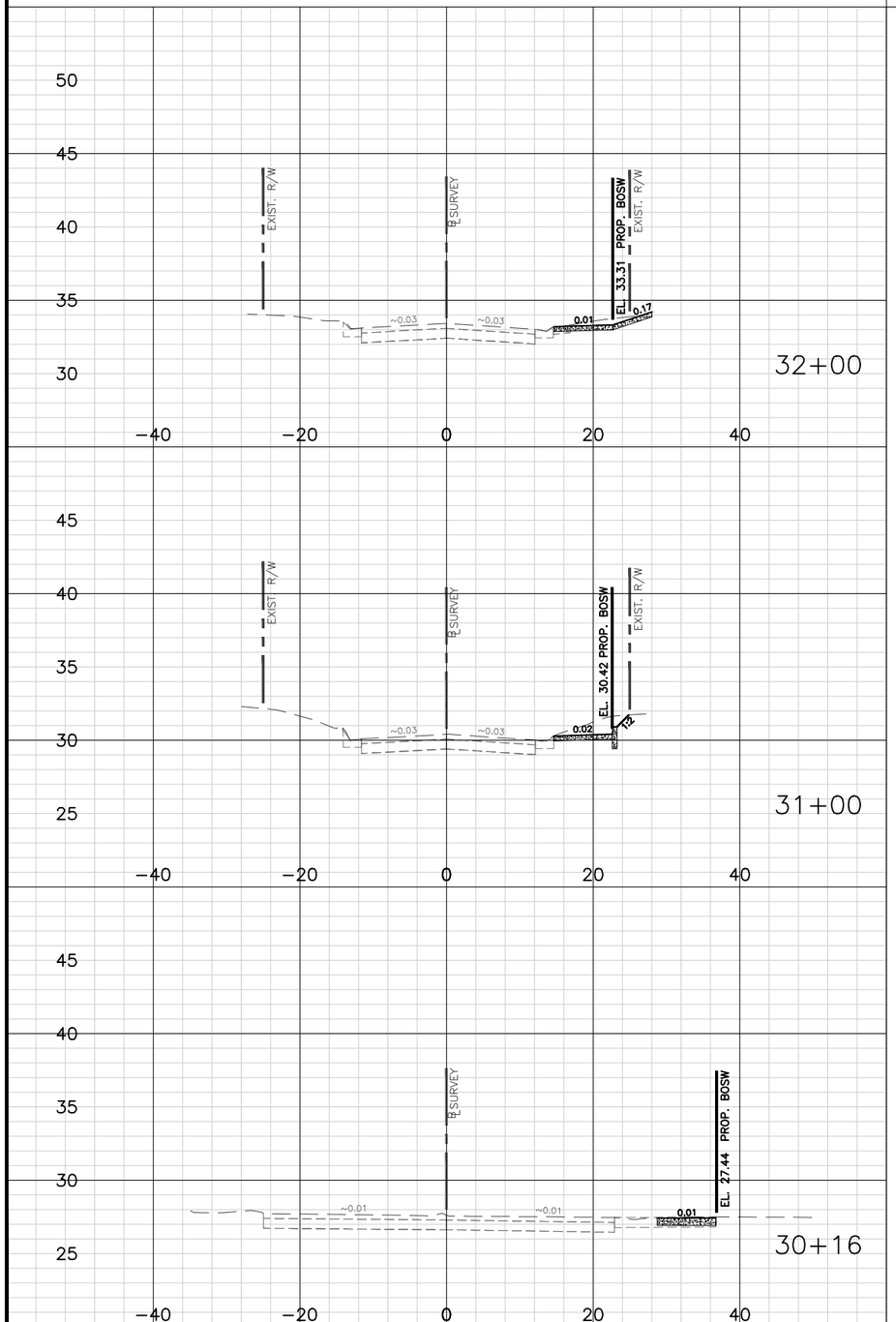
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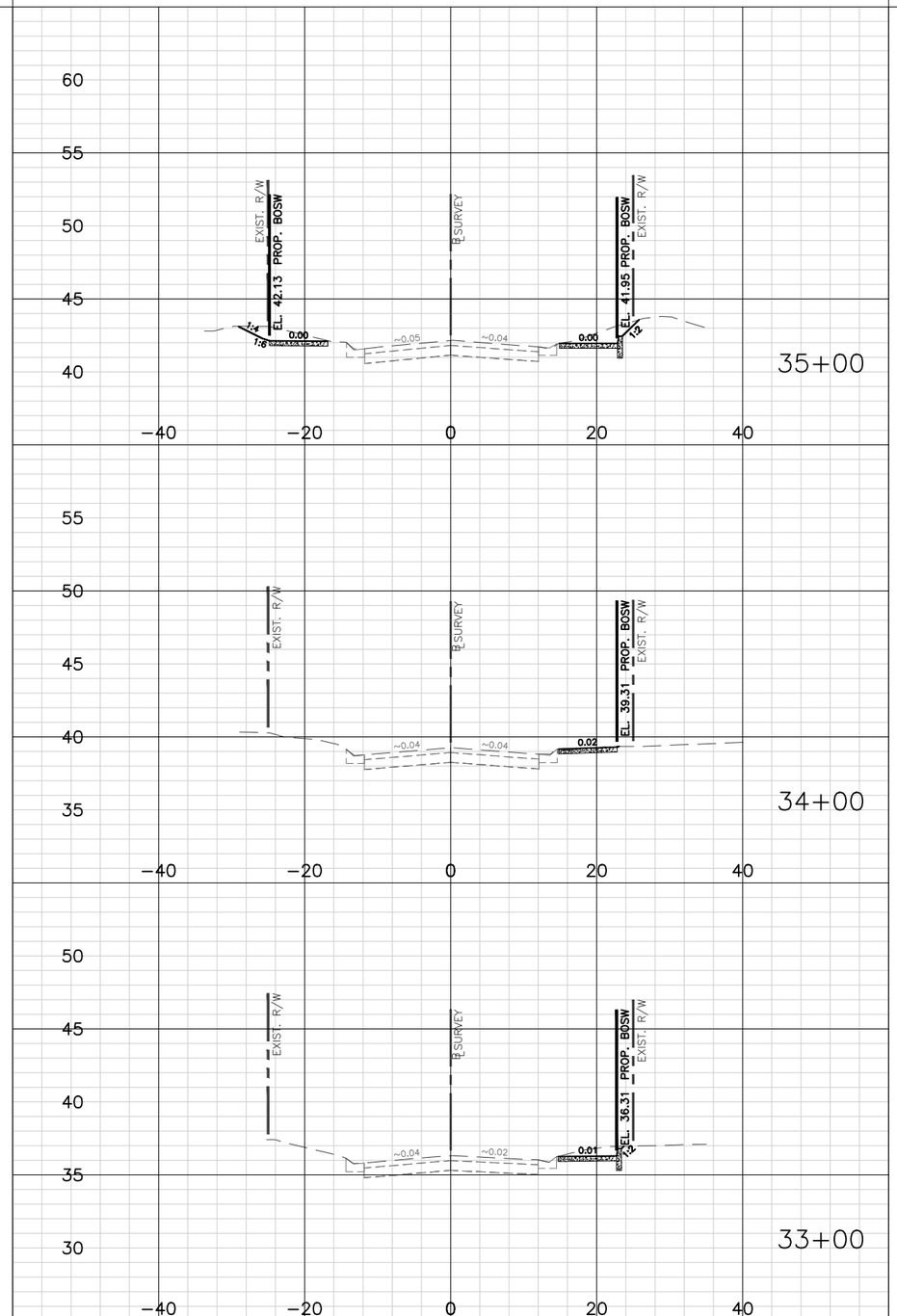
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Cross Sections - W. Gregory St.

Sheet No. 33

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	Regular Exc.		Embankment	
	A	V	A	V
32+00	7	31	0	0
31+00	10	21	0	0
30+16	3	0	0	0
SCALE : 1" = 20' HORIZONTAL 1" = 10' VERTICAL TOTAL –	52		0	
35+00	19	40	0	0
34+00	3	18	0	0
33+00	7	26	0	0
SCALE : 1" = 20' HORIZONTAL 1" = 10' VERTICAL TOTAL –	84		0	

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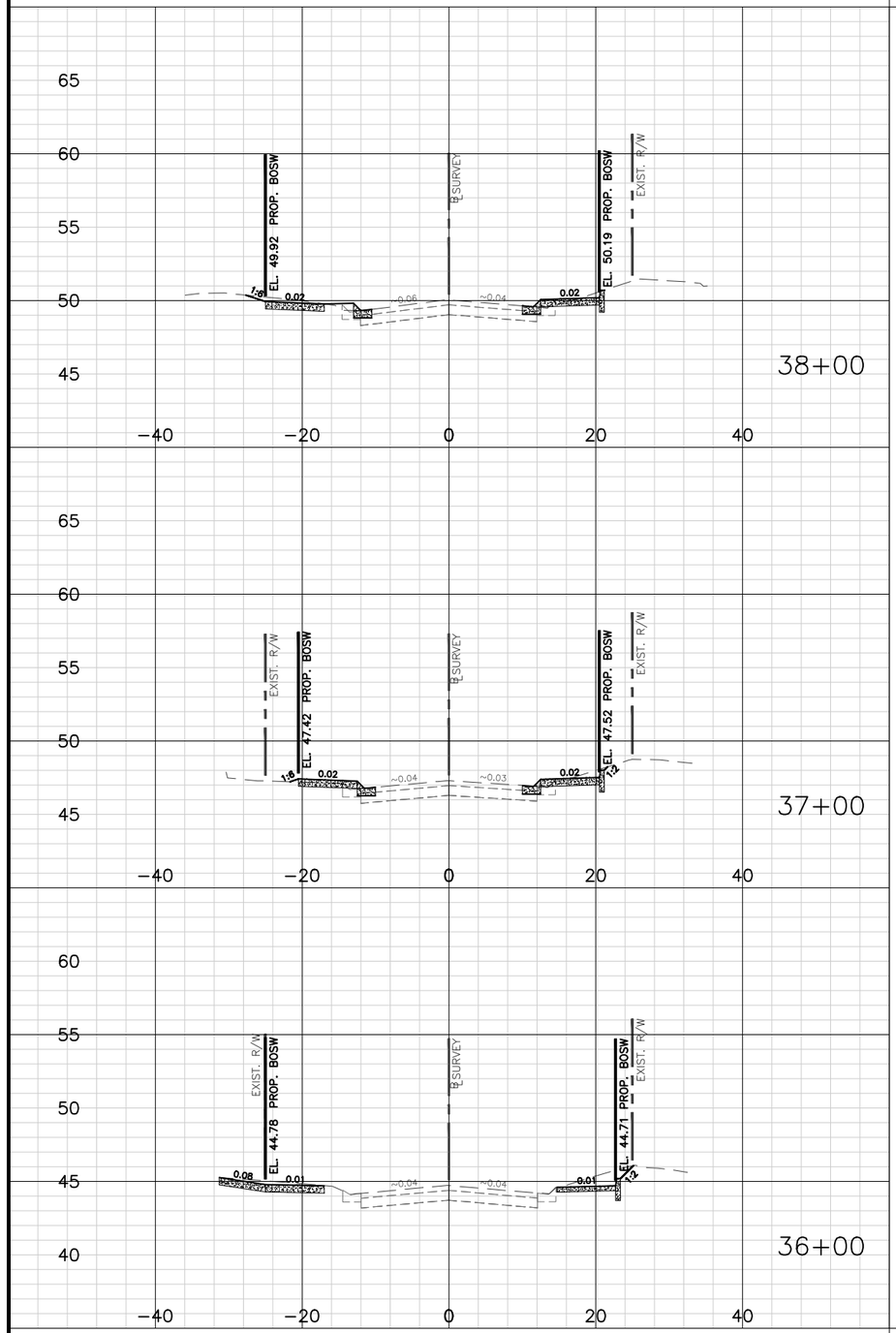
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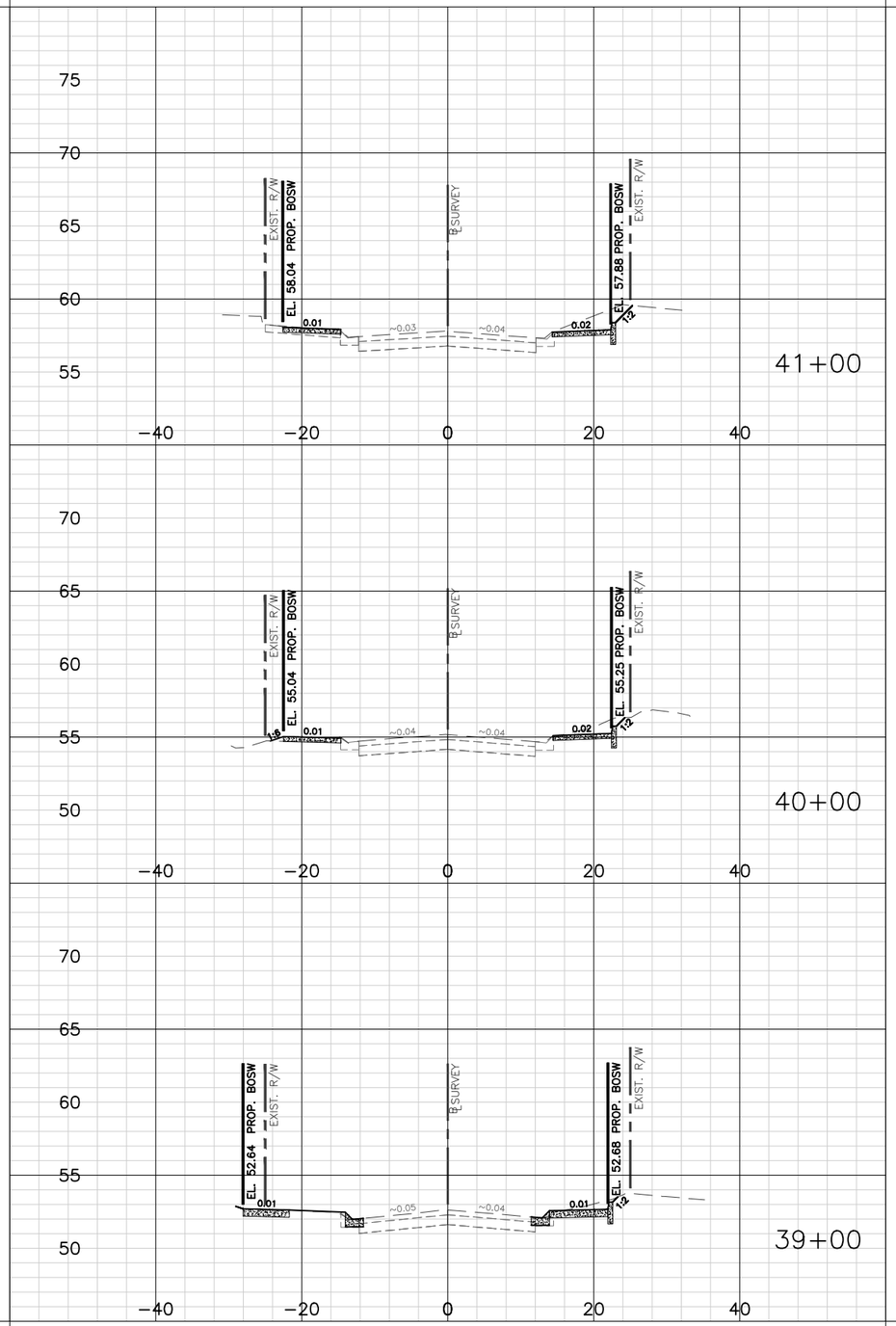
Cross Sections - N. L St.

Sheet No. **34**

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Regular Exc. A	Regular Exc. V	Embankment A	Embankment V
12	41	1	2
10	50	0	0
17	66	0	0



Regular Exc. A	Regular Exc. V	Embankment A	Embankment V
13	39	0	1
8	36	0	1
12	45	0	3

SCALE : 1" = 20' HORIZONTAL 1" = 10' VERTICAL TOTAL – 157 2

SCALE : 1" = 20' HORIZONTAL 1" = 10' VERTICAL TOTAL – 120 5

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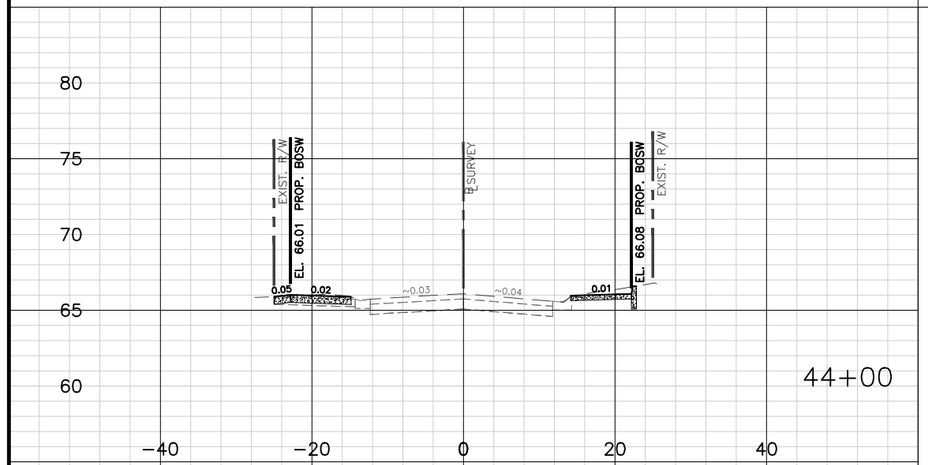
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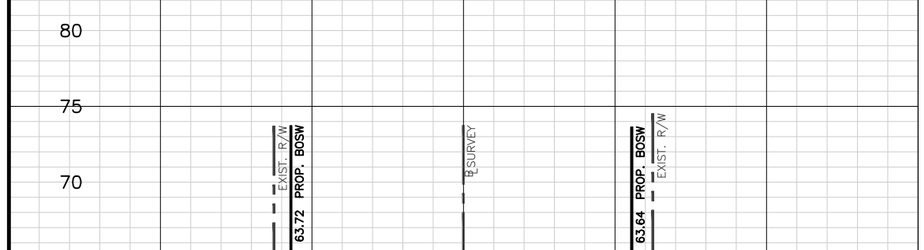
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PENSACOLA, ESCAMBIA, FLORIDA

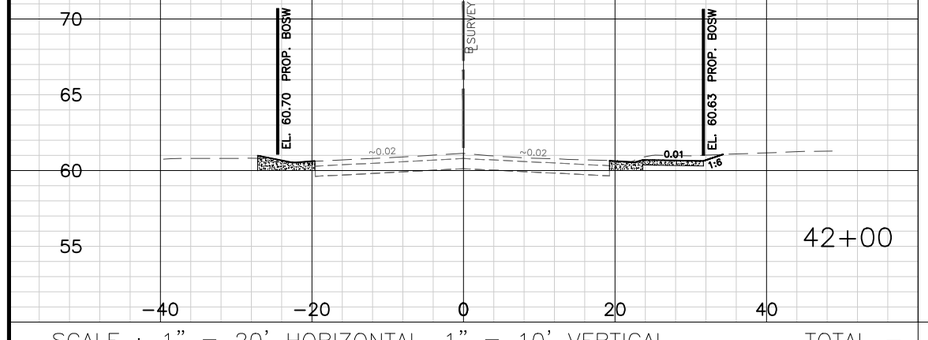
Cross Sections - N. L St.

Sheet No. **35**

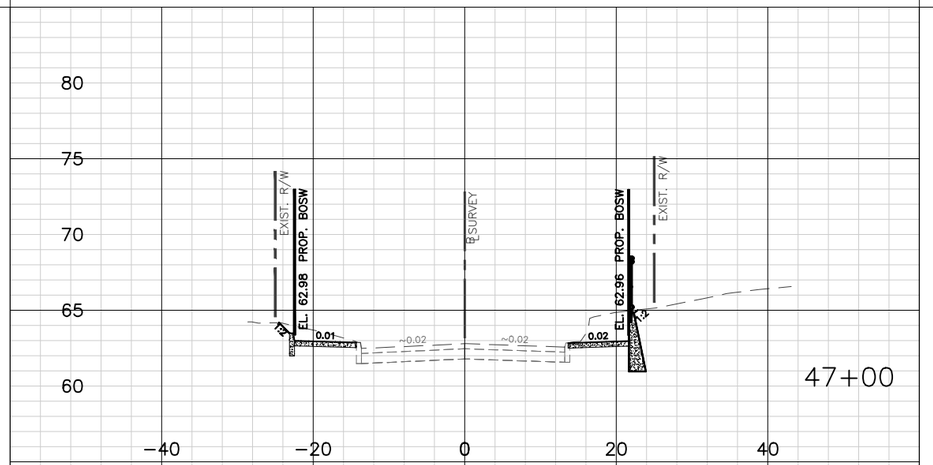
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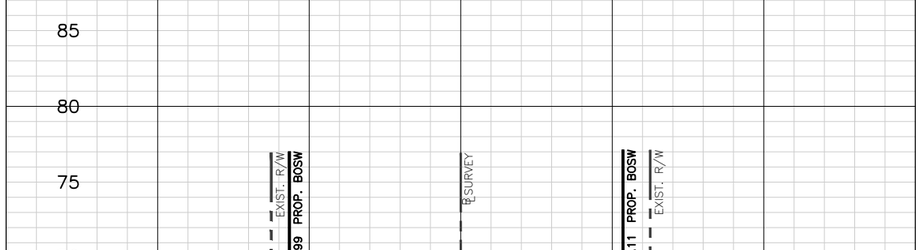


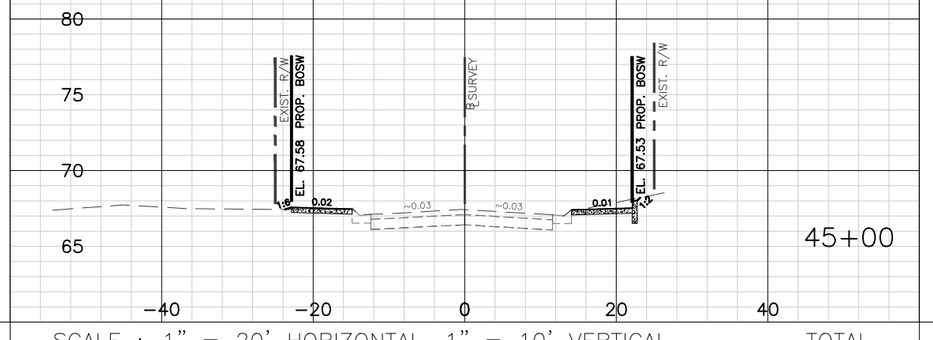




	Regular Exc.		Embankment	
	A	V	A	V
44+00	11	38	0	1
43+00	10	48	0	0
42+00	16	54	0	0
SCALE : 1" = 20' HORIZONTAL 1" = 10' VERTICAL TOTAL –	140		1	







	Regular Exc.		Embankment	
	A	V	A	V
47+00	31	65	0	0
46+00	5	23	0	1
45+00	8	35	0	1
SCALE : 1" = 20' HORIZONTAL 1" = 10' VERTICAL TOTAL –	123		2	

No.	Date	Revision	By
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FL P.E. No. 99836

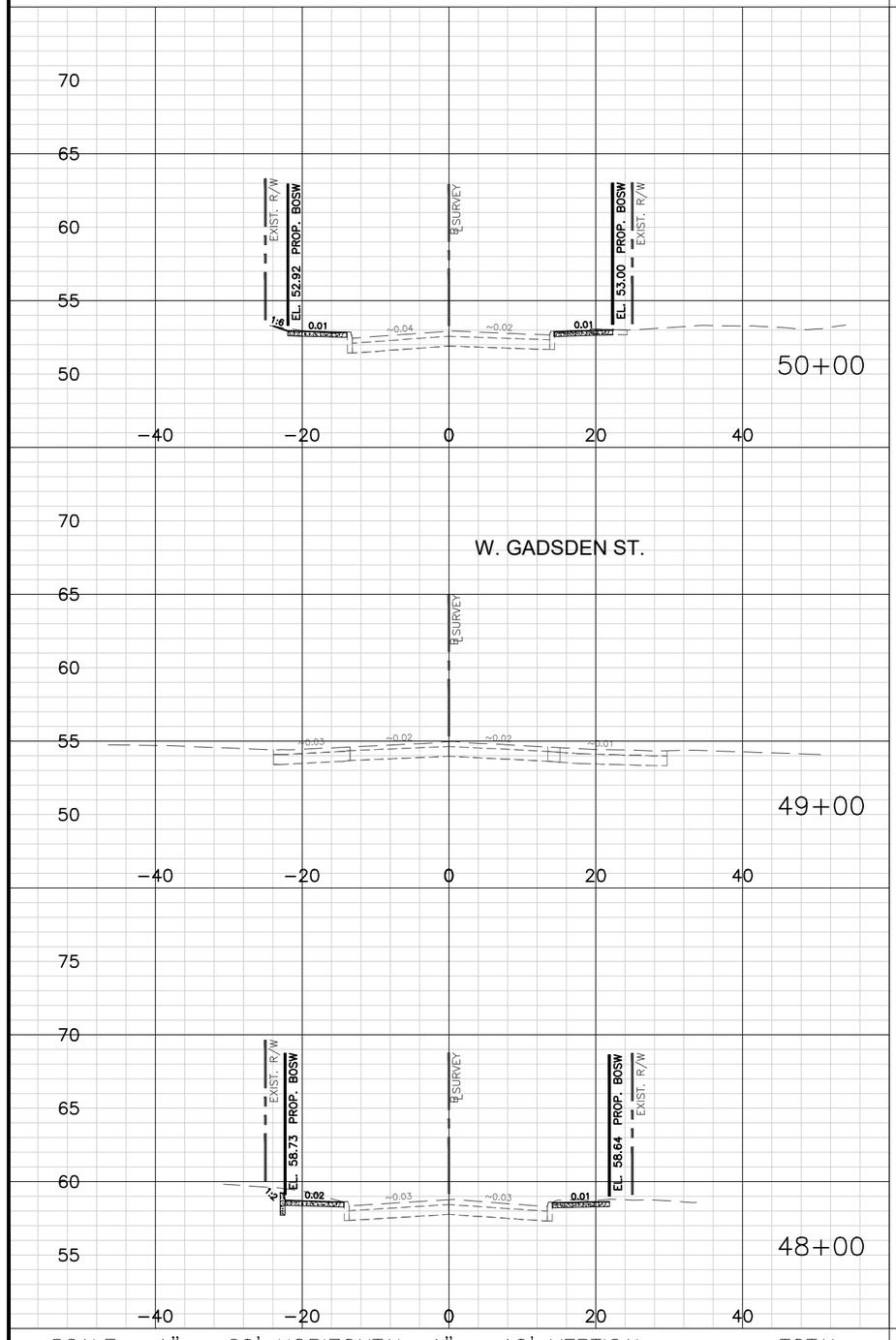
Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Cross Sections - N. L St.

Sheet No. **36**

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℄ SURVEY (L) EARTHWORK:
REGULAR EXCAVATION = 870 C.Y.
EMBANKMENT = 10 C.Y.

	Regular Exc. A	Regular Exc. V	Embankment A	Embankment V
50+00	5	10	0	0
49+00	0	21	0	0
48+00	11	78	0	0
SCALE : 1" = 20' HORIZONTAL 1" = 10' VERTICAL TOTAL –	109		0	
52+18	2	6	0	0
52+00	18	52	0	0
51+00	10	27	0	0
SCALE : 1" = 20' HORIZONTAL 1" = 10' VERTICAL TOTAL –	85		0	

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FL P.E. No. 99836

Designed by:	C. Todd
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Checked by:	A. Mejia
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Job No.	P22801

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PENSACOLA, ESCAMBIA, FLORIDA

Cross Sections - N. L St.

Sheet No. **37**

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	Regular Exc.		Embankment	
	A	V	A	V
32+00	15	47	0	2
31+00	10	30	1	1
30+14	9	0	0	0
SCALE : 1" = 20' HORIZONTAL 1" = 10' VERTICAL TOTAL –	77		3	

℄ SURVEY (WRIGHT) EARTHWORK:
REGULAR EXCAVATION = 150 C.Y.
EMBANKMENT = 3 C.Y.

	Regular Exc.		Embankment	
	A	V	A	V
33+42	8	17	0	0
33+00	15	56	0	0
SCALE : 1" = 20' HORIZONTAL 1" = 10' VERTICAL TOTAL –	73		0	

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LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Cross Sections - W. Wright St.

Sheet No. 38

J:\P22801\Roadway\Roadway\RDXSRD01.dwg, 2/7/2025 2:41:11 PM, Nathan Dills,

SIGNING AND PAVEMENT MARKING PLANS – GENERAL NOTES

1. ALL SIGNS AND PAVEMENT MARKINGS ARE TO BE FABRICATED AND INSTALLED IN ACCORDANCE WITH THE FHWA "MANUAL ON UNIFORM TRAFFIC CONTROL DEVICES", THE FHWA "MANUAL ON STANDARD HIGHWAY SIGNS", AND THE FDOT "STANDARD PLANS", LATEST PUBLISHED EDITION.

2. THE FACING OF ALL PROPOSED SIGNS SHALL BE TYPE IV HIGH INTENSITY PRISMATIC SHEETING

3. THE BACK OF ALL FINISHED SIGN PANELS SHALL BE STENCILED WITH THE DATE OF FABRICATION. THE FABRICATOR'S INITIALS, AND THE NAME OF THE SHEETING AT THE LOWER RIGHT– HAND CORNER OF THE SIGN IN THREE INCH LETTERS.

4. THE CONTRACTOR SHALL VERIFY THE LENGTH OF SIGN COLUMN SUPPORTS IN THE FIELD PRIOR TO FABRICATION.

5. ALL SIGNS TO BE REMOVED ARE THE PROPERTY OF CITY OF PENSACOLA. DISASSEMBLE SIGNS FROM THE POST AND DELIVER TO THE CITY ENGINEER.

6. ALL SIGNS SHALL BE NEW INSTALLATION.

7. ALL SURFACES SHALL BE CLEANED PRIOR TO START OF INSTALLATION OF ALL PAVEMENT MARKINGS.

8. ALL SIGNS INCLUDING STOP SIGNS ON SIDE STREETS SHALL BE UNOBSTRUCTED.

9. FABRICATION OF ALL SIGNS SHALL BE INCORPORATED WITH TITLE 23, US CODE, SECTION 109B, 109D, AND 402A AND HIGHWAY SAFETY PROGRAM STANDARD 13, TRAFFIC ENGINEERING SERVICES.

10. ALL HARDWARE WILL BE 5/16" THREAD.

11. ALL SIGNS TO BE MOUNTED ON 12 GAUGE 12'X2"X2" W/HOLES 1" ON CENTER ALL FOUR SIDES. INSTALL 3' BELOW SURFACE. ALL SIGNAGE INSTALLED IN CONCRETE/CEMENT/ASPHALT, TO BE INSIDE A 6" PVC USING DIRT AS FILLER. USING TWIST BRACKETS INSIDE MOUNT TO ATTACHED STREET I.D.'S WHICH WILL BE 9" METRO SIDE STREET, 9" MAIN STREET, WITH ANCHOR BRACKET.

12. ALL PAVEMENT MARKINGS ON ROADWAYS SHALL BE THERMOPLASTIC WITH GLASS BEADS UNLESS OTHERWISE SPECIFIED.

13. ALL PAVEMENT MARKINGS ON BRICK PAVERS SHALL BE PAINT.

14. THE PAVEMENT MARKINGS AT ALL EXISTING/PROPOSED INTERFACE LOCATIONS ARE TO MATCH IN TERMS OF ALIGNMENT.

15. DUE TO DESTRUCTION AND TRACKING BY CONSTRUCTION VEHICLES, ADDITIONAL PAVEMENT MARKINGS AT THE BEGINNING AND END OF PROJECT MAY BE REQUIRED AS DETERMINED BY THE INSPECTOR AND/OR CITY ENGINEER.

16. THE CONTRACTOR SHALL REMOVE ANY EXISTING OR TEMPORARY PAVEMENT MARKINGS THAT CONFLICT WITH THE SIGNING & PAVEMENT MARKING PLANS. THE CONTRACTOR SHALL UTILIZE A NON–DESTRUCTIVE FDOT APPROVED METHOD FOR STRIPING REMOVAL. EXCESSIVE DAMAGE TO EXISTING ASPHALT AS DETERMINED BY THE CITY ENGINEER SHALL BE REPAIRED AT THE CONTRACTOR'S EXPENSE.

17. SOME BROOMING MAY BE REQUIRED FOR INSTALLATION OF SIDE STREET STOPBARS.

18. REFLECTIVE PAVEMENT MARKERS ARE TO BE PLACED IN ACCORDANCE WITH THESE PLANS AND STANDARD PLANS INDEX NO. 706–001.

19. PRIOR TO THERMOPLASTIC PAVEMENT MARKINGS INSTALLATION, A 40–DAY "CURE TIME" ON ASPHALT IS REQUIRED.

20. ALL SPECIAL EMPHASIS CROSSWALKS SHALL CONSIST OF TWO 12 INCH PREFORMED STRIPES SPACED 10 FEET APART, WITH 24 INCH PREFORMED BARS SPACED AS SHOWN IN THE FDOT DESIGN MANUAL CHAPTER 230 AND PARALLEL TO THE LANE LINES.

21. PAVEMENT MESSAGES AND ARROWS SHALL BE PLACED IN ONE SEGMENT OR AS ONE LIFT.

22. IT IS THE CONTRACTOR'S RESPONSIBILITY TO REMOVE AND REPLACE ALL EXISTING SIGNS THAT CONFLICT WITH CONSTRUCTION OPERATIONS. IF SIGNS ARE DAMAGED BY THE CONTRACTOR, THE SIGNS SHALL BE REPLACED AT THE CONTRACTOR'S EXPENSE.

No.	Date	Revision	By	No.	Date	Revision	By
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ALEJANDRO MEJIA, P.E.
FL P.E. No. 99836

Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Signing and Pavement Marking Notes

Sheet No. **S-1**

J:\P22801\Roadway\Signing&Marking\PLANSP00.dwg, 2/7/2025 2:53:14 PM, Edwin Diaz,

BEGIN PROJECT
BEGIN CONST. – W. GREGORY ST.
STA. 30+08.32 – ℄ SURVEY. (GREGORY)

N. PACE BLVD.

WATER MAIN LOCATED ON NORTH SIDE OF GREGORY STREET

GRAPHIC SCALE
10 0 5 10 20
(IN FEET)

N

30 31 ℄ SURVEY (GREGORY) 3

W. GREGORY ST. W. GREGORY ST.

MATCH LINE STA. 32+00.00

BURIED FIBER VAULT
24" OAK
BOXIE OWK
21" OAK
32" STUMP
CONC. DWY
EXIST. ROW
ASPHALT
EXIST. ROW
FND 5/8" IRC
LB 4882

MATCH LINE STA. 32+00.00

N

W. GREGORY ST. ℄ SURVEY (GREGORY)
2 33 34 ℄ SURVEY (GREGORY) W. GREGORY ST. 3

(TO BE RELOCATED)
700–1–500
N Gregory St.
STA. 32+82
GREGORY / N ST

N. N ST.

CONC. DWY
SPEED LIMIT 25
49" OAK
12" WHITE
8'
4' MIN.
24" WHITE
+99
+11
+29
STOP
36" OAK
30" OAK
CONC. DWY
EXIST. ROW
FND 1/2" REBAR
NO ID
FND 5/8" REBAR
NO ID
FND 1/2" REBAR
NO ID
FND 1/2" REBAR
NO ID
SPEED LIMIT 25
(TO REMAIN)
(TO REMAIN)

N. N ST.

MATCH LINE STA. 35+00.00

No.	Date	Revision	By
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PENSACLA, ESCAMBIA, FLORIDA

Signing & Pavement Marking Plans - W. Gregory St.

Sheet No.
S-2

J:\P22801\Roadway\Signing&Marking\PLANSP01.dwg, 2/7/2025 2:53:30 PM, Edwin Diaz

MATCH LINE STA. 35+00.00

MATCH LINE STA. 38+00.00

N:524756.48
E:1105058.79
ELEV:25.87

GRAPHIC SCALE
10 0 5 10 20
(IN FEET)

N

W. GREGORY ST.

℄ SURVEY (GREGORY)

N. M. ST.

W. GREGORY ST.

℄ SURVEY (GREGORY)

5 36 37 3

(TO REMAIN)

16" OAK
23" PINE
CHAIN LINK FENCE
CONC. DWY
CONC.
NO TRUCKS
12" WHITE
BURIED GAS MARKER
8'
4' MIN.
STOP
+78
+51
+63
24" WHITE
STA. 36+79
CONC. SIDEWALK
BURIED FI
MARKER
CONC. DWY
WOOD FENCE
EXIST. ROW
FND ½" REBAR
NO ID
EXIST. ROW
FND ½" REBAR
NO ID
EXIST. ROW
N. M. ST.
STOP
FND ½" REBAR
NO ID
(TO BE RELOCATED)
700-1-500

MATCH LINE STA. 38+00.00

N LOCATED NORTH OF GREGORY STREET

W. GREGORY ST.
STA. 40+20.67 – ℄ SURVEY (GREGORY)
N. L ST.
STA. 30+00.39 – ℄ SURVEY (L)

A5
SET MAG NL&D
DRMP CONTROL
N:524692.19
E:1105409.88
ELEV:27.02

W. GREGORY ST.

8 ℄ SURVEY (GREGORY) 39 40 0 4

BER
CONC. SIDEWALK
31" OAK
28" OAK
GRAVEL DWY
EXIST. ROW
EXIST. ROW
TOE
FND ⅜" REBAR
NO ID
4' CHAIN LINK FENCE
BURIED GAS MARKER
CONC. SIDEWALK
12" WHITE
8'
4' MIN.
+09
+21
+34
24" WHITE
N. L ST.
EXIST. ROW
FND ⅝" REBAR
NO ID
STOP
(TO REMAIN)

20" PALM
STOP
42" MAGNOLIA TREE
REFER TO SHEETS S-6-S-9 FOR W. L ST. SIGNING & STRIPING DETAILS
BRICK RETAINING WALL
TOE
FND 5" LB 7271
N. L ST.
℄ SURVEY (L)
(TO REMAIN)
Gregory St.
L St.
GREGORY AND L ST
+48
10'
24" WHITE
W. GREGORY ST.
℄ SURVEY (GREGORY)
12" WHITE
+59
18" PALM
CONC. SIDEWALK
FND ⅝" REBAR
NO ID
STOP
(TO REMAIN)

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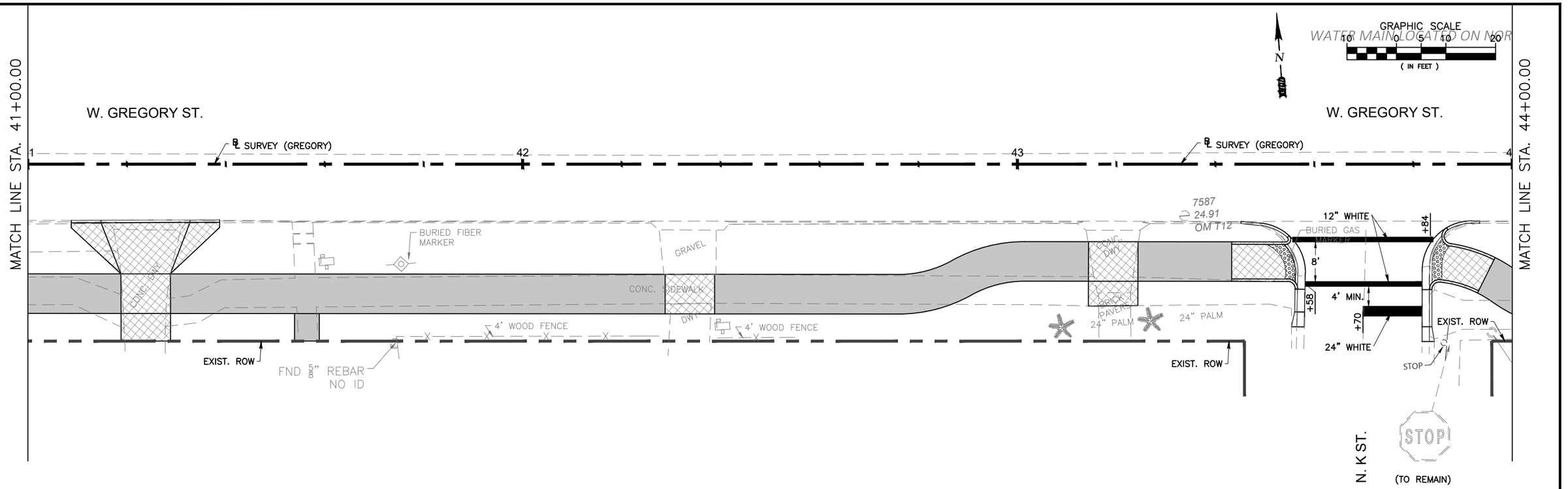
Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

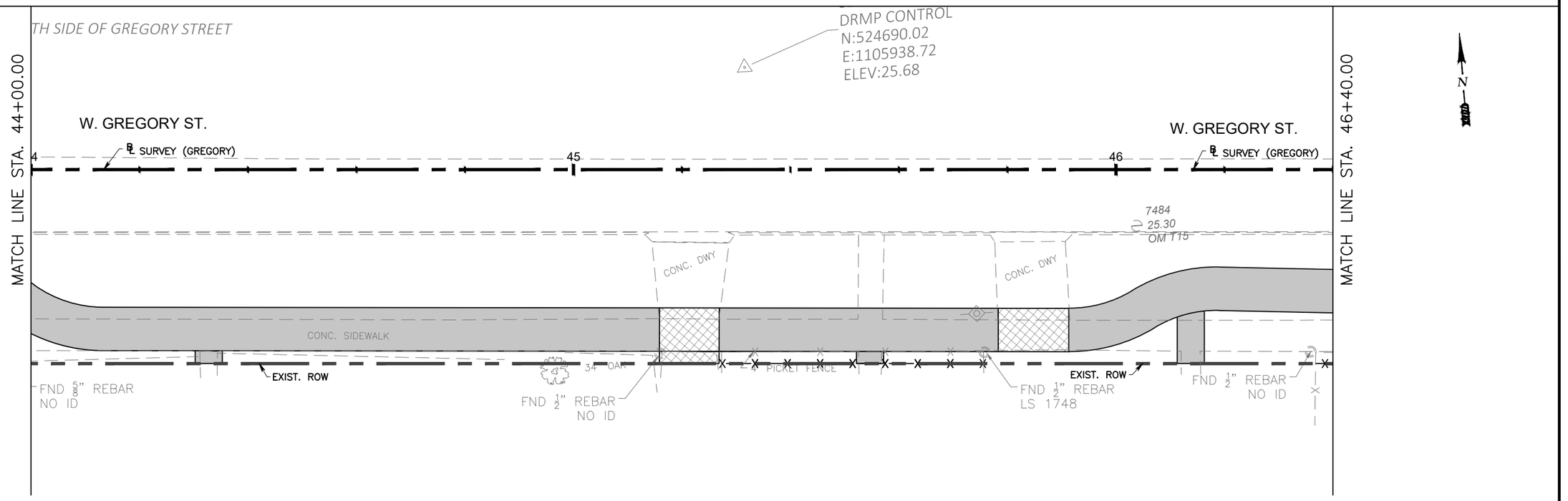
LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Signing & Pavement Marking Plans - W. Gregory St.

Sheet No.
S-3

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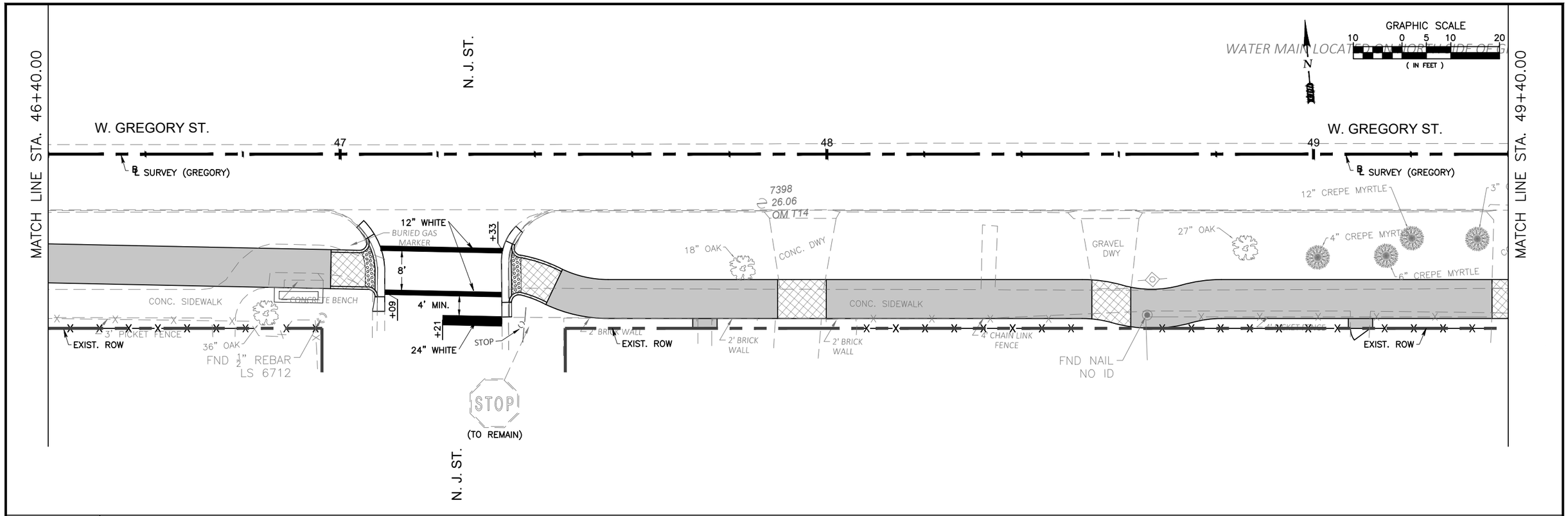
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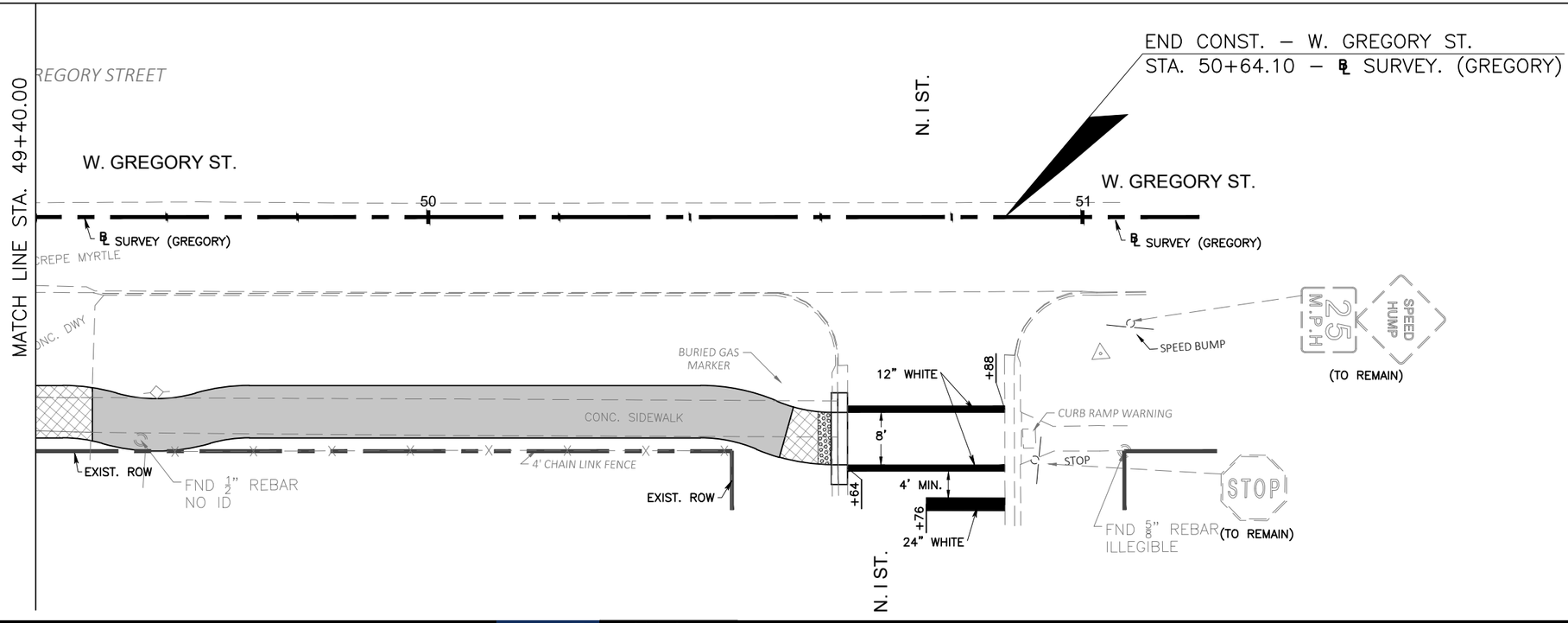
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PENSACLA, ESCAMBIA, FLORIDA

Signing & Pavement Marking Plans - W. Gregory St.

Sheet No.
S-4

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PENSACOLA, ESCAMBIA, FLORIDA

Signing & Pavement Marking Plans - W. Gregory St.

Sheet No.
S-5

J:\P22801\Roadway\Signing&Marking\PLANSP01.dwg, 2/7/2025 3:48:52 PM, Alejandro Mejia,

W. GREGORY ST.
STA. 40+20.67 – ℄ SURVEY (GREGORY)
N. L ST.
STA. 30+00.39 ℄ SURVEY (L)
BEGIN CONST. – N. L ST.
STA. 30+15.80 – ℄ SURVEY. (L)

GRAPHIC SCALE
10 0 5 10 20
(IN FEET)

N

EXIST. ROW
FND ½" REBAR NO ID
4' CHAIN LINK FENCE
BFO
GAS
C. SIDEWALK
W. GREGORY ST.
℄ SURVEY (GREGORY)
REFER TO SHEETS S-2-S-5 FOR W. L ST. SIGNING & STRIPING DETAILS
BURIED GAS MARKER
STOP
(TO REMAIN)
N. L ST.
℄ SURVEY (L)
30
31
7229
28.03
MH, SEWER
GREGORY AND L ST
OE
WM
BRICK RETAINING WALL
2ND PARKING STA. 30+80
APPROX. R/W
FND 5" REBAR LB 7277
(TO BE RELOCATED)
700-1-500
TOE
CONC. DWY
ASPHALT DWY
FND ½" REBAR NO ID
20" PALM
22" MAGNOLIA TREE
MATCH LINE STA. 32+00.00

MATCH LINE STA. 32+00.00
FND ½" REBAR NO ID
6' WOOD FENCE
6" OAK
9" OAK
12" OAK
16" PALM
12" PALM
BAMBOO CLUMP
5729
38.09
MH, SEWER
N. L ST.
℄ SURVEY (L)
32
33
34
35
EXIST. ROW
FND ½" REBAR ILLEGIBLE
FND ½" REBAR NO ID
FND ¼" REBAR NO ID
STA. 34+57
(TO BE RELOCATED)
700-1-500
24" WHITE
+72
4' MIN.
8'
+57
12" WHITE
+83
W. WRIGHT ST.
5845
41.88
MH, SEWER
(TO BE RELOCATED)
700-1-500
WRIGHT/L ST
STA. 34+81
12" WHITE +70
+45
STA. 34+75
MATCH LINE STA. 35+00.00

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Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
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PENSACOLA, ESCAMBIA, FLORIDA

Signing & Pavement Marking Plans - N. L St.

Sheet No.
S-6

J:\P22801\Roadway\Signing&Marking\PLANSP02.dwg, 2/7/2025 2:53:51 PM, Edwin Diaz,

GRAPHIC SCALE
10 0 5 10 20
(IN FEET)

MATCH LINE STA. 35+00.00

FND 5" REBAR LB 5844
EXIST. ROW
FND 1/2" REBAR
4' CHAIN LINK FENCE
APPROX. R/W
18" PALM
4' WOOD FENCE
FND 5" REBAR LB 7092
22" OAK
48" OAK
CONC. DWY
FND 1/2" REBAR NO ID
EXIST. ROW
CONCRETE PAD
CONCRETE PAD
N. L ST.
RELOCATED FROM STA. 38+03
STA. 37+93
L St.
Belmont St.
N. L ST.
℄ SURVEY (L)
℄ SURVEY (L)
4' CHAIN LINK FENCE
EXIST. ROW
APPROX. R/W
4' CHAIN LINK FENCE
32" OAK
EXIST. ROW

MATCH LINE STA. 38+00.00

(TO REMAIN)
STOP
W. BELMONT ST.
BELMONT AND L ST
24" WHITE
+24
+36
4' MIN.
8'
12" WHITE
STA. 38+03
+09
(TO BE RELOCATED)
TO STA. 37+93
700-1-500
L St.
Belmont St.
EXIST. ROW
FND 1/2" REBAR NO ID
FND 1/2" REBAR NO ID
APPROX. R/W
FND 1/2" REBAR NO ID
EXIST. ROW
N. L ST.
N. L ST.
℄ SURVEY (L)
℄ SURVEY (L)
18071
50.86
MH, SEWER
8141
82.05
OM T18
4' CHAIN LINK FENCE
APPROX. R/W
8" PALM
20" PALM
20" PALM
24" PALM
20" PALM
GAS SERVICE CABINET
24" PALM
EXIST. ROW

MATCH LINE STA. 41+00.00

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ALEJANDRO MEJIA, P.E.
FL P.E. No. 99836

Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Signing & Pavement Marking Plans - N. L St.

Sheet No.
S-7

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GRAPHIC SCALE
10 0 5 10 20
(IN FEET)

MATCH LINE STA. 41+00.00

EXIST. ROW
(TO REMAIN) STOP
FND ½" REBAR NO ID
24" WHITE
+85
W. LA RUE ST.
BURIED FIBER MARKERS
BURIED FIBER VAULT
+98
4' MIN.
8'
+67
12" WHITE
FND 5/8" REBAR LB 6112
EXIST. ROW
FND 5/8" REBAR ILLEGIBLE
FND ½" REBAR DISTURBED
APPROX. R/W
EXIST. ROW
CONC. DWY
GAS
WM
BFO
OE
(TO BE RELOCATED)
700-1-500
1 N. L ST. 42 43 N. L ST. 4
℄ SURVEY (L)
W. LA RUE ST.
L St.
Larua St.
6061 61.42 MH, SEWER
STA. 42+08
STA. 42+24
NEIGHBORHOOD WATCH
WARNING
TREE
6064 65.45 MH, SEWER
6175 OM T20
12" WHITE
+98
8'
4' MIN.
+74
+85
24" WHITE
EXIST. ROW
FND 5/8" REBAR LB 5377
17" PALM
CHAIN FENCE
TOE
STA. 42+03
STOP
(TO BE RELOCATED)
700-1-500
4' CHAIN LINK FENCE
17" PECAN TREE
APPROX. R/W
EXIST. ROW

MATCH LINE STA. 44+00.00

SPEED LIMIT 25
STA. 44+63
6' WOOD FENCE
(TO BE RELOCATED)
700-1-500
FND 5/8" REBAR NO ID
EXIST. ROW
EXIST. ROW
+30
10'
+64
+69
12" WHITE (TYP.)
24" WHITE (TYP.)
+14
10'
4' MIN.
+08
+25
24" WHITE (TYP.)
N. L ST.
4 45 46 N. L ST. 4
℄ SURVEY (L)
6310 68.44 MH, SEWER
6312 63.36 MH, SEWER
6527 64.91 OM T21
+66
+69
24" WHITE (TYP.)
+85
+80
+26
10'
12" WHITE (TYP.)
+63
JACKSON ST.
EXIST. ROW
FND ½" REBAR ILLEGIBLE
STOP
(TO BE RELOCATED)
700-1-500
STA. 45+84
24" PALM
20" OAK
19" OAK
24" PALM
EXIST. ROW
CONC. DWY
SPEED LIMIT 25
EXIST. ROW
36" OAK
EXIST. ROW
(TO BE RELOCATED)
700-1-500
STA. 45+10
4' CHAIN LINK FENCE
SIDEWALK TO BE REMOVED
CONC.
STOP
STA. 45+80
FND ½" REBAR NO ID
L St. Jackson St.
ASPHALT
EXIST. ROW
STA. 46+24
SPEED LIMIT 25
(TO BE RELOCATED)
700-1-500
(TO BE RELOCATED)
700-1-500
EXIST. ROW

MATCH LINE STA. 47+00.00

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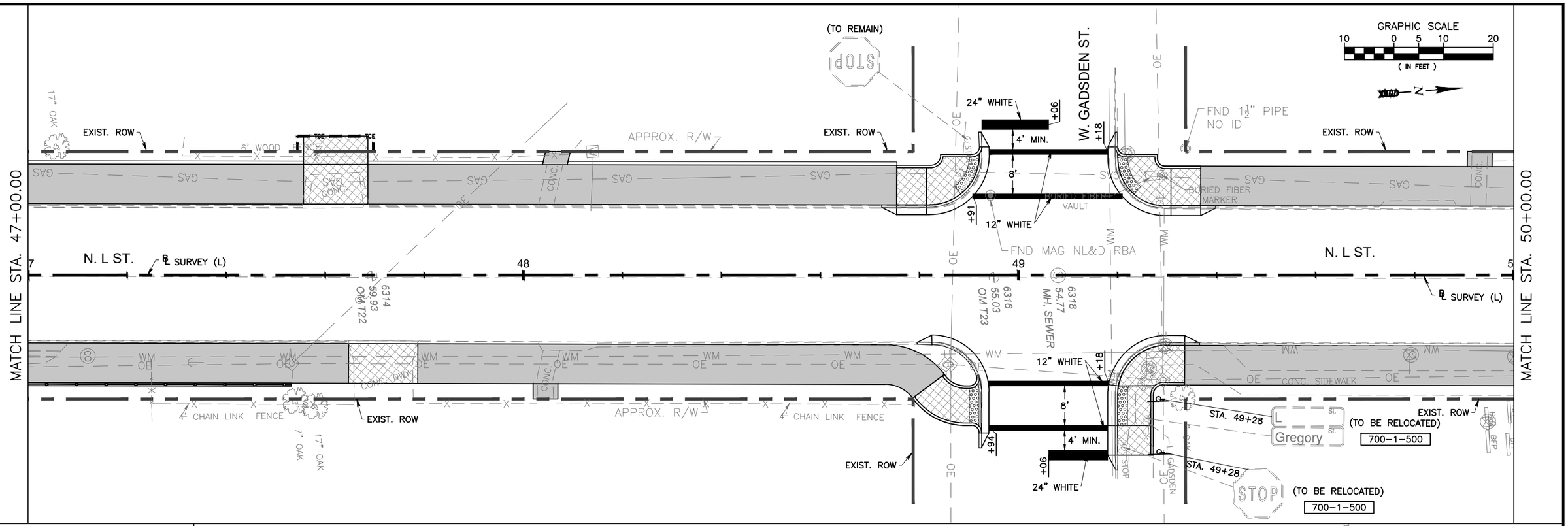
Designed by:	C. Todd
Drawn by:	N. Dills
Checked by:	A. Mejia
Date:	February 7, 2025
Job No.	P22801

LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Signing & Pavement Marking Plans - N. L St.

Sheet No.
S-8

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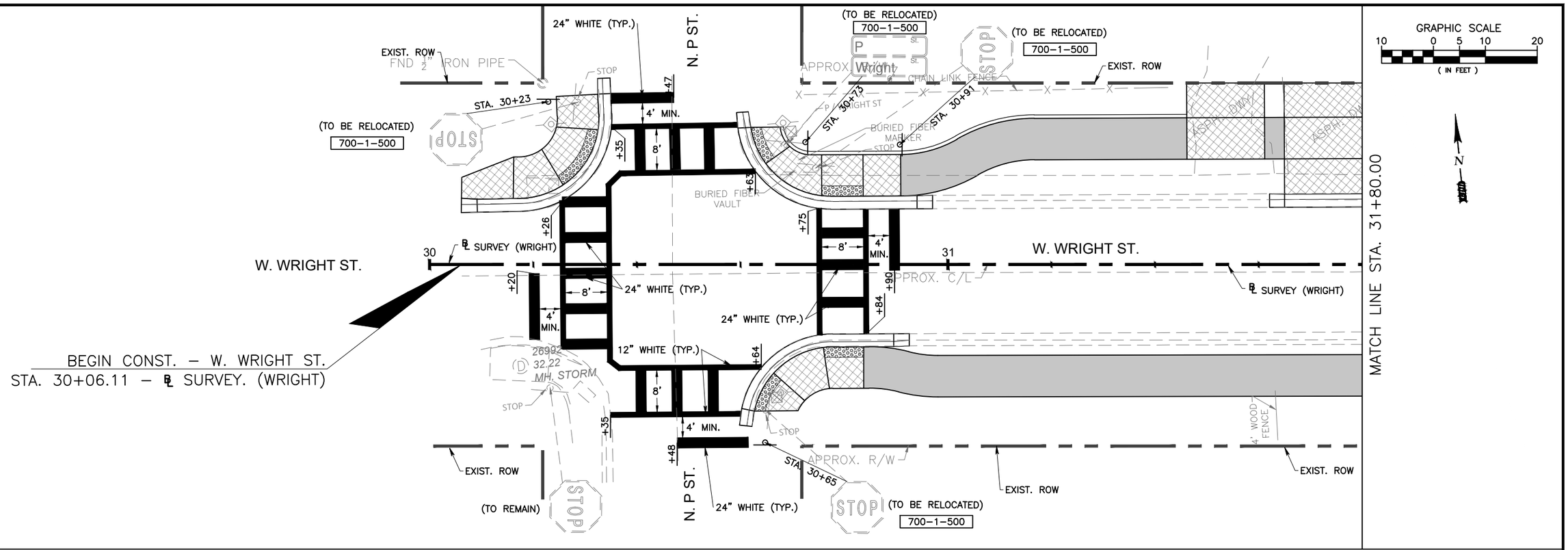
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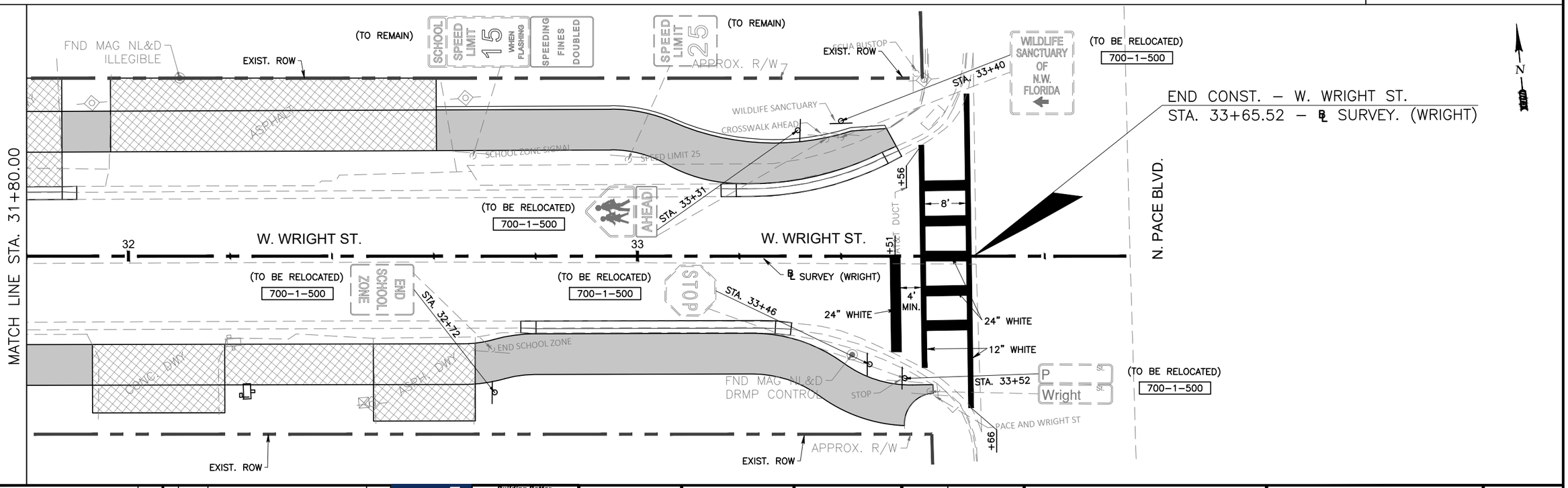
LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Signing & Pavement Marking Plans - N. L St.

Sheet No.
S-9

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PENSACOLA, ESCAMBIA, FLORIDA

Signing & Pavement Marking Plans - W. Wright St.

Sheet No.
S-10

TRAFFIC CONTROL GENERAL NOTES:

1. IF THE TRAFFIC CONTROL PLAN USED IS DIFFERENT FROM THE TRAFFIC CONTROL PLAN SHOWN IN THESE PLANS, THE CONTRACTOR IS RESPONSIBLE FOR PREPARING FULLY DETAILED TRAFFIC CONTROL PLANS WHICH CONFORMS TO ALL THE REQUIREMENTS INDENTFIED IN THE FDOT STANDARD PLANS INDEXES, 102–600 SERIES (LATEST EDITION) AND THE FDOT STANDARD SPECIFICATIONS FOR ROAD AND BRIDGE CONSTRUCTION (LATEST EDITION). THESE PLANS MUST BE PRESENTED TO THE CITY OF PENSACOLA FOR THEIR REVIEW AND APPROVAL PRIOR TO IMPLEMENTATION OF THE TRAFFIC CONTROL PLAN.

2. THE CONTRACTOR IS TO NOTIFY THE CITY OF PENSACOLA A MINIMUM OF 14 DAYS PRIOR TO COMMENCING ANY CONSTRUCTION RELATED ACTIVITY. THE CONTRACTOR SHALL COORDINATE ALL LANE CLOSURE TIMES WITH THE CITY OF PENSACOLA A MINIMUM OF 14 DAYS IN ADVANCE OF THE LANE CLOSURE.

3. MAINTAIN TRAFFIC IN ACCORDANCE WITH THE FOLLOWING STANDARD PLANS INDICES:

   USE STANDARD PLANS INDEX 102–600 FOR GENERAL INFORMATION FOR TRAFFIC CONTROL
   USE STANDARD PLANS INDEX 102–660 FOR SIDEWALK CLOSURES

   ALL WORK ZONES SHALL EXTEND THE LENGTH OF THE PROJECT FROM BEGIN STATION TO END STATION FOR EACH PHASE; LENGTH OF BUFFER SPACES AND TAPERS, AS WELL PLACEMENT OF ALL SIGNS AND DEVICES USED FOR TEMPORARY TRAFFIC CONTROL, SHALL BE ALL BE IN ACCORDANCE WITH THE AFOREMENTIONED INDICES.

4. TRAFFIC SHALL BE MAINTAINED ON PAVED SURFACES AT ALL TIMES. TEMPORARY THRU TRAVEL LANES SHALL BE A MINIMUM WIDTH OF 10 FT., TEMPORARY TURN LANES SHALL BE A MINIMUM WIDTH OF 10 FT.

5. TRAFFIC CONDITIONS (ACCIDENTS AND OTHER UNFORESEEN CONDITIONS) MAY REQUIRE THE CITY OF PENSACOLA TO RESTRICT OR REMOVE LANE CLOSURES OR CHANNELIZATIONS OR REVISE THE IMPLEMENTED MAINTENANCE OF TRAFFIC PLAN. THE CONTRACTOR SHALL RESPOND AND PROVIDE ADJUSTMENTS AS DIRECTED BY THE COUNTY OR THE FDOT WITHOUT DELAY UNDER THESE CONDITIONS. THE CONTRACTOR SHALL ALSO RESPOND WITHIN 30 MINUTES UPON NOTIFICATION BY THE PROJECT ENGINEER TO ANY REQUESTS FOR CORRECTION, IMPROVEMENT OR MODIFICATION TO THE TRAFFIC CONTROL PLAN AND/OR DEVICES.

6. UNLESS OTHERWISE SPECIFIED, THE CROSS SLOPE FOR ALL TEMPORARY PAVEMENT WHICH ABUTS EXISTING OR NEW PAVEMENT SHALL MATCH THE CROSS SLOPE OF THE ABUTTING PAVEMENT. CROSS SLOPE TRANSITIONS SHALL CONFORM TO STANDARD INDEX 511. THE CONTRACTOR SHALL INSURE ADEQUATE DRAINAGE OF ALL TEMPORARY PAVEMENT.

7. EXISTING DRAINAGE SYSTEMS/CONVEYANCE SHALL BE MAINTAINED AT ALL TIMES. IF CONSTRUCTION ACTIVITIES WILL IMPACT THE DRAINAGE, TEMPORARY SWALES, CULVERTS, PIPES, ETC., ARE TO BE CONSTRUCTED WITHIN THE RIGHT–OF–WAY AS REQUIRED.

8. ACCESS TO ALL PROPERTIES SHALL BE MAINTAINED AT ALL TIMES. DRIVEWAY CLOSURES SHALL BE COORDINATED WITH THE PROPERTY OWNER.

9. ALL EXISTING PAVEMENT MARKINGS OUTSIDE THE LIMITS OF CONSTRUCTION, THAT ARE ALTERED OR DAMAGED AS DETERMINED BY THE CITY OF ENSACOLA, SHALL BE REPLACED UPON COMPLETION OF THE PROJECT AT THE CONTRACTOR'S EXPENSE.

10. NO LANE CLOSURES OR TRAFFIC IMPEDANCES ARE PERMITTED UNTIL ALL LABORERS AND MATERIAL ARE AVAILABLE FOR WORK IN THAT LOCATION.

11. AS DETERMINED BY THE CONTRACTOR'S TRAFFIC CONTROL OFFICER, THE CONTRACTOR SHALL REMOVE WORK ZONE SIGNS AND DEVICES WHEN CONDITIONS NO LONGER WARRANT THEIR USE.

12. THE CONTRACTOR SHALL REMOVE, RELOCATE, OR COVER ANY EXISTING OR PROPOSED SIGN THAT CONFLICTS WITH THE TRAFFIC CONTROL PLANS. WHEN THE CONFLICT NO LONGER EXISTS, THE CONTRACTOR SHALL RESTORE THESE SIGNS TO THEIR ORIGINAL LOCATION. ANY SUCH SIGNS DAMAGED DURING REMOVAL, RELOCATION, COVERING, UNCOVERING, OR RESTORATION SHALL BE REPLACED AT THE CONTRACTOR'S EXPENSE.

13. COMPLETE PROPOSED WORK WITHIN DESIGNATED WORK ZONE. ENSURE THAT SIGHT DISTANCE REQUIREMENTS ARE MET AT ALL TIMES.

14. ALL EQUIPMENT USED AS PART OF THE TEMPORARY TRAFFIC CONTROL PLAN, INCLUDING CHANNELIZING DEVICES, ARROW BOARDS, BARRIERS, BARRICADES, PCMS SIGNS, ETC., SHALL BE STORED OUTSIDE THE RIGHT OF WAY WHEN NOT IN USE.

15. WORK ZONE SPEED AND POSTED SPEED FOR N. L STREET = 25 MPH
    WORK ZONE SPEED AND POSTED SPEED FOR FOR W. GREGORY STREET = 25 MPH
    WORK ZONE SPEED AND POSTED SPEED FOR FOR W. WRIGHT STREET = 25 MPH

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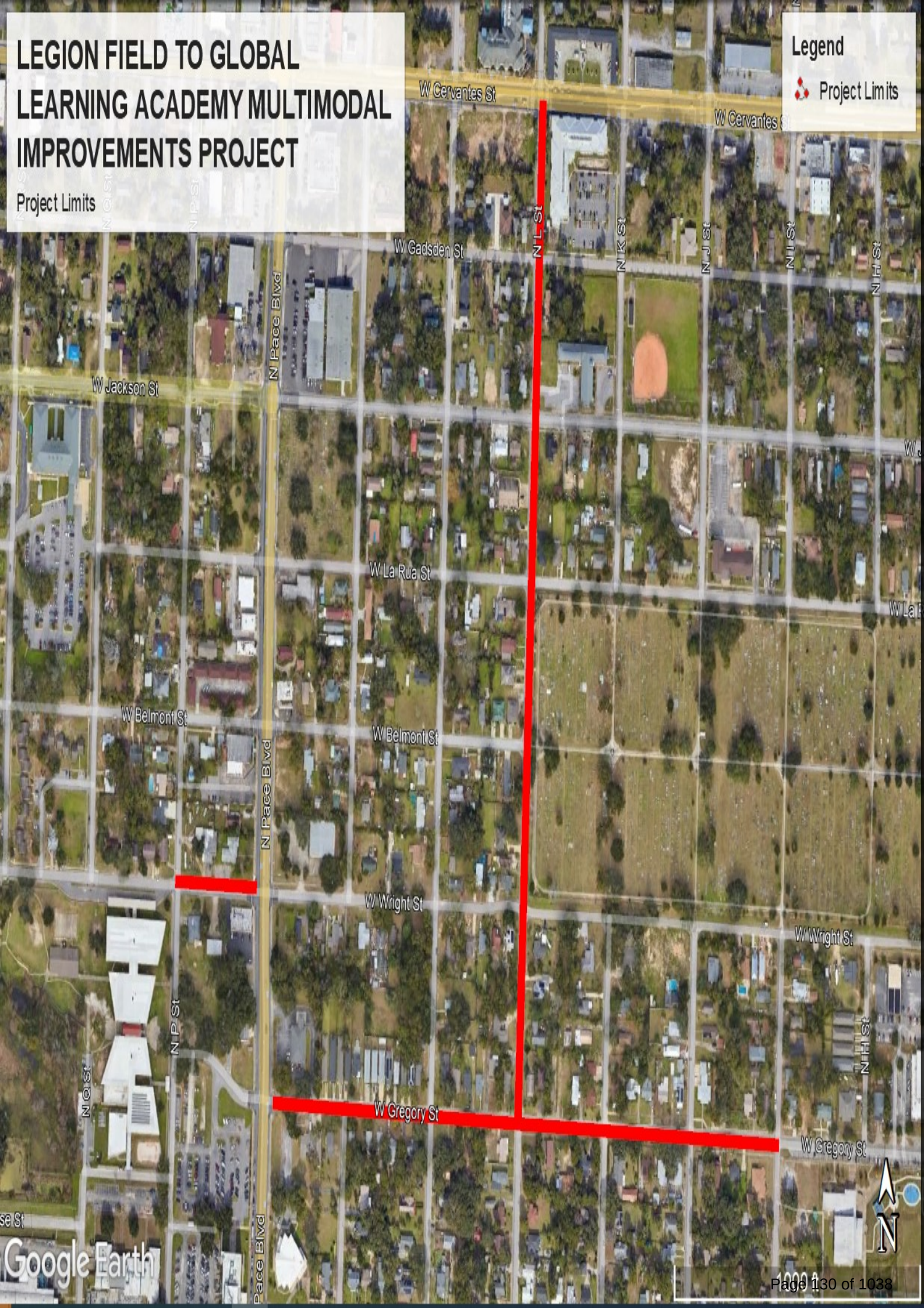
Designed by:	C. Todd
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LEGION FIELD TO GLOBAL LEARNING CENTER ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
PENSACOLA, ESCAMBIA, FLORIDA

Traffic Control Plan General Notes

Sheet No.
TCP-1

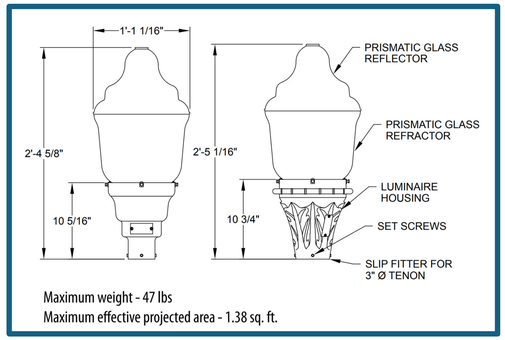
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LEGION FIELD TO GLOBAL LEARNING ACADEMY MULTIMODAL IMPROVEMENTS PROJECT
Project Limits
Legend
Project Limits
W Cervantes St
W Gadsden St
W Jackson St
W La Rua St
W Belmont St
W Wright St
W Gregory St
N L St
N K St
N J St
N I St
N H St
N Pace Blvd
N P St
N O St
Google Earth

POTENTIAL LIGHTING OPTIONS

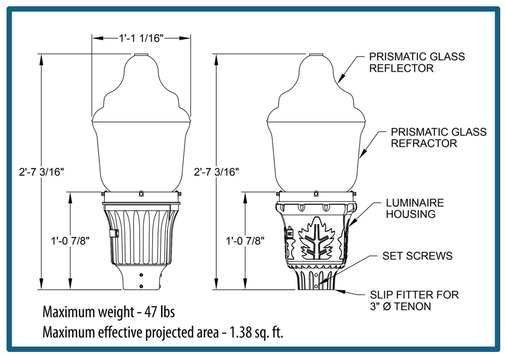
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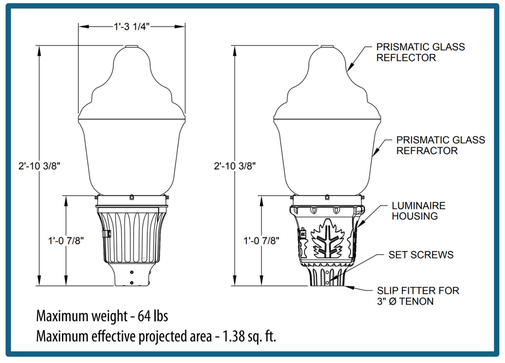
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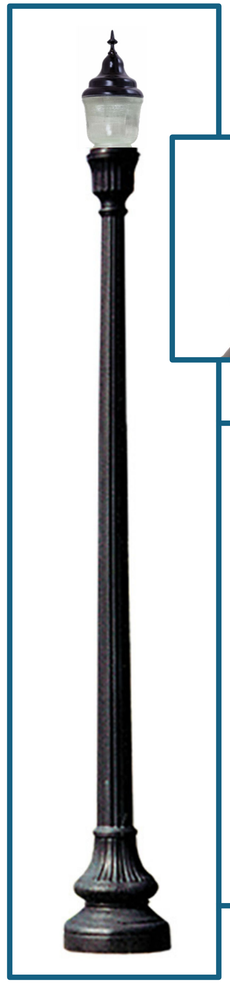
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D **E** **F** **G**







1 **2** **3**



What is your preference for light pole head and base?

Submit your preferences using the letters and numbers shown on this exhibit

- on the comment card or
- on the project webpage - https://cityofpensacola.com/W.Main.St-Design

City of Pensacola

WESTSIDE REDEVELOPMENT BOARD

MINUTES

City of Pensacola
222 W. Main Street
Pensacola, FL
32502

March 25, 2025 | 3:30 PM | Whibbs Room, 1st floor

CALL TO ORDER

The Westside Redevelopment Board (WRB) meeting was called to order by Chairperson Gulley at 3:40 p.m.

Members Present: James Gulley, Doug Baldwin Sr., Jennifer Brahier, Lamar Brown, Karl Schwelm

Members Absent: Marcel Davis, Michelle Press

DETERMINATION OF QUORUM

A quorum was present.

APPROVAL OF MINUTES

1. 25-364 WRB MEETING MINUTES- 12/17/2024

A motion to approve was made by Board Member Brahier and seconded by Board Member Brown.

The motion passed by the following vote:

Yes: 5 James Gulley, Doug Baldwin Sr., Jennifer Brahier, Lamar Brown, Karl Schwelm

No: 0 None

DRAFT

OLD BUSINESS

None.

NEW BUSINESS

2. 25-57 WESTSIDE REDEVELOPMENT PLAN UPDATE

A motion to approve was made by Board Member Baldwin Sr. and seconded by Board Member Brahier.

CRA Division Manager, Victoria D'Angelo, introduced the item. Megan O'Hara, of Urban Design Associates, provided an in-depth overview of the item. Discussion ensued by the board. Discussion included placing covered bus shelters in all plans, adding transit, and the City's intent to proceed with the Parks Master Plan. Board members expressed in interest in parks, safety on Barrancas Avenue, particularly at Garden and Barrancas but concern that dieting the road may not be feasible due to traffic from the base. Concerns were raised around the development of 30' wide lots with regard to character and driveway placement.

No public speakers.

The motion passed by the following vote:

Yes: 4 Doug Baldwin Sr., Jennifer Brahier, Lamar Brown, Karl Schwelm
No: 1 James Gulley

3. 25-343 WESTSIDE PROJECT PRIORITIES AND UPDATES

A motion to approve was made by Board Member Brahier and seconded by Board Member Baldwin Sr..

CRA Division Manager, Victoria D'Angelo, provided an overview of the item. Discussion ensued amongst the board. Staff responded accordingly to questions.

Discussion ensued about concerns with traffic connectivity along A Street. Board members expressed interest in analyzing and developing strategies to install sidewalks, doing a traffic study and installing improvements on A Street and analyzing minimum lot sizes in the district.

Maps of the Hometown Revitalization CDBG-DR grant target boundaries for Cervantes and Pace and the Baptist Hospital Campus Redevelopment site were distributed and discussed with the Board. Economic Development Administrator, Anna Kate Baygents, gave an update on the Baptist Redevelopment Project. A copy of the redevelopment plan that was produced by Baptist Hospital prior to the relocation was requested. The board reviewed the Alice Williams Library project 100% design plans and expressed an interest in the reuse of the building for a senior center. The Board reviewed the 90% design plans for the Connectivity to Legion Field/Global Learning Academy project and provided feedback that pedestrian lighting should be presented to the Westside Garden District Neighborhood Association for input.

Board Member Brahier made a friendly amendment to:

1) **Remove the Garden Street Landscape Beautification (A to C St) project from the recommended project list and 5-year implementation plan.**

2) **Add the following new projects to the recommended project and 5-year implementation plan:**
    a. **Gibson School Redevelopment**
    b. **Barrancas Avenue Corridor Strategy**
    c. **Baptist Campus Redevelopment**
    d. **Study of Minimum Lot Size**
    e. **Sidewalk Improvement Strategy**
    f. **A Street Traffic and Connectivity Strategy**

3) **Identify the following project priorities in order of importance:**
    1. **Connectivity**
        a. **A Street – Top Priority**
        b. **Pace & Gregory Streets – 2nd top priority to provide safe connections to the school.**
        c. **Barrancas Avenue**
        d. **Cervantes Street**

2. **Hardening Homes & Commercial Property**
    a. **RPIP**
    b. **Resiliency**
    c. **CPIP**
3. **Commercial and Residential Infill**

No public speakers.

The motion passed by the following vote:

Yes: 5 James Gulley, Doug Baldwin Sr., Jennifer Brahier, Lamar Brown, Karl Schwelm

No: 0 None

4. 25-344 DISCUSSION ON WAYS THE BOARD CAN ENGAGE THE COMMUNITY

Chairperson Gulley introduced the item. The Board discussed reaching out to residents along L Street and attending neighborhood meetings. The Board also asked for clarification about the rules and procedures for community engagement as serving as board members, and what they are allowed and not allowed to do as members of the Westside Redevelopment Board.

REPORTS AND ANNOUNCEMENTS

None.

BOARD MEMBER COMMENTS

None.

OPEN FORUM

None.

ADJOURNMENT

5:35 p.m.

PLEASE NOTE: One or more members of the City Council/Community Redevelopment Agency Board may be in attendance. The City of Pensacola adheres to the Americans with Disabilities Act and will make reasonable accommodations for access to city services, programs, and activities. Please call 850-436- 5640 for further information. Requests must be made at least 48 hours in advance of the event in order to allow the City time to provide the requested services.

File #: 25-402 Community Redevelopment Agency 4/7/2025

ACTION ITEM

SPONSOR: Teniadé Broughton - Chairperson

SUBJECT:

APPROVAL OF DESIGN PLANS AND AUTHORIZATION TO BID – ALICE WILLIAMS LIBRARY RESTORATION PROJECT

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) approve the 100% design plans for the Alice Williams Library Restoration project and authorize staff to proceed with bid solicitation.

SUMMARY:

In late 2021, City staff was directed to apply for the African American Cultural and Historical (AACH) grant from the Florida Department of State (DOS) for the repair and restoration of the Alice S. Williams Library building at 1015 North E Street. After receiving notice of the $500,000 grant award in June 2022, the City entered into a grant agreement with DOS in late September 2022. Also in FY 23, CRA committed $300,000 of additional project funding in the reallocation of Westside Redevelopment Revenue Bond funds. These grant funds are being utilized to bring the building back to a state of occupancy while restoring and preserving as many of the historical elements of the building as possible.

After some initial delays due to critical supply chain shortages in construction supplies and architects, DAG Architects Inc. was selected and approved by DOS in March 2024 to complete design and construction administration services for the project. The project has been presented at the City's One Stop Development Review Committee on various dates and design is permitted and DOS approved. The project is now ready to solicit for construction, pending DOS approval of the request for proposal package. Future intended use of the building has changed over time, with Fricker Center auxiliary/childcare center to event space under consideration. The interior renovation of the building – installation of sprinkler system, bathroom renovations, and accessibility improvements – allow for maximum flexibility in decision making.

Opening its doors in August 1952, the Alice S. Williams Public Library was the first library service for African-American citizens in Pensacola. Named after an esteemed local high school teacher committed to the education of Pensacola's African-American youth, the Alice S. Williams Public Library provided access to a wealth of knowledge and experience to a segregated, underserved population. In 1976, years after segregation was declared unconstitutional, Alice Williams closed its doors as a public library branch with services

transferred to the downtown branch. The building has fallen into disrepair after shuttering some years ago after its last use as a daycare ended.

PRIOR ACTION:

October 10, 2022 – CRA allocated $300,000 of 2017 Westside Redevelopment Revenue Bond funds to the Alice S. Williams Rehabilitation project.
October 13, 2022 – City Council approved the acceptance of the AACH grant award in the amount of $500,000.

FUNDING:

Budget:	$500,000	AACH Grant – Alice Williams Renovation Project
	$300,000	2017 Westside Redevelopment Revenue Bond Funds
Actual:	$800,000	TOTAL

FINANCIAL IMPACT:

Funding is available from the AACH grant and allocated 2017 Westside Revenue bond funds.

LEGAL REVIEW ONLY BY CITY ATTORNEY: No

STAFF CONTACT:

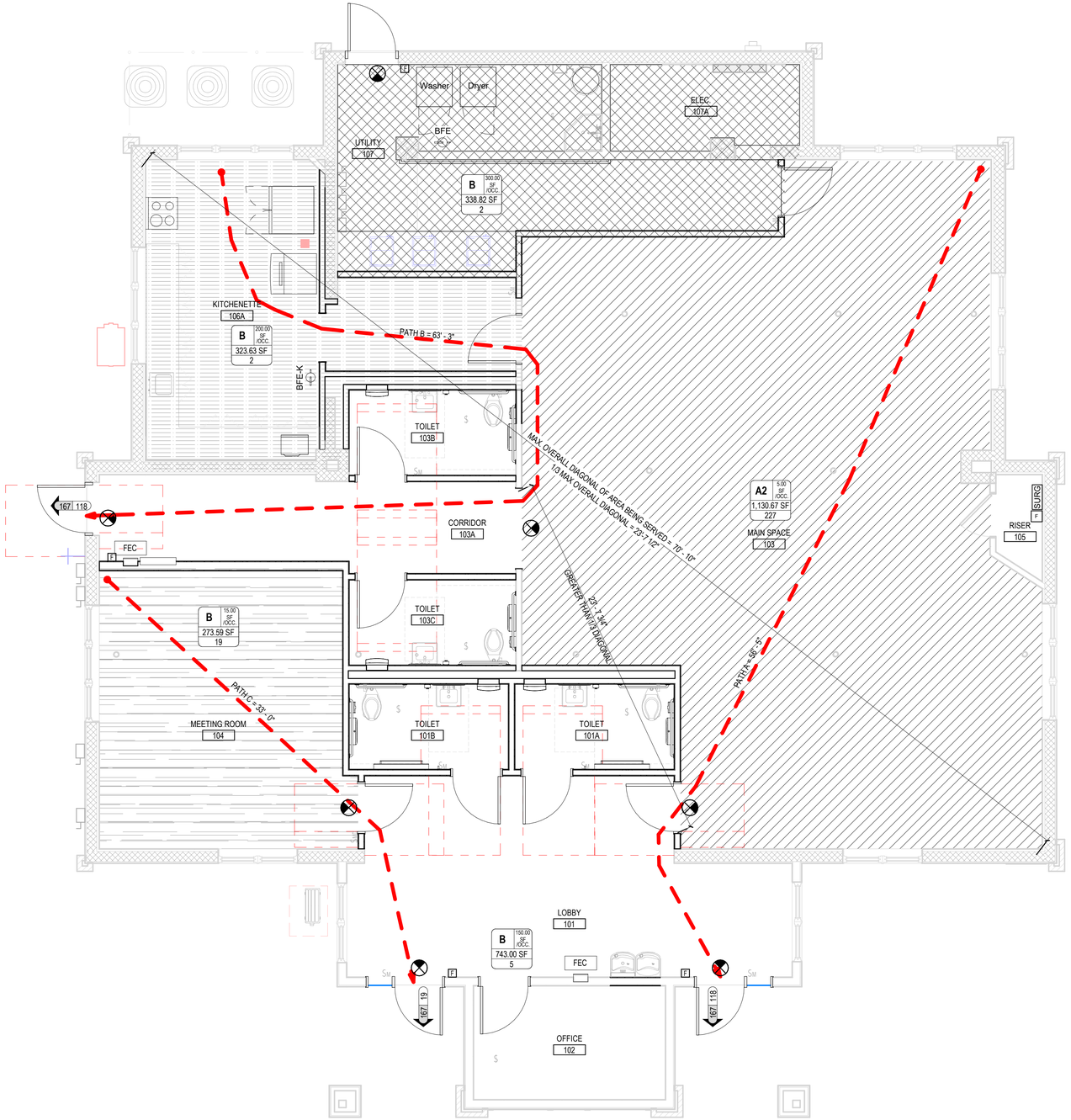
Tim Kinsella, City Administrator
Amy Lovoy, Finance Director
Erica Grancagnolo, Economic Development Director
Victoria D'Angelo, CRA Division Manager
Deana Stallworth, Property Lease Manager

ATTACHMENTS:

1. 100% Design Plans - Alice Williams Library Restoration
2. Draft WRB Meeting Minutes 03/25/25

PRESENTATION: No

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LIFE SAFETY SYMBOLS

TRAVEL DIST. = XX
START POINT
END POINT
TRAVEL DISTANCE (IN FEET)
PATH OF TRAVEL

ALLOWABLE EGRESS COMPONENT OCCUPANT LOAD
340 | 120
ACTUAL OCCUPANT LOAD SERVED
DOOR EGRESS CAPACITY

OCCUPANCY TYPE
A | 7 /OCC.
1,550 SF
221
AREA PER OCCUPANT
AREA
OCCUPANTS
OCCUPANT LOAD PER AREA

BFE	BRACKET MOUNTED FIRE EXTINGUISHER; MT 4'-0" TO TOP. INCLUDE 4-A:80-BC TYPE FIRE EXTINGUISHER
FEC	FIRE EXTINGUISHER CABINET; RECESSED; MT 4'-0" TO TOP. INCLUDE 4-A:80-BC TYPE FIRE EXTINGUISHER
BFE-K	BRACKET MOUNTED FIRE EXTINGUISHER; MT 4'-0" TO TOP. INCLUDE 10-B;C TYPE K FIRE EXTINGUISHER
EXIT EXIT	EXIT SIGNS - SEE ELECTRICAL
	ASSEMBLY OCCUPANCY @ 5 NET
	BUSINESS OCCUPANCY (BASED ON LOAD) @ 150 GROSS
	BUSINESS OCCUPANCY (BASED ON LOAD) STORAGE / MECHANICAL @ 300 GROSS
	BUSINESS OCCUPANCY (BASED ON LOAD) KITCHEN @ 200 GROSS
	BUSINESS OCCUPANCY (BASED ON LOAD) STANDING SPACE UNCONCENTRATED @ 15 NET

TRAVEL DISTANCES

PATH ID	TRAVEL DISTANCE ON PATH
A	56' - 5"
B	63' - 3"
C	33' - 0"

A1 LIFE SAFETY PLAN
1/4" = 1'-0"

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ARCHITECTS
DAG Architects AR0009694
40 S. Palafox Pl Suite 201 Pensacola, FL 32502
850.429.9004
www.DAGarchitects.com

Construction Documents

DRAWING SEAL:
STATE OF FLORIDA · DAVID C. LUTTRELL · AR0016870 · REGISTERED ARCHITECT

David C. Luttrell Professional Architect:
Florida - License #AR0016870

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REVISIONS:

NO.	DESCRIPTION	DATE

LIFE SAFETY PLAN

PROJECT NUMBER 24004
DATED 01-31-2025

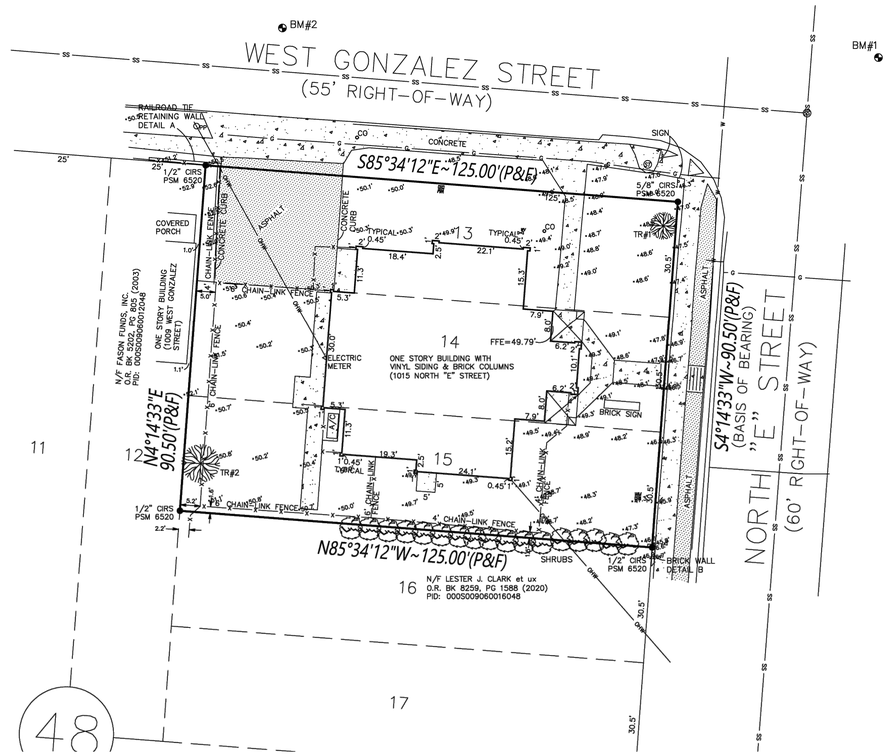
LS101

BOUNDARY, TOPOGRAPHIC & IMPROVEMENT SURVEY

LOTS 13 – 15, BLOCK 48, WEST KING TRACT
SECTION 28, TOWNSHIP 2 SOUTH, RANGE 30 WEST
CITY OF PENSACOLA, ESCAMBIA COUNTY, FLORIDA

N
W E
S

0 10 20 40 60
SCALE: 1 = 20



BENCHMARK
(FIELDBOOK 383, PAGE 5)

BM#1 NAIL & BOTTLE CAP SET
ELEVATION = 45.41 (NAVD29)

BM#2 NAIL & BOTTLE CAP SET
ELEVATION = 48.76 (NAVD29)

TREE DATA
TR#1 17" DOUBLE OAK
TR#2 24" OAK

DESCRIPTION
(BOOK 302, PAGE 536)
LOTS 13 AND 14 OF BLOCK 48 OF THE WEST KING TRACT IN THE CITY OF PENSACOLA, ESCAMBIA COUNTY, FLORIDA, ACCORDING TO THE MAP OF SAID CITY COPYRIGHTED BY THOS. C. WATSON AND COMPANY IN THE YEAR 1903.

(BOOK 309, PAGE 312)
LOTS 15, IN BLOCK 48, WEST KING TRACT IN THE CITY OF PENSACOLA, ACCORDING TO MAP OF SAID CITY COPYRIGHTED IN THE YEAR 1906 BY THOS. C. WATSON.

SURVEYOR'S NOTES
1. ALL MEASUREMENTS MADE IN ACCORDANCE WITH THE UNITED STATES STANDARD AND RECORDED IN DECIMAL FOOT UNLESS OTHERWISE MARKED.

2. BASIS OF BEARING IS REFERENCED TO AN ASSUMED BEARING OF S04°14'33"W ALONG THE BEST FIT LINE OF MONUMENTATION FOUND ALONG THE WEST SIDE OF NORTH "E" STREET AS SHOWN.

3. REFERENCE SOURCE BEING EXISTING FIELD MONUMENTATION, RECORDED DOCUMENTS AND CITY ATLAS # 106.

4. LOCATION OF IMPROVEMENTS ARE SHOWN PER THE LAST FIELD DATE OF MARCH 2, 2023.

5. NO TITLE SEARCH WAS PERFORMED NOR PROVIDED FOR THIS SURVEY.

6. THIS SURVEY DOES NOT REFLECT NOR DETERMINE OWNERSHIP.

7. NO UNDERGROUND IMPROVEMENTS HAVE BEEN LOCATED EXCEPT AS SHOWN.

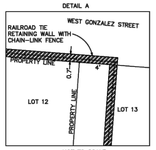
8. THE SURVEY AS SHOWN HEREON IS CERTIFIED TO THE CITY OF PENSACOLA ONLY AND IN NO WAY TRANSFERS CERTIFICATION WITHOUT THE EXPRESS WRITTEN CONSENT OF SAID CITY.

9. FEDERAL AND STATE COPYRIGHT ACTS PROTECT THIS MAP FROM UNAUTHORIZED USE. THIS MAP IS NOT TO BE COPIED OR REPRODUCED IN WHOLE OR PART. THIS MAP CANNOT BE USED FOR THE BENEFIT OF ANY OTHER PERSON, COMPANY OR FIRM WITHOUT THE PRIOR WRITTEN CONSENT OF THE COPYRIGHT OWNER AND IS TO BE RETURNED UPON REQUEST.

10. IN ACCORDANCE WITH THE STATE OF FLORIDA ADMINISTRATIVE CODE, ANY ADDITIONS OR DELETIONS TO SURVEY MAPS OR REPORTS BY OTHER THAN THE SIGNING SURVEYOR AND MAPPER ARE PROHIBITED WITHOUT PRIOR WRITTEN CONSENT OF THE SIGNING SURVEYOR AND MAPPER.

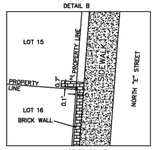
11. IT IS THE OPINION OF THE UNDERSIGNED SURVEYOR THAT THE PARCEL OF LAND SHOWN HEREON LOCATES IN ZONE "X" PER THE FLOOD INSURANCE RATE MAP NATIONAL FLOOD INSURANCE PROGRAM COMMUNITY NAME: CITY OF PENSACOLA, COMMUNITY NUMBER: 120082, PANEL NUMBER: 12033C–0390–G DATED 9/29/2006

DETAIL A



NOT TO SCALE

DETAIL B



NOT TO SCALE

ABBREVIATIONS
BK = BOOK
BM = BENCHMARK
CA = CITY ATLAS
CIRF = CAPPED IRON ROD FOUND
CIRS = CAPPED IRON ROD SET PSM 6520
CO = CLEAN OUT
(D) = DEED INFORMATION
(F) = FIELD MEASURMENT
G = GASLINE
IPF = IRON PIPE FOUND
IRF = IRON ROD FOUND
LB = LICENSED BUSINESS
NAVD = NORTH AMERICAN VERTICAL DATUM
N&DS = NAIL & DISK SET PSM 6520
N/F = NOW/FORMERLY
OHW = OVERHEAD WIRES
O.R. = OFFICIAL RECORD
(P) = PLAT OR MAP INFORMATION
PG = PAGE
PID = PARCEL IDENTIFICATION
PP = POWER POLE
PSM = PROFESSIONAL SURVEYOR & MAPPER
R/W = RIGHT-OF-WAY
SS = SANITARY SEWER LINE
TR = TREE
W = WATERLINE
WM = WATER METER
WV = WATER VALVE

CITY OF PENSACOLA
ENGINEERING DEPARTMENT
222 WEST MAIN ST, PENSACOLA, FL 32502

SURVEYOR'S CERTIFICATE
I HEREBY CERTIFY THAT THIS SURVEY WAS MADE UNDER MY RESPONSIBLE CHARGE AND COMPLIES WITH THE STANDARDS OF PRACTICE AS SET FORTH BY THE FLORIDA BOARD OF PROFESSIONAL LAND SURVEYORS & MAPPERS IN CHAPTERS 5J–17.050 THROUGH 5J–17.053 OF THE FLORIDA ADMINISTRATIVE CODE PURSUANT TO FLORIDA STATUTE SECTION 472.027.

LESLIE D. ODOM, PSM# 6520 DATE

Leslie D. Odom License Number 6520 STATE OF FLORIDA Professional Surveyor and Mapper

NOT VALID WITHOUT THE ORIGINAL SIGNATURE AND SEAL OF A FLORIDA LICENSED SURVEYOR AND MAPPER

DATE OF SURVEY: 2/28/2023
FIELD BOOK: 383
PAGE(S): 1–6
DRAWN BY: LDO
CHECKED BY: LDO
SHEET 1 OF 2

THIS PLAN IS NOT AN OFFICIAL SURVEY

C0 EXISTING CONDITIONS
1" = 10'

MCE PROJ. #	07599-0011
DRAWN	CCF
DESIGNED	CCF/JDG
CHECKED	JDG
PROJ. MGR.	JDG

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CONSTRUCTION DOCUMENTS

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JONATHAN D. GREEN, JR., PE 90725

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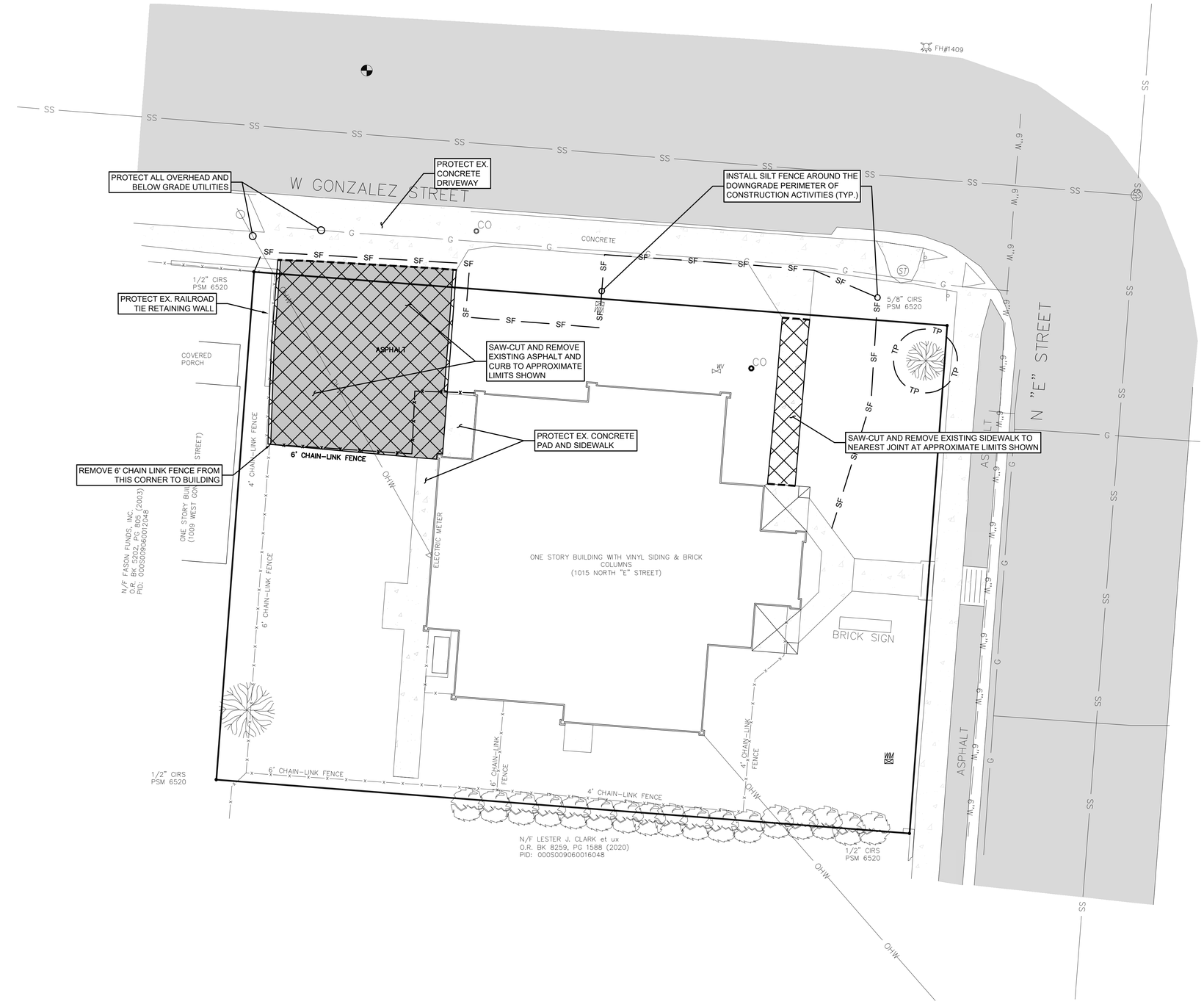
NO.	DESCRIPTION	DATE

EXISTING CONDITIONS

PROJECT NUMBER	24004
DATED	1-31-2025

C-0

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EXISTING CONDITIONS ARE SHOWN AS APPROXIMATE AND MUST BE VERIFIED BY CONTRACTOR PRIOR TO BID

10' 0 10' 20'
SCALE: 1"=10' (Horiz.)

N

C1 DEMO & EROSION CONTROL PLAN
1" = 10'

EROSION CONTROL NOTES
1. PROTECT ALL TREES UNLESS OTHERWISE NOTED
2. ALL METHODS SHOWN ON THESE PLANS TO ELIMINATE THE DISCHARGE OF TURBID WATER OFF-SITE ARE REPRESENTATIVE IN NATURE. IT IS THE ENGINEER'S INTENT TO OFFER EXAMPLES THE CONTRACTOR MAY CONSIDER IN DETERMINING BEST MANAGEMENT PRACTICES.
3. THE TECHNIQUES DEPICTED IN THE STATE OF FLORIDA EROSION AND SEDIMENT CONTROL DESIGNER AND REVIEWER MANUAL, JULY 2013, OR EQUIVALENT, SHALL SERVE AS THE BASIC DESIGN CRITERIA FOR EROSION AND SEDIMENT CONTROL BEST BUSINESS PRACTICES.
4. CONTRACTOR MUST INSTALL A FORMAL ROCK CONSTRUCTION ACCESS SHOULD OFF-SITE TRACKING OF DIRT AND SEDIMENT OCCUR,

MCE PROJ. #	07599-0011
DRAWN	CCF
DESIGNED	CCF/JDG
CHECKED	JDG
PROJ. MGR.	JDG

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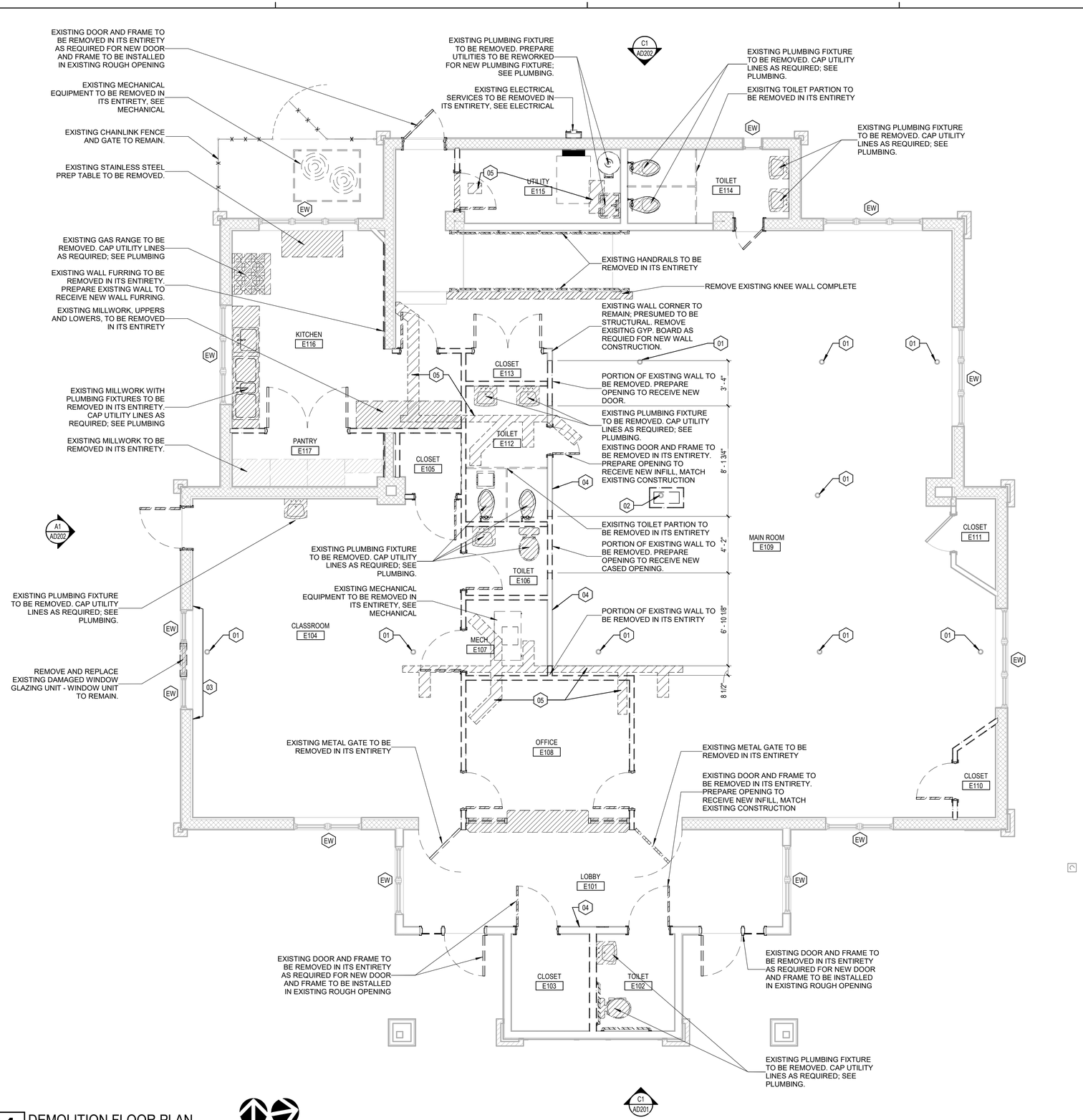
NO.	DESCRIPTION	DATE

DEMO & EROSION CONTROL PLAN

PROJECT NUMBER	24004
DATED	1-31-2025

C-1

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A1 DEMOLITION FLOOR PLAN
1/4" = 1'-0"

GENERAL NOTES — DEMOLITION PLAN

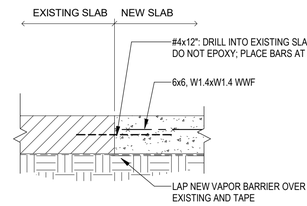
1. ALL CONTRACTORS MUST FIELD VERIFY ALL EXISTING CONDITIONS PRIOR TO PERFORMING ANY DEMOLITION OR NEW CONSTRUCTION.
2. PROTECT ANY AND ALL ITEMS WHICH ARE TO REMAIN OR TO BE ALTERED.
3. THE DEMOLITION DRAWINGS ARE NOT ALL INCLUSIVE OF ALL ITEMS THAT MAY BE REMOVED IN THE COURSE OF THE PROJECT. THE A/E RESERVES THE RIGHT TO INCLUDE ADDITIONAL DEMOLITION NOTES DISCOVERED DURING CONSTRUCTION.
4. ALL DIMENSIONS SHOWN ARE TO FACE OF EXISTING CONSTRUCTION, UNLESS NOTED OTHERWISE.
5. REMOVE ALL EXISTING FURNITURE FROM THE INTERIOR.
6. REMOVE ALL EXISTING FLOORING AND RUBBER BASE FROM THE INTERIOR. SCRAPE, SAND, OR GRIND SUBFLOOR AS REQUIRED TO ENSURE A LEVEL SURFACE FOR NEW FLOORING. PATCH ANY VOIDS IN THE EXISTING SLAB AS REQUIRED.
7. REMOVE ALL SHELVES, TACK BOARDS, STAPLES, AND ETC. FROM INTERIOR WALLS.
8. REMOVE ALL TOILET ROOM ACCESSORIES. MIRRORS, SOAP DISPENSERS, TOILET TISSUE HOLDERS, ETC.
9. REMOVE BLINDS AND ASSOCIATED HARDWARE FROM WINDOWS.
10. REMOVE ALL EXISTING ATTIC INSULATION IN ITS ENTIRETY.
11. CUT EXISTING T&G WOOD CEILING SYSTEM AS REQUIRED FOR NEW CONSTRUCTION; SEE DETAIL AS/AD102 FOR ADDITIONAL INFORMATION.
12. REMOVE TEXTURE FROM ALL INTERIOR CEILINGS & GYPSUM BULKHEADS NOT AFFECTED BY DEMOLITION.
13. PATCH AND REPAIR ALL GYPSUM SURFACES AS REQUIRED. PREPARE ALL GYPSUM SURFACES TO RECEIVE NEW FINISHES.
14. THOROUGHLY CLEAN ALL INTERIOR SURFACES NOT AFFECTED BY DEMOLITION. TREAT AND CLEAN ALL VISIBLE MOLD ON ANY AFFECTED SURFACE.
15. EXISTING DOOR LEAFS AND ASSOCIATED HARDWARE NOT AFFECTED BY DEMOLITION ARE TO BE REMOVED, THOROUGHLY CLEANED, DOOR LEAFS PAINTED, AND EVERYTHING REINSTALLED.

GRAPHIC LEGEND — DEMOLITION PLAN

- DEMO EXISTING WALL IN ITS ENTIRETY, U.N.O.
- DEMO EXISTING DOOR IN ITS ENTIRETY, U.N.O.
- DEMO EXISTING CONSTRUCTION. SEE ASSOCIATED NOTE FOR DETAILS.

SHEET NOTES — DEMOLITION PLAN

- EW — EXISTING WINDOW TO REMAIN. PROTECT FROM DAMAGE, TYP.
- 01 — EXISTING STEEL COLUMN TO REMAIN. PROTECT FROM DAMAGE, TYP.
- 02 — EXISTING STEEL COLUMN TO REMAIN. PROTECT FROM DAMAGE, TYP. DEMOLISH EXISTING WALL FRAMING COMPLETEY.
- 03 — CUT AND REMOVE EXISTING WATER DAMAGED GYPSUM BOARD AROUND EXISITNG WINDOW AS REUIRED TO PATCH AD REPAIR FOR NEW WORK.
- 04 — REMOVE EXISTING GYPSUM BOARD COMPLETELY FROM BOTH SIDES OF EXISTING FRAMED PARTITION TO REMAIN.
- 05 — SAW-CUT AND REMOVE PORTION OF EXISTING CONCRETE SLAB AS REQUIRED FOR NEW SANITARY TIE-INS. APPROXIMATE LOCATIONS SHOWN BASED ON ANTICAPED EXISTING SANITARY LOCATIONS, FINAL WORK TO BE DETERMINED BASED ON FIELD VERIFIED LOCATION OF EXISTING SANITARY. PATCH AND REPAIR CONCRETE SLAB TO LEVEL AND SMOOTH CONDITION TO MATCH EXISTING. REFER TO SLAB PATCH DETAIL THIS SHEET.



A5 SLAB PATCH DETAIL
1 1/2" = 1'-0"

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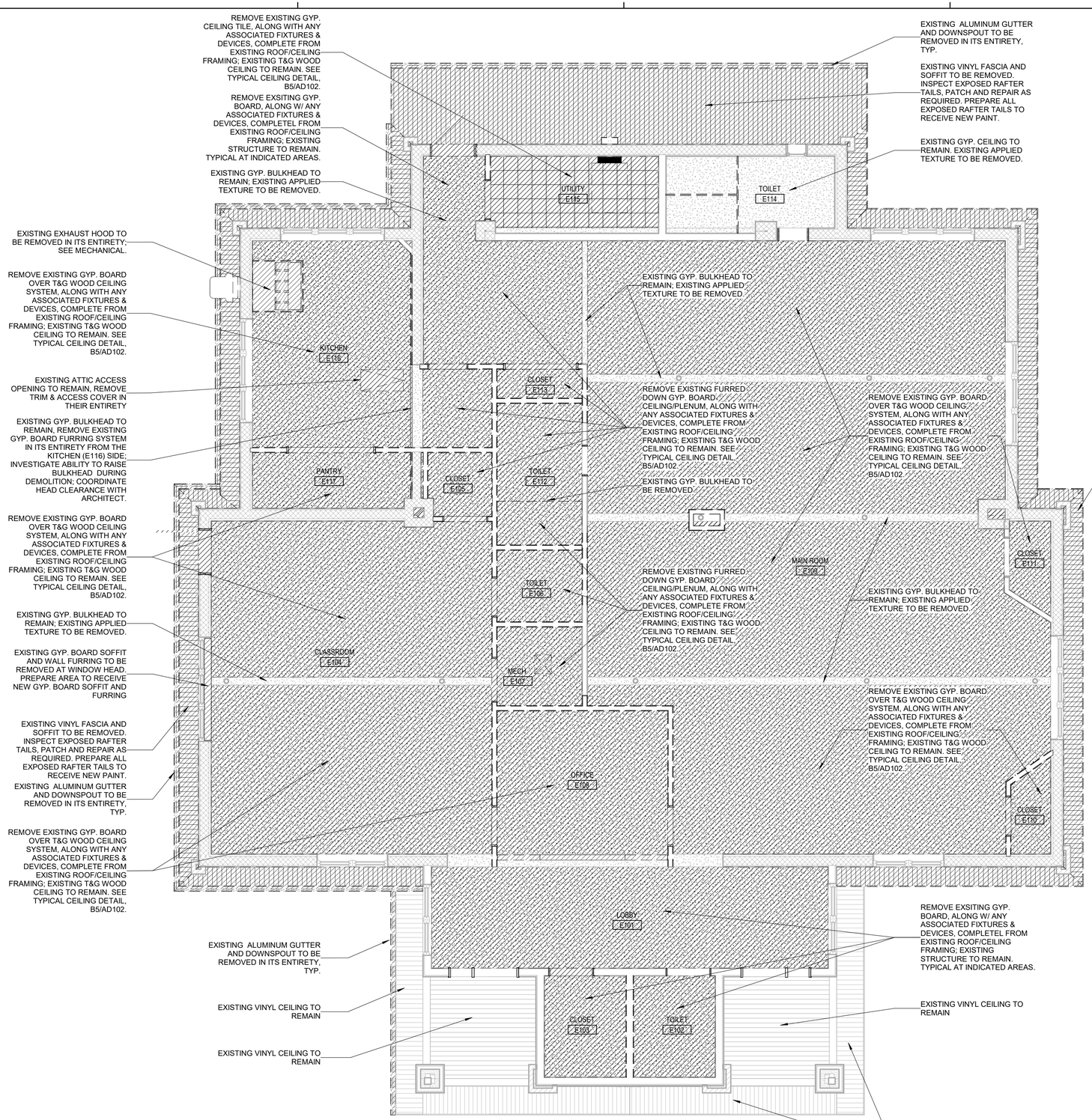
DEMOLITION FLOOR PLAN

PROJECT NUMBER	24004
DATED	01-31-2025

AD101

24004
Construction Documents
01-31-2025

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A1 DEMOLITION REFLECTED CEILING PLAN
1/4" = 1'-0"

GENERAL NOTES — DEMOLITION PLAN

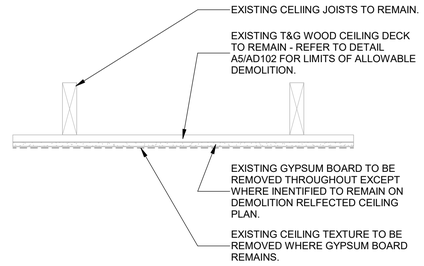
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2. PROTECT ANY AND ALL ITEMS WHICH ARE TO REMAIN OR TO BE ALTERED.
3. THE DEMOLITION DRAWINGS ARE NOT ALL INCLUSIVE OF ALL ITEMS THAT MAY BE REMOVED IN THE COURSE OF THE PROJECT. THE A/E RESERVES THE RIGHT TO INCLUDE ADDITIONAL DEMOLITION NOTES DISCOVERED DURING CONSTRUCTION.
4. ALL DIMENSIONS SHOWN ARE TO FACE OF EXISTING CONSTRUCTION, UNLESS NOTED OTHERWISE.
5. REMOVE ALL EXISTING FURNITURE FROM THE INTERIOR.
6. REMOVE ALL EXISTING FLOORING AND RUBBER BASE FROM THE INTERIOR. SCRAPE, SAND, OR GRIND SUBFLOOR AS REQUIRED TO ENSURE A LEVEL SURFACE FOR NEW FLOORING. PATCH ANY VOIDS IN THE EXISTING SLAB AS REQUIRED.
7. REMOVE ALL SHELVES, TACK BOARDS, STAPLES, AND ETC. FROM INTERIOR WALLS.
8. REMOVE ALL TOILET ROOM ACCESSORIES. MIRRORS, SOAP DISPENSERS, TOILET TISSUE HOLDERS, ETC.
9. REMOVE BLINDS AND ASSOCIATED HARDWARE FROM WINDOWS.
10. REMOVE ALL EXISTING ATTIC INSULATION IN ITS ENTIRETY.
11. CUT EXISTING T&G WOOD CEILING SYSTEM AS REQUIRED FOR NEW CONSTRUCTION; SEE DETAIL A5/AD102 FOR ADDITIONAL INFORMATION.
12. REMOVE TEXTURE FROM ALL INTERIOR CEILINGS & GYPSUM BULKHEADS NOT AFFECTED BY DEMOLITION.
13. PATCH AND REPAIR ALL GYPSUM SURFACES AS REQUIRED. PREPARE ALL GYPSUM SURFACES TO RECEIVE NEW FINISHES.
14. THOROUGHLY CLEAN ALL INTERIOR SURFACES NOT AFFECTED BY DEMOLITION. TREAT AND CLEAN ALL VISIBLE MOLD ON ANY AFFECTED SURFACE.
15. EXISTING DOOR LEAFS AND ASSOCIATED HARDWARE NOT AFFECTED BY DEMOLITION ARE TO BE REMOVED, THOROUGHLY CLEANED, DOOR LEAFS PAINTED, AND EVERYTHING REINSTALLED.

GRAPHIC LEGEND — DEMOLITION PLAN

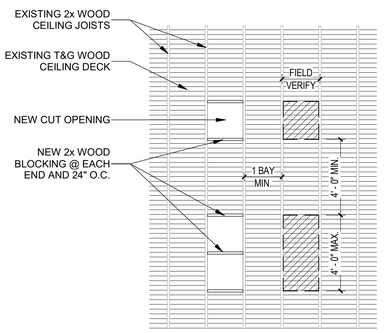
DEMO EXISTING WALL IN ITS ENTIRETY, U.N.O.

DEMO EXISTING DOOR IN ITS ENTIRETY, U.N.O.

DEMO EXISTING CONSTRUCTION. SEE ASSOCIATED NOTE FOR DETAILS.



B5 TYP. EXISTING CEILING ASSEMBLY
1 1/2" = 1'-0"



NOTE:
1. ALL OPENINGS CUT INTO EXIST. T&G WOOD DECK, AS REQUIRED FOR NEW MEP AND FIRE PROTECTION SERVICES, ARE TO FOLLOW THE DETAIL ABOVE.
2. COORDINATE ALL OPENINGS WITH MEP AND FIRE PROTECTION DRAWINGS TO MINIMIZE NUMBER OF OPENINGS REQUIRED.
3. CONTRACTOR MUST FIELD VERIFY ALL ATTIC & CEILING FRAMING CONDITIONS PRIOR TO CUTTING OPENINGS INTO CEILING STRUCTURE.

A5 CEILING DETAIL @ NEW SERVICES OPENINGS
1/4" = 1'-0"

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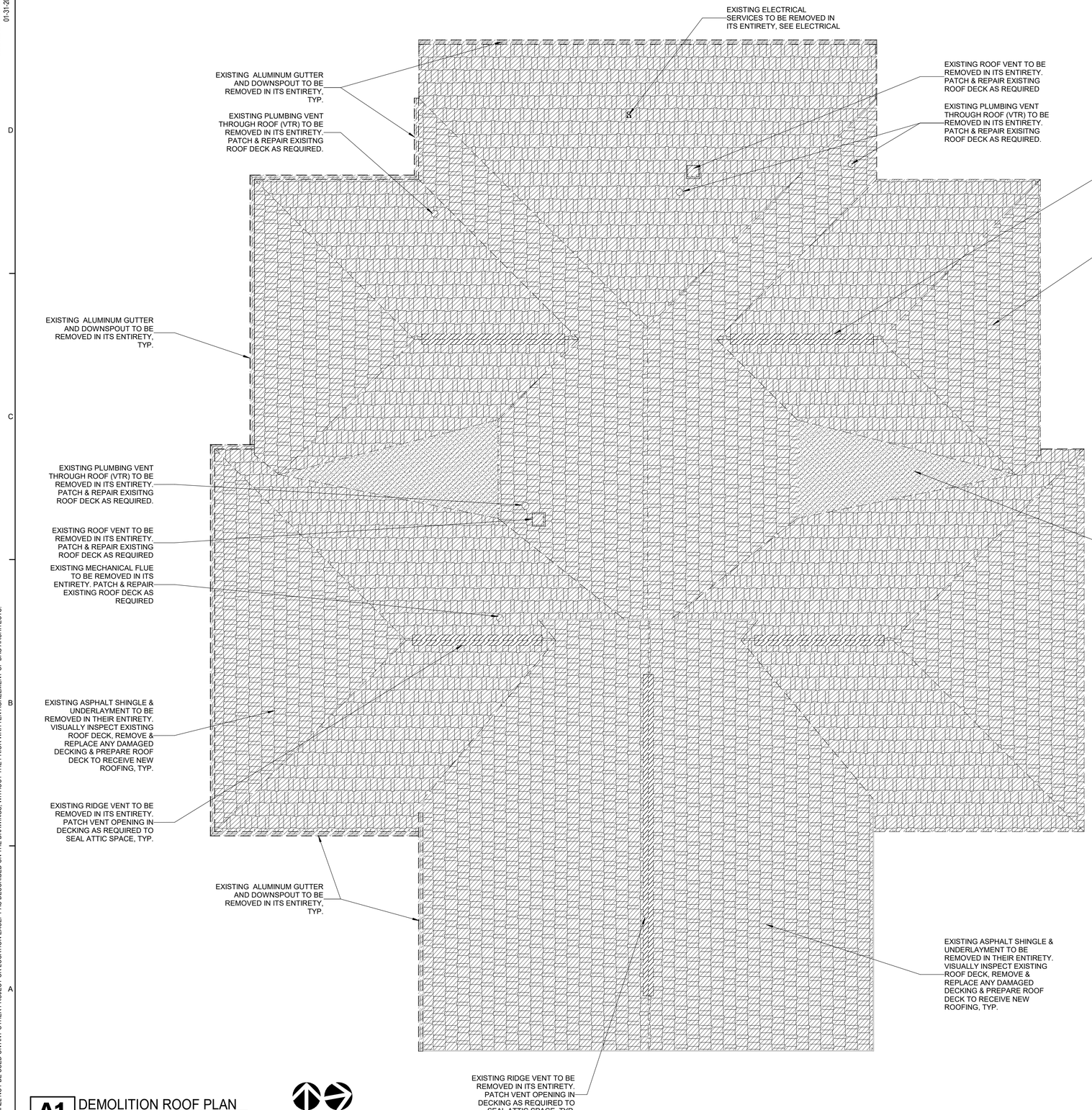
NO.	DESCRIPTION	DATE

DEMOLITION REFLECTED CEILING PLAN

PROJECT NUMBER	24004
DATED	01-31-2025

AD102

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A1 DEMOLITION ROOF PLAN
1/4" = 1'-0"

PROJECT NORTH TRUE NORTH

GENERAL NOTES

DEMOLITION ROOF PLAN

1. ALL CONTRACTORS MUST FIELD VERIFY ALL EXISTING CONDITIONS PRIOR TO PERFORMING ANY DEMOLITION OR NEW CONSTRUCTION.
2. PROTECT ANY AND ALL ITEMS WHICH ARE TO REMAIN OR TO BE ALTERED.
3. THE DEMOLITION DRAWINGS ARE NOT ALL INCLUSIVE OF ALL ITEMS THAT MAY BE REMOVED IN THE COURSE OF THE PROJECT. THE A/E RESERVES THE RIGHT TO INCLUDE ADDITIONAL DEMOLITION NOTES DISCOVERED DURING CONSTRUCTION.
4. EXISTING ATTIC BATT INSULATION TO BE REMOVED IN ITS ENTIRETY. PREPARE ATTIC TO RECEIVE NEW INSULATION.
5. REFER TO PLUMBING FOR NEW PLUMBING VENT THROUGH ROOF (VTR) LOCATIONS. CUT VENT PENETRATIONS INTO EXISTING ROOF DECK AS REQ'D.

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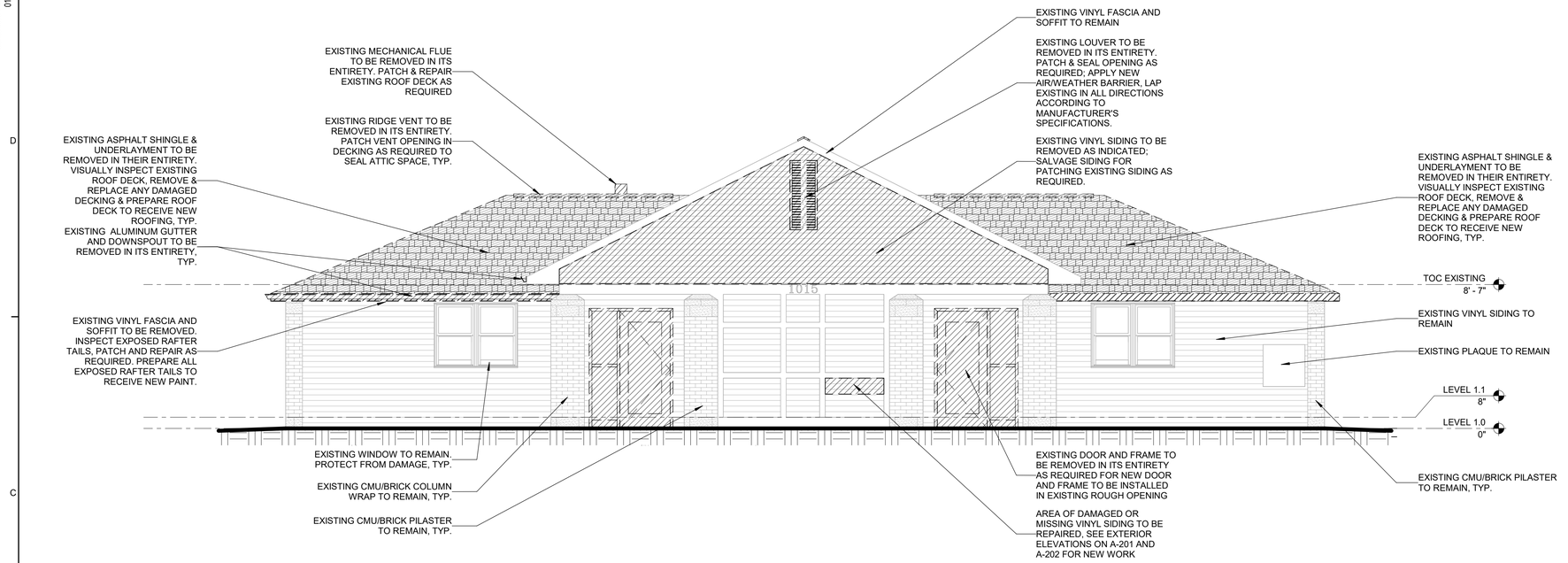
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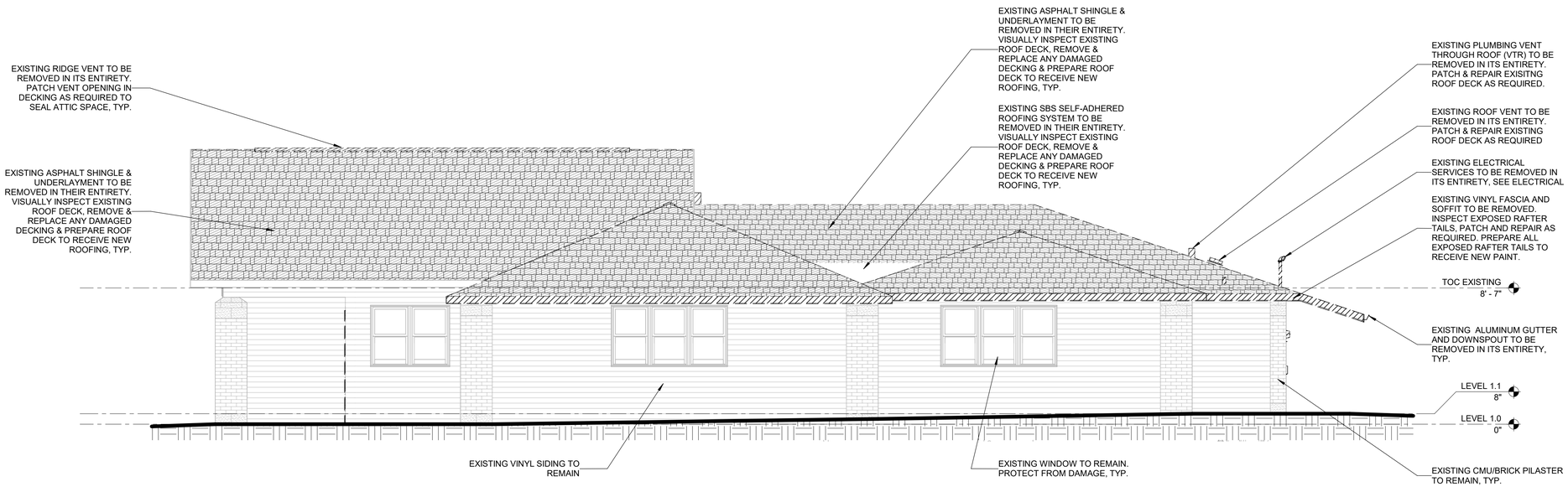
DEMOLITION ROOF PLAN

PROJECT NUMBER	24004
DATED	01-31-2025

AD141



C1 SOUTH ELEVATION: DEMOLITION
1/4" = 1'-0"



A1 EAST ELEVATION: DEMOLITION
1/4" = 1'-0"

GENERAL NOTES — DEMOLITION ELEVATIONS

1. ALL CONTRACTORS MUST FIELD VERIFY ALL EXISTING CONDITIONS PRIOR TO PERFORMING ANY DEMOLITION OR NEW CONSTRUCTION.
2. PROTECT ANY AND ALL ITEMS WHICH ARE TO REMAIN OR TO BE ALTERED.
3. THE DEMOLITION DRAWINGS ARE NOT ALL INCLUSIVE OF ALL ITEMS THAT MAY BE REMOVED IN THE COURSE OF THE PROJECT. THE A/E RESERVES THE RIGHT TO INCLUDE ADDITIONAL DEMOLITION NOTES DISCOVERED DURING CONSTRUCTION.
4. PATCH AND REPAIR ALL EXTERIOR SURFACES AS REQUIRED.
5. INSPECT ALL WINDOW SCREENS AND REPLACE AS REQUIRED.
6. REMOVE ALL DEBRIS FROM GUTTERS IN PREPARATION FOR GUTTER REMOVAL.
7. ALL EXTERIOR SURFACES TO BE THOROUGHLY CLEANED VIA PRESSURE WASHING OR EQUALLY SUITABLE CLEANING METHOD.

GRAPHIC LEGEND — DEMOLITION ELEVATIONS

DEMO EXISTING CONSTRUCTION. SEE ASSOCIATED NOTE FOR DETAILS.

GRAPHIC LEGEND — ELEVATION MATERIALS

- ASPHALT SHINGLE ROOF SYSTEM
- 4" LAP VINYL SIDING
- BRICK VENEER
- SPLIT FACE CMU

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DEMOLITION EXTERIOR ELEVATIONS

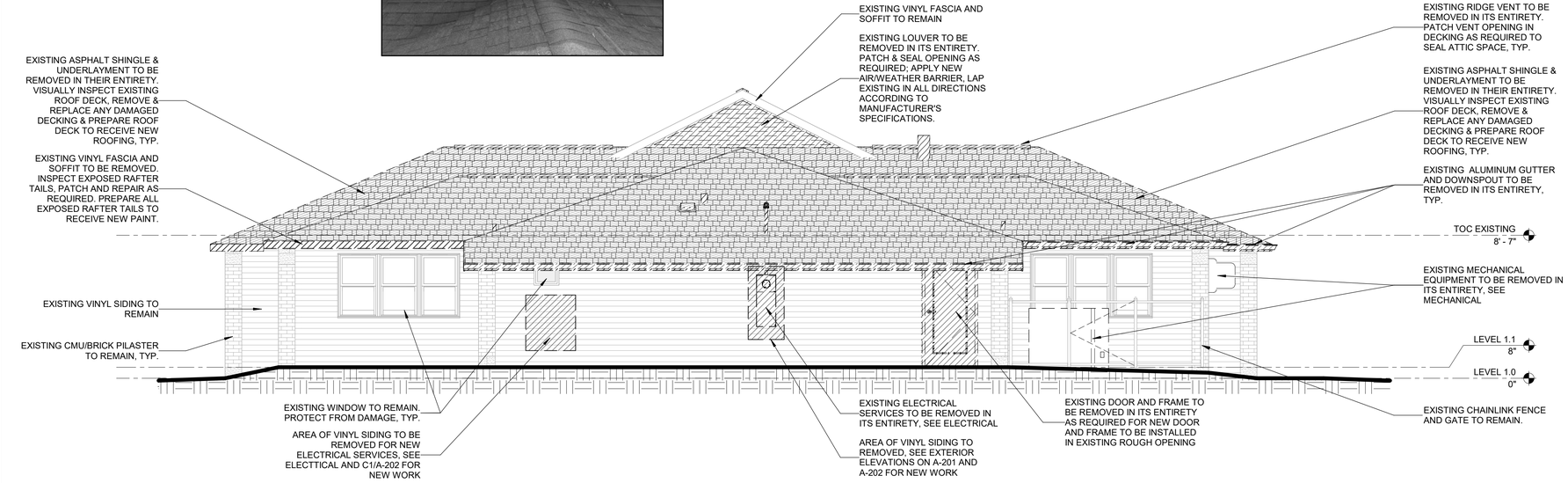
PROJECT NUMBER	24004
DATED	01-31-2025

AD201

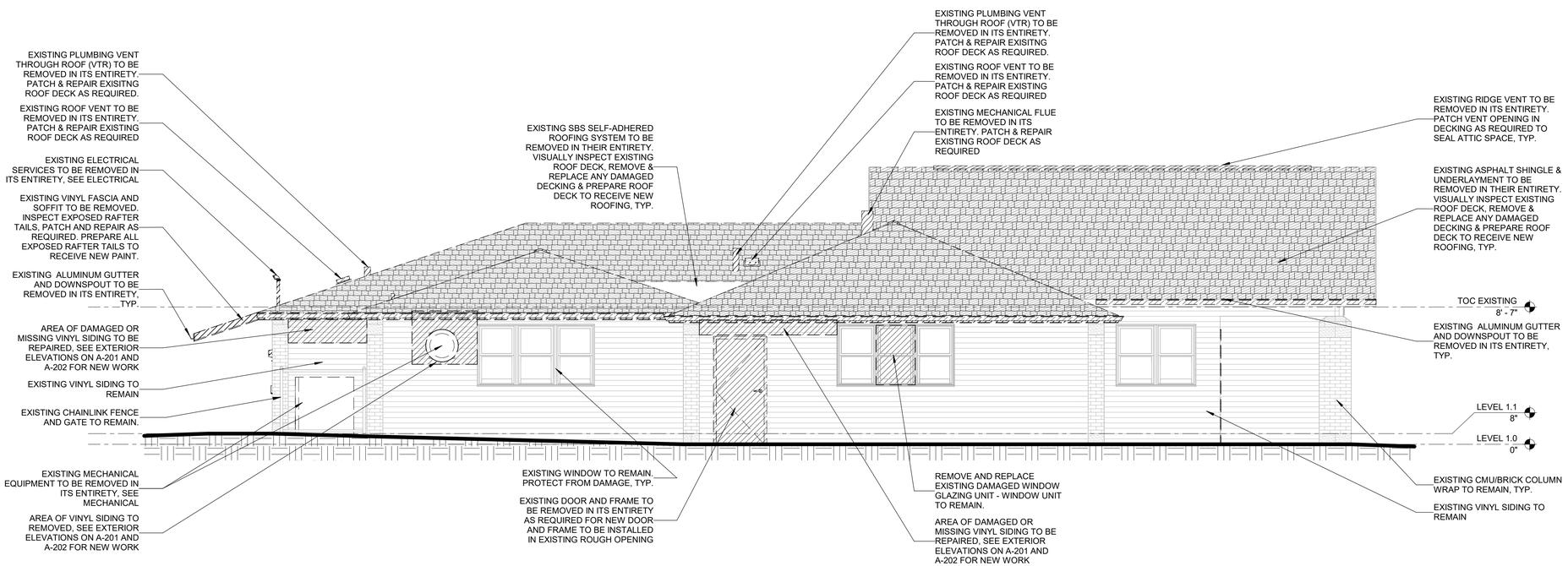
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24004
Construction Documents
01-31-2025





C1 NORTH ELEVATION: DEMOLITION
1/4" = 1'-0"



A1 WEST ELEVATION: DEMOLITION
1/4" = 1'-0"

GENERAL NOTES — DEMOLITION ELEVATIONS

1. ALL CONTRACTORS MUST FIELD VERIFY ALL EXISTING CONDITIONS PRIOR TO PERFORMING ANY DEMOLITION OR NEW CONSTRUCTION.
2. PROTECT ANY AND ALL ITEMS WHICH ARE TO REMAIN OR TO BE ALTERED.
3. THE DEMOLITION DRAWINGS ARE NOT ALL INCLUSIVE OF ALL ITEMS THAT MAY BE REMOVED IN THE COURSE OF THE PROJECT. THE A/E RESERVES THE RIGHT TO INCLUDE ADDITIONAL DEMOLITION NOTES DISCOVERED DURING CONSTRUCTION.
4. PATCH AND REPAIR ALL EXTERIOR SURFACES AS REQUIRED.
5. INSPECT ALL WINDOW SCREENS AND REPLACE AS REQUIRED.
6. REMOVE ALL DEBRIS FROM GUTTERS IN PREPARATION FOR GUTTER REMOVAL.
7. ALL EXTERIOR SURFACES TO BE THOROUGHLY CLEANED VIA PRESSURE WASHING OR EQUALLY SUITABLE CLEANING METHOD.

GRAPHIC LEGEND — DEMOLITION ELEVATIONS

DEMO EXISTING CONSTRUCTION. SEE ASSOCIATED NOTE FOR DETAILS.

GRAPHIC LEGEND — ELEVATION MATERIALS

ASPHALT SHINGLE ROOF SYSTEM

4" LAP VINYL SIDING

BRICK VENENER

SPLIT FACE CMU

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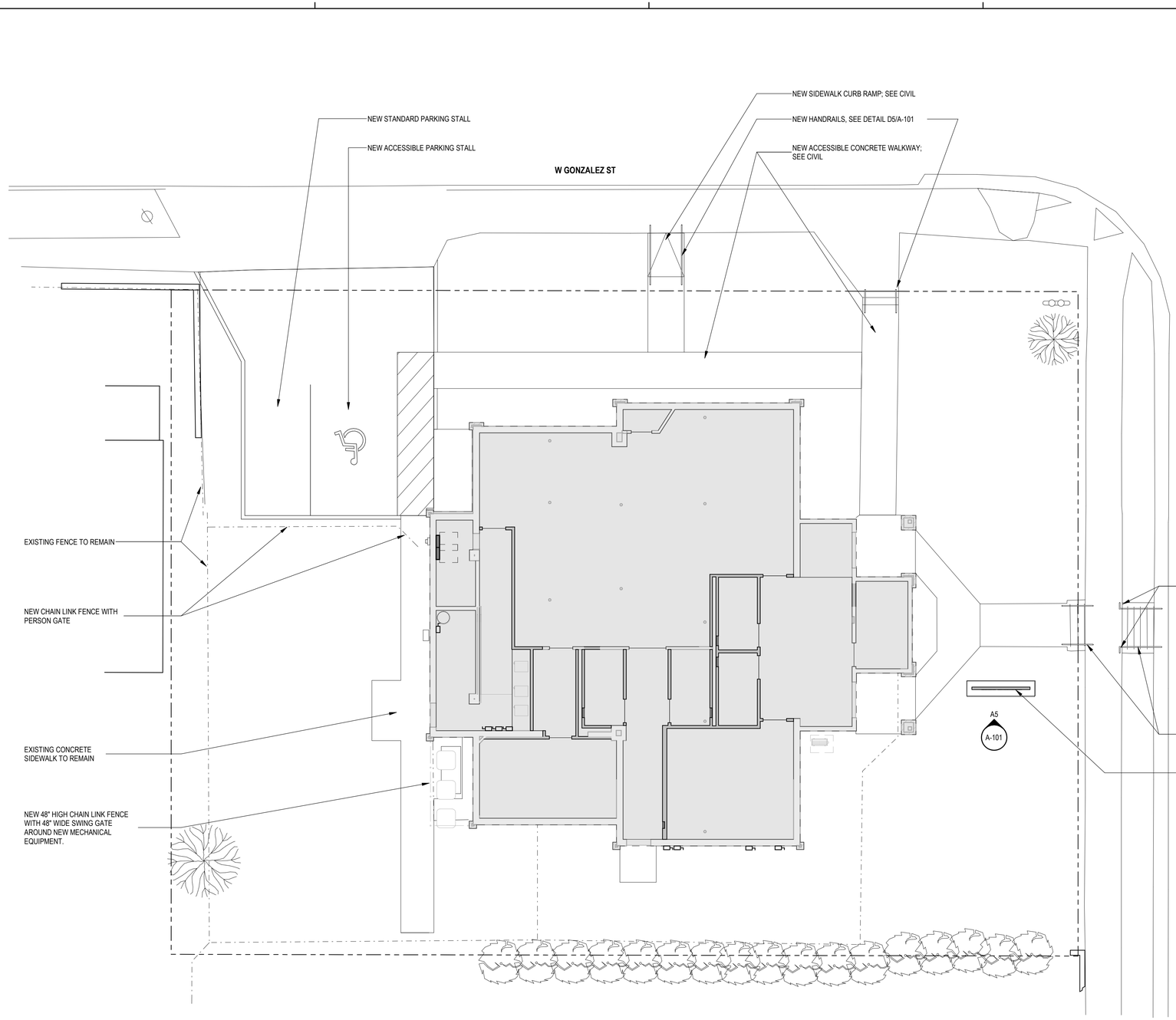
DEMOLITION EXTERIOR ELEVATIONS

PROJECT NUMBER 24004
DATED 01-31-2025

AD202

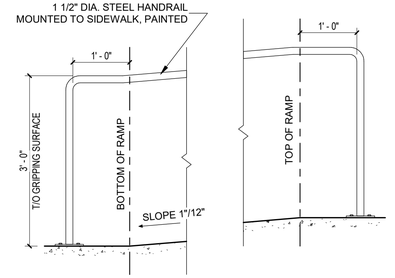
24004
Construction Documents
01-31-2025

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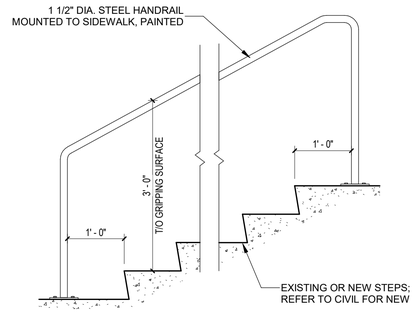


ARCHITECTURAL SITE PLAN
1/8" = 1'-0"

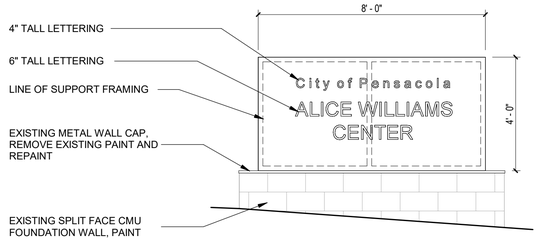
TRUE NORTH



D5 HANDRAIL DETAIL - RAMP
3/4" = 1'-0"



C5 HANDRAIL DETAIL - STAIRS
3/4" = 1'-0"



NEW TWO-SIDED MONUMNET SIGN WITH INTERNAL FRAME ATTACHED TO EXISTING BASE:
- SIGN PANELS: 1.5" THICK WOOD BASED COMPOSITE PANELS (EQUAL TO EXTRIA) WITH .5" RAISED LETTERING
- SUPPORT: AS REQUIRED BUT NOT LESS THAN .125 WALL, 2x2 ALUMINUM TUBE WITH BLACK POWDER COAT AS INDICATED

A5 MONUMENT SIGN ELEVATION
3/8" = 1'-0"

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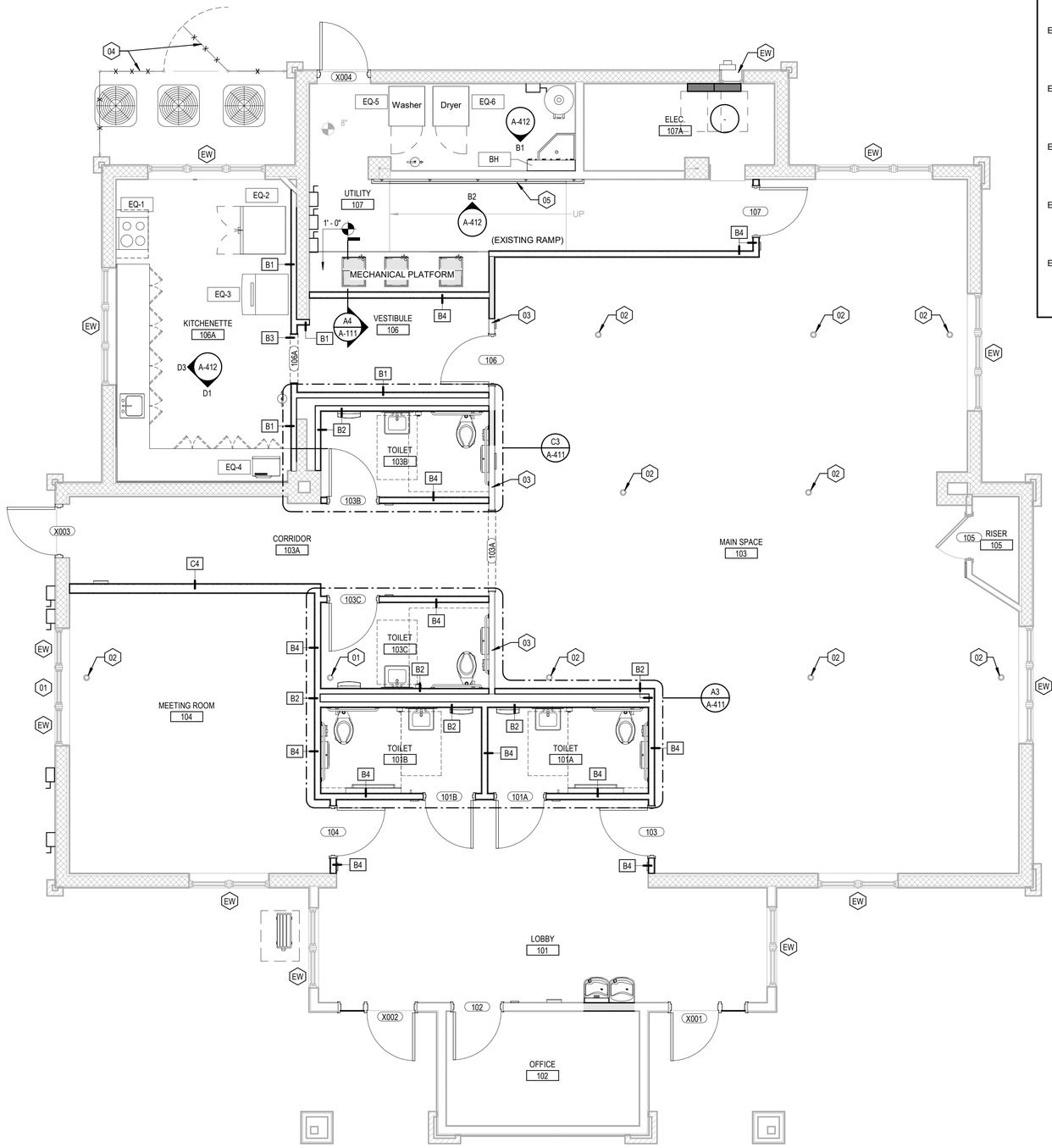
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ARCHITECTURAL SITE PLAN

PROJECT NUMBER	24004
DATED	01-31-2025

A-101

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EQUIPMENT LEGEND

EQ-1	EQUIPMENT:	GAS RANGE
	MANUFACTURER:	BY OWNER
	MODEL:	BY OWNER
	FINISH:	BY OWNER
	NOTES:	OFOI; NIC
EQ-2	EQUIPMENT:	REFRIGERATOR
	MANUFACTURER:	BY OWNER
	MODEL:	BY OWNER
	FINISH:	BY OWNER
	NOTES:	OFOI; NIC
EQ-3	EQUIPMENT:	ICE MAKER
	MANUFACTURER:	BY OWNER
	MODEL:	BY OWNER
	FINISH:	BYOWNER
	NOTES:	OFOI; NIC
EQ-4	EQUIPMENT:	MICROWAVE
	MANUFACTURER:	BY OWNER
	MODEL:	BY OWNER
	FINISH:	BYOWNER
	NOTES:	OFOI; NIC
EQ-5	EQUIPMENT:	WASHER
	MANUFACTURER:	BY OWNER
	MODEL:	BY OWNER
	FINISH:	BY OWNER
	NOTES:	OFOI; NIC
EQ-6	EQUIPMENT:	DRYER
	MANUFACTURER:	BY OWNER
	MODEL:	BY OWNER
	FINISH:	BY OWNER
	NOTES:	OFCI; NIC

GENERAL NOTES — FLOOR PLAN

1. ALL CONTRACTORS MUST FIELD VERIFY ALL EXISTING CONDITIONS PRIOR TO PERFORMING NEW WORK.
2. THE CONTRACTOR SHALL PROVIDE REINFORCING 2x WD. BLOCKING BEHIND WALL MOUNTED AND CEILING MOUNTED EQUIPMENT. COORDINATE WITH A/V, DATA, CASEWORK, FURNITURE, ELECTRICAL, AND INTERIOR ELEVATION DRAWINGS.
3. CONTRACTOR SHALL COORDINATE WORK WITH MECHANICAL, ELECTRICAL, PLUMBING, AND ALL OTHER DISCIPLINES.
4. INTERIOR DOORS TO BE LOCATED MIN 4" FROM ADJACENT STUD PARTITIONS, UNLESS DIMENSIONED OR NOTED OTHERWISE.
5. REFER TO FINISH SCHEDULE(S) ON A-621 FOR FINISHES.
6. REFER TO A-001 FOR ADDITIONAL INFORMATION ON INTERIOR PARTITION TYPE ASSEMBLIES.
7. ALL DIMENSIONS ON THE DIMENSION PLANS ARE AS FOLLOWS, UNLESS NOTED OTHERWISE:
   - ALL DIMENSIONS TO EXISTING CONST. ARE TO FACE OF EXISTING CONST.
   - ALL DIMENSIONS TO STUDS ARE TO FACE OF STUD, INCLUDING PARTITION TYPES WITH RESILIENT CHANNELS
8. REFER TO A-411 FOR ADDITIONAL INFORMATION, INCLUDING TOILET ROOM DIMENSIONS AND TOILET ACCESSORIES.
9. REFER TO PLUMBING FOR FIXTURE SCHEDULES.
10. CONTRACTOR SHALL PROVIDE ISOLATION BETWEEN DISSIMILAR METALS.
11. PATCH AND REAPAIR EXISTING GYP. BOARD SURFACES AS REQUIRED AND PREPARE TO A LEVEL 4 FINISH PRIOR TO PAINTING.
12. PATCH AND REPAIR CONCRETE SLAB TO LEVEL AND SMOOTH CONDITION TO MATCH EXISTING ADJACENT CONCRETE. REFER TO SLAB PATCH DETAIL SHEET AD101.

GRAPHIC LEGEND — ANNOTATED FLOOR PLAN

Room name 101 — ROOM IDENTIFIER- NAME, NUMBER

EXISTING WALL

NEW WALL - MATCH EXISTING

W1.1 — NEW WALL - SEE PARTITION TYPES A-001

1001A — DOOR IDENTIFIER- SEE DOOR SCHEDULE

SHEET NOTES — ANNOTATED PLAN

EW — EXISTING WINDOW TO REMAIN. PROTECT FROM DAMAGE, TYP.

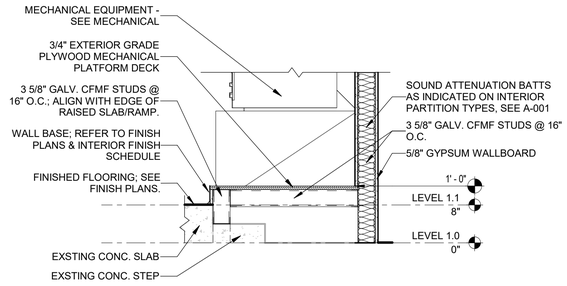
01 — EXISTING WINDOW FRAME WITH NEW GALZING UNIT.

02 — EXISTING STEEL COLUMN, PAINT P-1

03 — EXISTING WALL; FILL VOID WITH SOUND ATTENUATION BATT INSULATION AND INSTALL NEW 5/8" GYPSUM WALLBOARD ON BOTH SIDES OF WALL.

04 — EXISTING CHAINLINK FENCE AND GATE.

05 — NEW HANDRAIL, SEE B2/A-412 FOR ADDITIONAL INFORMATION



A1 ANNOTATED FLOOR PLAN
1/4" = 1'-0"

PROJECT NORTH / TRUE NORTH

A4 SECTION DETAIL @ MECHANICAL PLATFORM
3/4" = 1'-0"

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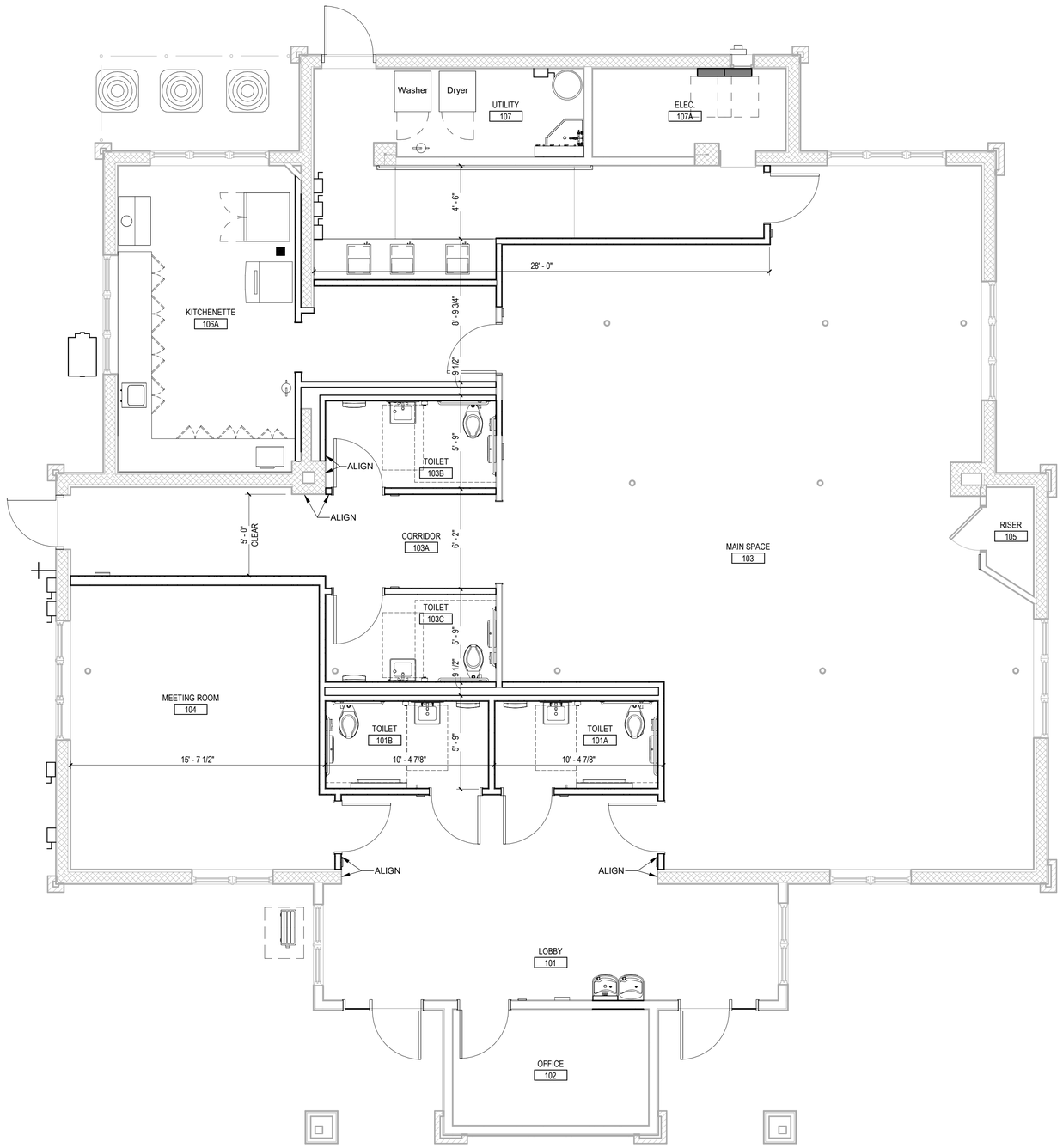
NO.	DESCRIPTION	DATE

ANNOTATED PLAN

PROJECT NUMBER	24004
DATED	01-31-2025

A-111

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A1 DIMENSIONED FLOOR PLAN
1/4" = 1'-0"

PROJECT NORTH TRUE NORTH

GENERAL NOTES — FLOOR PLAN

1. ALL CONTRACTORS MUST FIELD VERIFY ALL EXISTING CONDITIONS PRIOR TO PERFORMING NEW WORK.
2. THE CONTRACTOR SHALL PROVIDE REINFORCING 2x WD. BLOCKING BEHIND WALL MOUNTED AND CEILING MOUNTED EQUIPMENT. COORDINATE WITH A/V, DATA, CASEWORK, FURNITURE, ELECTRICAL, AND INTERIOR ELEVATION DRAWINGS.
3. CONTRACTOR SHALL COORDINATE WORK WITH MECHANICAL, ELECTRICAL, PLUMBING, AND ALL OTHER DISCIPLINES.
4. INTERIOR DOORS TO BE LOCATED MIN 4" FROM ADJACENT STUD PARTITIONS, UNLESS DIMENSIONED OR NOTED OTHERWISE.
5. REFER TO FINISH SCHEDULE(S) ON A-621 FOR FINISHES.
6. REFER TO A-001 FOR ADDITIONAL INFORMATION ON INTERIOR PARTITION TYPE ASSEMBLIES.
7. ALL DIMENSIONS ON THE DIMENSION PLANS ARE AS FOLLOWS, UNLESS NOTED OTHERWISE.
   - ALL DIMENSIONS TO EXISTING CONST. ARE TO FACE OF EXISTING CONST.
   - ALL DIMENSIONS TO STUDS ARE TO FACE OF STUD, INCLUDING PARTITION TYPES WITH RESILIENT CHANNELS
8. REFER TO A-411 FOR ADDITIONAL INFORMATION, INCLUDING TOILET ROOM DIMENSIONS AND TOILET ACCESSORIES.
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11. PATCH AND REAPAIR EXISTING GYP. BOARD SURFACES AS REQUIRED AND PREPARE TO A LEVEL 4 FINISH PRIOR TO PAINTING.
12. PATCH AND REPAIR CONCRETE SLAB TO LEVEL AND SMOOTH CONDITION TO MATCH EXISTING ADJACENT CONCRETE. REFER TO SLAB PATCH DETAIL SHEET AD101.

GRAPHIC LEGEND — DIMENSION FLOOR PLAN

Room name 101	ROOM IDENTIFIER- NAME, NUMBER
DIMENSION	TYPICAL LOCATION DIMENSION
DIMENSION CLEAR	REQUIRED CLEAR DIMENSION BETWEEN FINAL FINISHES
+/- DIMENSION	VERIFICATION DIMENSION: IF MORE THAN 2" VARIATION FROM LISTED DIMENSION, CONSULT WITH ARCHITECT

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DIMENSIONED FLOOR PLAN

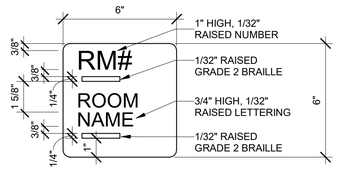
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DATED	01-31-2025

A-112

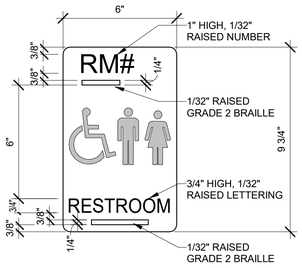
24004
Construction Documents
01-31-2025

SIGNAGE TYPES

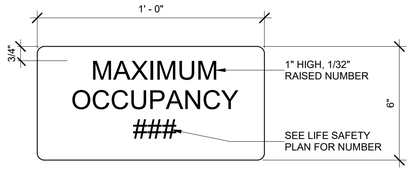
GENERAL NOTES:
1. ALL BRAILLE TO BE 1/4" HIGH & 1/32" RAISED.
2. ALL LETTERING TO BE 3/4" HIGH & 1/32" RAISED, UNLESS OTHERWISE NOTED.
3. ALL NUMBERS TO BE 1" HIGH & 1/32" RAISED.
4. SIGN TYPES LOCATED ON THE FINISH PLANS.
5. PROVIDE WALL MOUNTED ACRYLIC SLEEVES, SIGN TYPE "S", FOR EVACUATION MAPS AT INTERIOR OF ALL STUDENT OCCUPIED SPACES, IE. CLASSROOMS, CAFETERIA, ETC.



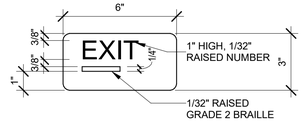
SIGN TYPE A



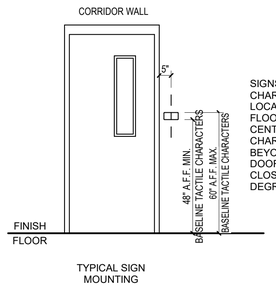
SIGN TYPE B



SIGN TYPE M



SIGN TYPE X



SIGNS CONTAINING TACTILE CHARACTERS SHALL BE LOCATED SO THAT A CLEAR FLOOR SPACE OF 18" x 18" MIN., CENTERED ON THE TACTILE CHARACTERS, IS PROVIDED BEYOND THE ARC OF ANY DOOR SWING BETWEEN THE CLOSED POSITION AND 45 DEGREES OPEN POSITION.

GENERAL PROJECT - SIGNAGE



A2 FINISH FLOOR PLAN
1/4" = 1'-0"

GENERAL NOTES

FINISH FLOOR PLAN

1. ALL CONTRACTORS MUST FIELD VERIFY ALL EXISTING CONDITIONS PRIOR TO PERFORMING NEW WORK.
2. ANY DISCREPANCIES, OMISSIONS, AMBIGUITIES, OR CONFLICTS ON THE PLANS SHALL BE BROUGHT TO THE ATTENTION OF THE DESIGNER BEFORE PROCEEDING WITH ANY WORK IN QUESTION.
3. GYPSUM WALLS TO BE PAINTED, SHOULD BE PREPPED TO A LEVEL 4 FINISH WITH ONE PRIME COAT AND AT LEAST TWO PAINT COATS, OR AS REQUIRED BY MANUFACTURER.
4. PAINT FINISH FOR WALLS SHOULD BE SATIN SHEEN, UNO.
5. PAINTED DOORS AND DOOR FRAMES TO BE PAINTED THE SAME COLOR AS THE SURROUNDING WALL UNO. PAINT SHOULD BE SEMI-GLOSS SHEEN, UNO.
6. FOR CEILING FINISHES, REFER TO REFLECTED CEILING PLANS SHEET A-114. ALL PAINTED GYP CEILINGS TO RECEIVE FLAT SHEEN PAINT, UNO.
7. REFER TO FINISH SCHEDULE(S) ON A-621 FOR FINISHES.
8. ALL WALL AND CEILING PAINT IN BATHROOMS TO BE EPOXY PAINT.
9. ALL FLOORING TRANSITIONS TO OCCUR AT THE CENTERLINE OF A DOOR OR OPENING, UNO.
10. ALL FLOORING MUST BE INSTALLED BEFORE INSTALLATION OF CABINETS AND OTHER CASEWORK. ALL FLOORING MUST EXTEND UNDER ALL MILLWORK, UNO.
11. ALL TRANSITIONS BETWEEN TILE AND TILE TO GYP SHOULD RECEIVE A METAL SCHLUTER TRANSITION PIECE.
12. ALL EXPOSED CONCRETE TO BE SEALED, UNO.

FINISH LEGEND

- PT-1 — WALL FINISH; EXTENT OF FINISH
- CPT-1 — FLOOR FINISH
- Multi — CEILING / MISC. FINISH
- CHANGE IN SPECIFIED FINISH- PROVIDE TRANSITION STRIP AS REQUIRED
- DIRECTION OF SPECIFIED FINISH

FLOORING LEGEND

- LVT-1
- LVT-2
- WALK-OFF CARPET
- CONCRETE
- EPOXY FLOOR PAINT

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DAG Architects AR0009694
40 S. Palafox Pl Suite 201 Pensacola, FL 32502
850.429.9004
www.DAGarchitects.com

Construction Documents

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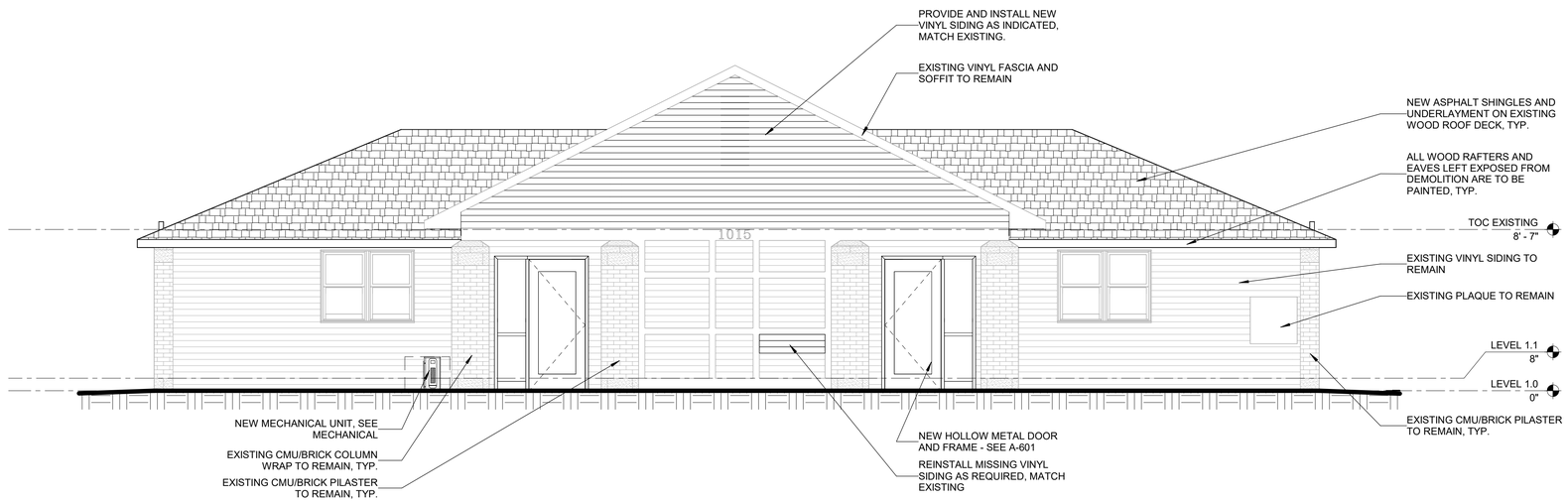
FINISH FLOOR PLAN

PROJECT NUMBER	24004
DATED	01-31-2025

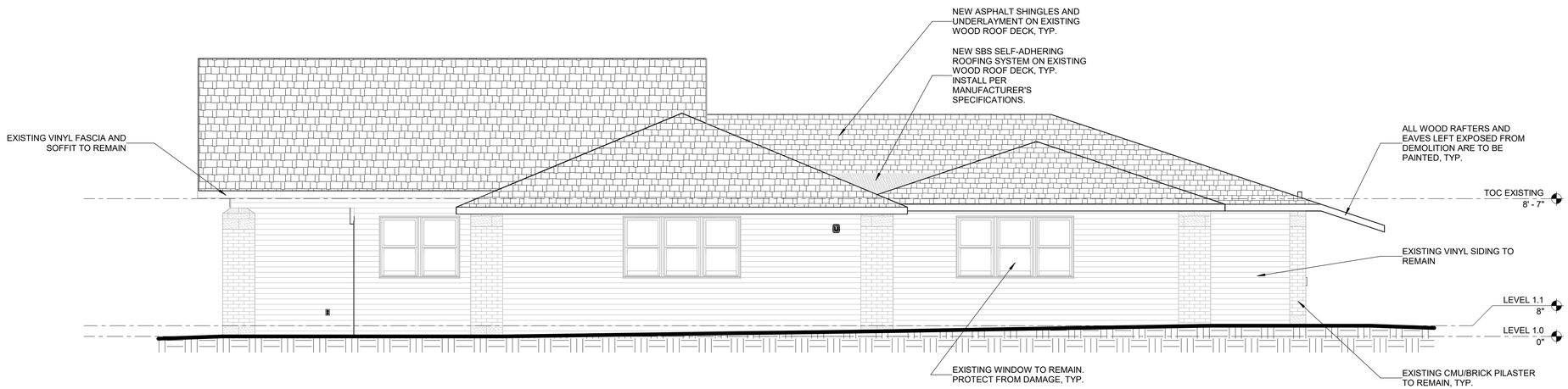
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24004
Construction Documents
01-31-2025



C1 SOUTH ELEVATION: NEW WORK
1/4" = 1'-0"



A1 EAST ELEVATION: NEW WORK
1/4" = 1'-0"

GENERAL NOTES — BUILDING ELEVATION

1. EXTERIOR ELEVATION CARDINAL DIRECTIONS ARE DERIVED FROM PROJECT (PLAN) NORTH ORIENTATION (PER FLOOR PLANS)
2. CONTRACTOR SHALL PROVIDE THE ARCHITECT / OWNER SAMPLES OF ALL EXTERIOR FINISHES FOR APPROVAL.
3. SEE REVIEWED FINAL SHOP DRAWINGS FOR ALL FLASHING AND WATERPROOFING CONDITIONS AT THE BUILDING ENVELOPE PRIOR TO FABRICATION AND INSTALLATION.
4. SEE STRUCTURE FOR DESIGN PRESSURES REQUIRED FOR EXTERIOR CLADDING COMPONENTS.
5. ROOF SYSTEM DIMENSIONS, SHAPES, AND MEMBERS ARE FOR DESIGN INTENT ONLY. SEE REVIEWED FINAL ROOF SHOP DRAWINGS FOR SPECIFIC INFORMATION AND COORDINATION.
6. REFER TO A-601 FOR DOOR AND WINDOW SCHEDULES AND ADDITIONAL INFORMATION.
7. GENERAL CONTRACTOR SHALL COORDINATE ALL SYSTEMS PRIOR TO SUBMITTAL OF SHOP DRAWINGS.
8. ITEMS NOTED ARE TYPICAL EXAMPLES, EVERY INSTANCE MAY NOT BE NOTED OR TAGGED.
9. SEE ELECTRICAL FOR EXTERIOR LIGHTING FIXTURE AND DEVICE SCHEDULE(S).
10. PATCH AND REPAIR ALL EXTERIOR SURFACES AS REQUIRED.
11. INSPECT ALL WINDOW SCREENS AND REPLACE AS REQUIRED.
12. ALL EXTERIOR SURFACES TO BE THOROUGHLY CLEANED VIA PRESURE WASHING OR EQUALLY SUITABLE CLEANING METHOD.
13. ALL WOOD RAFTERS AND EAVES LEFT EXPOSED FROM DEMOLITION ARE TO BE ROUGH SANDED AND PAINTED ONE COAT OF PRIMER AND TWO PAINT COATS, OR AS REQUIRED BY MANUFACTURER.
14. SEE DEMOLITION ELEVATIONS FOR ADDITIONAL INFORMATION.

GRAPHIC LEGEND — ELEVATION MATERIALS

- ASPHALT SHINGLE ROOF SYSTEM
- 4" LAP VINYL SIDING
- BRICK VENEER
- SPLIT FACE CMU

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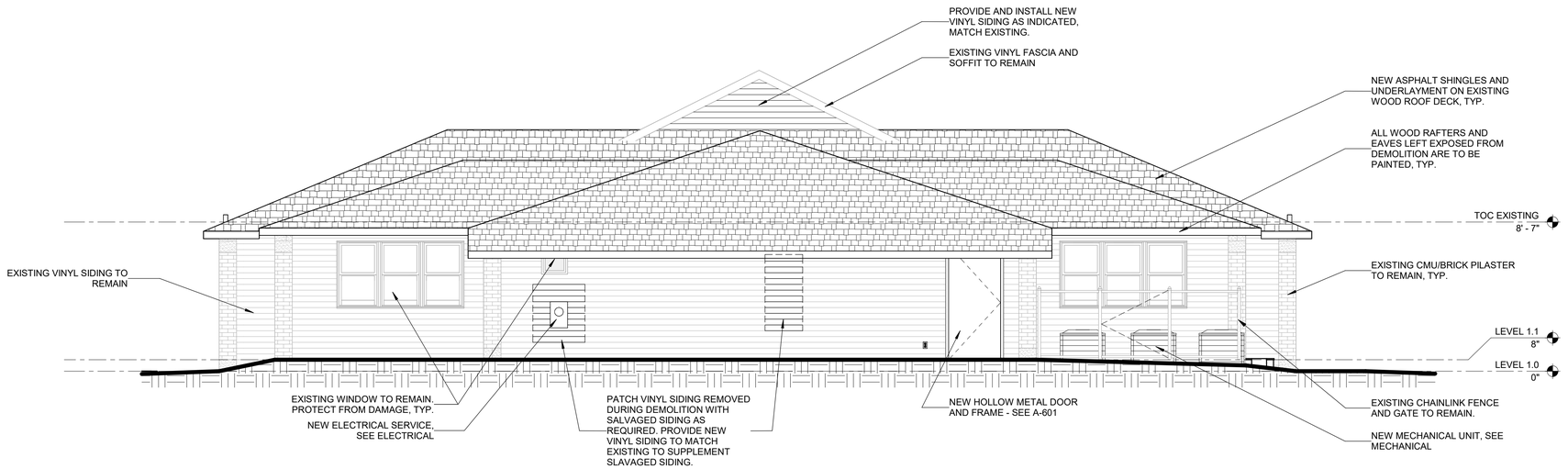
EXTERIOR ELEVATIONS

PROJECT NUMBER	24004
DATED	01-31-2025

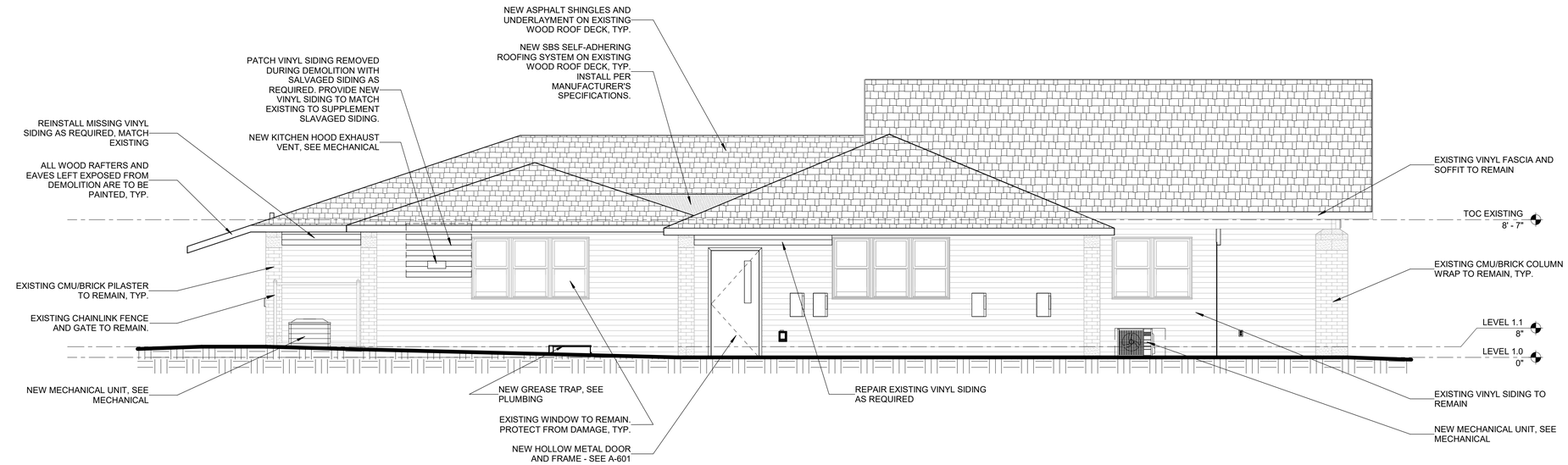
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C1 NORTH ELEVATION: NEW WORK
1/4" = 1'-0"



A1 WEST ELEVATION: NEW WORK
1/4" = 1'-0"

GENERAL NOTES — BUILDING ELEVATION

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GRAPHIC LEGEND — ELEVATION MATERIALS

- ASPHALT SHINGLE ROOF SYSTEM
- 4" LAP VINYL SIDING
- BRICK VENEER
- SPLIT FACE CMU

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EXTERIOR ELEVATIONS

PROJECT NUMBER	24004
DATED	01-31-2025

A-202

City of Pensacola

WESTSIDE REDEVELOPMENT BOARD

MINUTES

City of Pensacola
222 W. Main Street
Pensacola, FL
32502

March 25, 2025 | 3:30 PM | Whibbs Room, 1st floor

CALL TO ORDER

The Westside Redevelopment Board (WRB) meeting was called to order by Chairperson Gulley at 3:40 p.m.

Members Present: James Gulley, Doug Baldwin Sr., Jennifer Brahier, Lamar Brown, Karl Schwelm

Members Absent: Marcel Davis, Michelle Press

DETERMINATION OF QUORUM

A quorum was present.

APPROVAL OF MINUTES

1. 25-364 WRB MEETING MINUTES- 12/17/2024

A motion to approve was made by Board Member Brahier and seconded by Board Member Brown.

The motion passed by the following vote:

Yes: 5 James Gulley, Doug Baldwin Sr., Jennifer Brahier, Lamar Brown, Karl Schwelm

No: 0 None

DRAFT

OLD BUSINESS

None.

NEW BUSINESS

2. 25-57 WESTSIDE REDEVELOPMENT PLAN UPDATE

A motion to approve was made by Board Member Baldwin Sr. and seconded by Board Member Brahier.

CRA Division Manager, Victoria D'Angelo, introduced the item. Megan O'Hara, of Urban Design Associates, provided an in-depth overview of the item. Discussion ensued by the board. Discussion included placing covered bus shelters in all plans, adding transit, and the City's intent to proceed with the Parks Master Plan. Board members expressed in interest in parks, safety on Barrancas Avenue, particularly at Garden and Barrancas but concern that dieting the road may not be feasible due to traffic from the base. Concerns were raised around the development of 30' wide lots with regard to character and driveway placement.

No public speakers.

The motion passed by the following vote:

Yes: 4 Doug Baldwin Sr., Jennifer Brahier, Lamar Brown, Karl Schwelm
No: 1 James Gulley

3. 25-343 WESTSIDE PROJECT PRIORITIES AND UPDATES

A motion to approve was made by Board Member Brahier and seconded by Board Member Baldwin Sr..

CRA Division Manager, Victoria D'Angelo, provided an overview of the item. Discussion ensued amongst the board. Staff responded accordingly to questions.

Discussion ensued about concerns with traffic connectivity along A Street. Board members expressed interest in analyzing and developing strategies to install sidewalks, doing a traffic study and installing improvements on A Street and analyzing minimum lot sizes in the district.

Maps of the Hometown Revitalization CDBG-DR grant target boundaries for Cervantes and Pace and the Baptist Hospital Campus Redevelopment site were distributed and discussed with the Board. Economic Development Administrator, Anna Kate Baygents, gave an update on the Baptist Redevelopment Project. A copy of the redevelopment plan that was produced by Baptist Hospital prior to the relocation was requested. The board reviewed the Alice Williams Library project 100% design plans and expressed an interest in the reuse of the building for a senior center. The Board reviewed the 90% design plans for the Connectivity to Legion Field/Global Learning Academy project and provided feedback that pedestrian lighting should be presented to the Westside Garden District Neighborhood Association for input.

Board Member Brahier made a friendly amendment to:

1) **Remove the Garden Street Landscape Beautification (A to C St) project from the recommended project list and 5-year implementation plan.**

2) **Add the following new projects to the recommended project and 5-year implementation plan:**
    a. **Gibson School Redevelopment**
    b. **Barrancas Avenue Corridor Strategy**
    c. **Baptist Campus Redevelopment**
    d. **Study of Minimum Lot Size**
    e. **Sidewalk Improvement Strategy**
    f. **A Street Traffic and Connectivity Strategy**

3) **Identify the following project priorities in order of importance:**
    1. **Connectivity**
        a. **A Street – Top Priority**
        b. **Pace & Gregory Streets – 2nd top priority to provide safe connections to the school.**
        c. **Barrancas Avenue**
        d. **Cervantes Street**

2. **Hardening Homes & Commercial Property**
    a. **RPIP**
    b. **Resiliency**
    c. **CPIP**
3. **Commercial and Residential Infill**

No public speakers.

The motion passed by the following vote:

Yes: 5 James Gulley, Doug Baldwin Sr., Jennifer Brahier, Lamar Brown, Karl Schwelm

No: 0 None

4. 25-344 DISCUSSION ON WAYS THE BOARD CAN ENGAGE THE COMMUNITY

Chairperson Gulley introduced the item. The Board discussed reaching out to residents along L Street and attending neighborhood meetings. The Board also asked for clarification about the rules and procedures for community engagement as serving as board members, and what they are allowed and not allowed to do as members of the Westside Redevelopment Board.

REPORTS AND ANNOUNCEMENTS

None.

BOARD MEMBER COMMENTS

None.

OPEN FORUM

None.

ADJOURNMENT

5:35 p.m.

PLEASE NOTE: One or more members of the City Council/Community Redevelopment Agency Board may be in attendance. The City of Pensacola adheres to the Americans with Disabilities Act and will make reasonable accommodations for access to city services, programs, and activities. Please call 850-436- 5640 for further information. Requests must be made at least 48 hours in advance of the event in order to allow the City time to provide the requested services.

File #: 25-362 Community Redevelopment Agency 4/7/2025

ACTION ITEM

SPONSOR: Teniadé Broughton - Chairperson

SUBJECT:

AUTHORIZATION TO SUBMIT 2025 AMENDED AND RESTATED URBAN CORE REDEVELOPMENT PLAN TO PLANNING BOARD

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) authorize staff to submit to Planning Board the proposed 2025 Amended and Restated Urban Core Community Redevelopment Plan, as substantially enumerated herein, for review and submittal of written comments as required under Chapter 163.360(4), Florida Statutes.

SUMMARY:

The Community Redevelopment Agency (CRA) has recommended a comprehensive update to the 2010 Urban Core Community Redevelopment Plan and retained the consulting services of Urban Design Associates (UDA) to develop the plan. This process, as outlined in the scope of services, has been substantially completed. The team made its final report and presentation to the CRA on March 10, 2025. Subsequently, the plan was provided to the Urban Core Redevelopment Board (UCRB) for discussion and input. Comments received from the UCRB and all other subsequent recommended changes are attached for consideration and will be presented.

The recommended 2025 Urban Core Community Redevelopment Area Plan will serve as the CRA's guiding document for annual budgeting and focus of activity and contains the following:

Introduction - Provides background information on the Community Redevelopment Agency, introduces the Urban Core community redevelopment area and describes how to use the redevelopment plan.

Planning Process - Explains the overall public engagement process used to develop the plan and describes the public input that was gathered.

Analysis - Provides analysis and findings related to demographics, market conditions, physical patterns and transportation systems within the redevelopment area.

Recommendations- Provides project recommendations as follows:

- Special Demonstration Projects
    - Hashtag & Waterfront Development
    - Belmont-DeVilliers Infill Development
    - Reus Street Block
    - Wright & Alcaniz Area
    - Hollice T. Williams Park and Equitable Development Plan
- Land Use, Zoning, and Special Districts
- Economic Development
- Neighborhood Development
- Housing
- Transportation, Streets, and Parking
- Open Space and Community Amenities

Appendix - Provides data collected in the development of the plan.

The plan spans the remaining term of the Urban Core community redevelopment area, until December 31, 2043, but is anticipated to be updated every five (5) years in accordance with best planning practices. A draft implementation guide has also been developed, in line with the authorized scope of service. The implementation is recommended to be approved by the CRA after adoption of the plan and to serve as a living document guiding implementation of the plan.

The Community Redevelopment Act requires the CRA to submit the recommended plan to the Planning Board for review and written recommendations with respect to its conformity with the comprehensive plan. The Planning Board's review is limited to conformity review and not policy recommendations. Following the receipt of the Planning Board's written recommendations, the CRA must then submit its recommended plan to the governing body, in this case, City Council, and to each taxing authority that levies ad valorem taxes on taxable real property contained within the geographic boundaries of the redevelopment area. City Council must hold a public hearing to consider and adopt the redevelopment plan recommended by the CRA.

The Act requires the City to give notice of the recommended Community Redevelopment Plan in the following two ways:

1. Written notice to all taxing authorities within the geographic boundaries of the redevelopment area at least 15 days in advance of action to adopt the plan; and
2. Public notice in a newspaper having general circulation in the area of operation of the CRA prior to the scheduled public hearing date.

PRIOR ACTION:

March 27, 1984 - City Council adopted Resolution No. 15-84 which approved a community redevelopment plan for the Urban Core.

April 6, 1989 - City Council adopted Resolution No. 19-89, which approved a revised community redevelopment plan for the Urban Core, which was subsequently amended.

January 14, 2010 - City Council adopted Resolution No. 02-10, which repealed the community redevelopment plan dating from 1989, as amended, and adopted the Urban Core Community Redevelopment Plan dated 2010.

February 8, 2018 - City Council adopted Resolution No. 18-06, which amended the 2010 plan to add additional priority elements and establish a time certain for completing all redevelopment financed by increment revenues.

FUNDING:

N/A

FINANCIAL IMPACT:

None

LEGAL REVIEW ONLY BY CITY ATTORNEY: No

STAFF CONTACT:

Tim Kinsella, City Administrator
Erica Grancagnolo, Economic Development Director
Victoria D'Angelo, CRA Division Manager

ATTACHMENTS:

1. Proposed Urban Core Community Redevelopment Plan - Vers. 02.28.25
2. Proposed Urban Core CRA Plan Changes
3. Draft UCRB Meeting Minutes- 03.24.25
4. Draft Supplemental Implementation Guide -Urban Core

PRESENTATION: No



Spring 2025

URBAN CORE
CRA PLAN UPDATE

Pensacola, Florida

BLOCK-BY-BLOCK
CRAFTING A PLAN
WESTSIDE · DOWNTOWN · EASTSIDE
PENSACOLA CRA

URBAN DESIGN ASSOCIATES

© 2025 URBAN DESIGN ASSOCIATES

ACKNOWLEDGMENTS

LEAD
Pensacola Community Redevelopment Agency

LEAD CONSULTANT
Urban Design Associates (UDA)

COMMUNITY ENGAGEMENT CONSULTANT
MonWin Consulting

TRANSPORTATION CONSULTANT
HDR

MARKET CONSULTANT
JLP+D

MAYOR
D.C. Reeves
Mayor of Pensacola

CRA BOARD MEMBERS
Teniade Broughton
City Council District 5
CRA Chairperson for 2025

Delarian Wiggins
City Council District 7
CRA Vice-Chairperson for 2025

Charles Bare
City Council District 2

Jennifer Brahier
City Council District 1

Casey Jones
City Council District 3

Jared Moore
City Council District 4

Allison Patton
City Council District 6

CITY ADMINISTRATION
Tim Kinsella
City Administrator

Amy Miller
Deputy City Administrator

CRA STAFF
Erica Grancagnolo
Economic Development Director

Victoria D'Angelo
CRA Division Manager

Hilary Halford
Assistant CRA Division Manager

Shirley Baylis
CRA Program Manager

Rachel Benett
CRA Urban Design Planner

Tiffany Whiting-Cardenas
CRA Executive Assistant

EASTSIDE REDEVELOPMENT BOARD
Zachary Lane
Chairperson

Aretta Anderson
Vice-Chairperson

Jennifer Brahier
City Council & Board Member

Tommy White
Board Member

WESTSIDE REDEVELOPMENT BOARD
James Gulley
Chairperson

Karl Schwelm
Vice-Chairperson

Doug Baldwin Sr.
Board Member

Jennifer Brahier
City Council & Board Member

Lamar Brown
Board Member

C. Marcel Davis
Board Member

Michelle Press
Board Member

URBAN CORE REDEVELOPMENT BOARD
Christopher Satterwhite
Chairperson

Jared Moore
City Council & Board Member

Melanie Nichols
Board Member

Kelly Wieczorek
Board Member



The recommendations in the Urban Core CRA Plan were developed between May 2024 and January 2025. The analyses are based on point-in-time data sources, and the recommendations align with the regulations and funding programs effective during the period when the plan was developed.

This CRA Plan explores recommendations for a 20-year timeframe. Recommendations that may not be feasible in the short term due to market, funding, or policy conditions are still valid for the long-term vision and may take longer to implement.

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EXECUTIVE SUMMARY

This Community Redevelopment Agency (CRA) Plan Update is intended to provide direction for policies, programs, and projects in the Urban Core CRA District in the City of Pensacola, Florida. The process of listening to residents and stakeholders informed an ideal vision for Pensacola's Urban Core CRA District. The recommendations outlined in this document are intended to establish a foundation of guiding principles, projects, and decision-making frameworks to achieve the community's visions for the future.

The role of the CRA is to strategically implementing its redevelopment plans by leveraging tax incremental financing (TIF) for specific projects aimed at redevelopment and improving areas in the community. TIF is a funding mechanism authorized under Chapter 163, Part III, Florida Statutes which capture incremental growth in the tax base within the CRA district to be reinvested in strategic projects within the district. Key community redevelopment goals include:

- Preserving, rehabilitating, and enhancing the community redevelopment area neighborhoods to maximize livability and quality of life;
- Fostering a diverse supply of housing options, especially affordable and workforce housing; and
- Creating a robust and stable economy that offers employment, culture, and entertainment and is filled with people and businesses.

More specifically, this CRA Plan Update is intended to target the following topics and issues within the Urban Core CRA District:

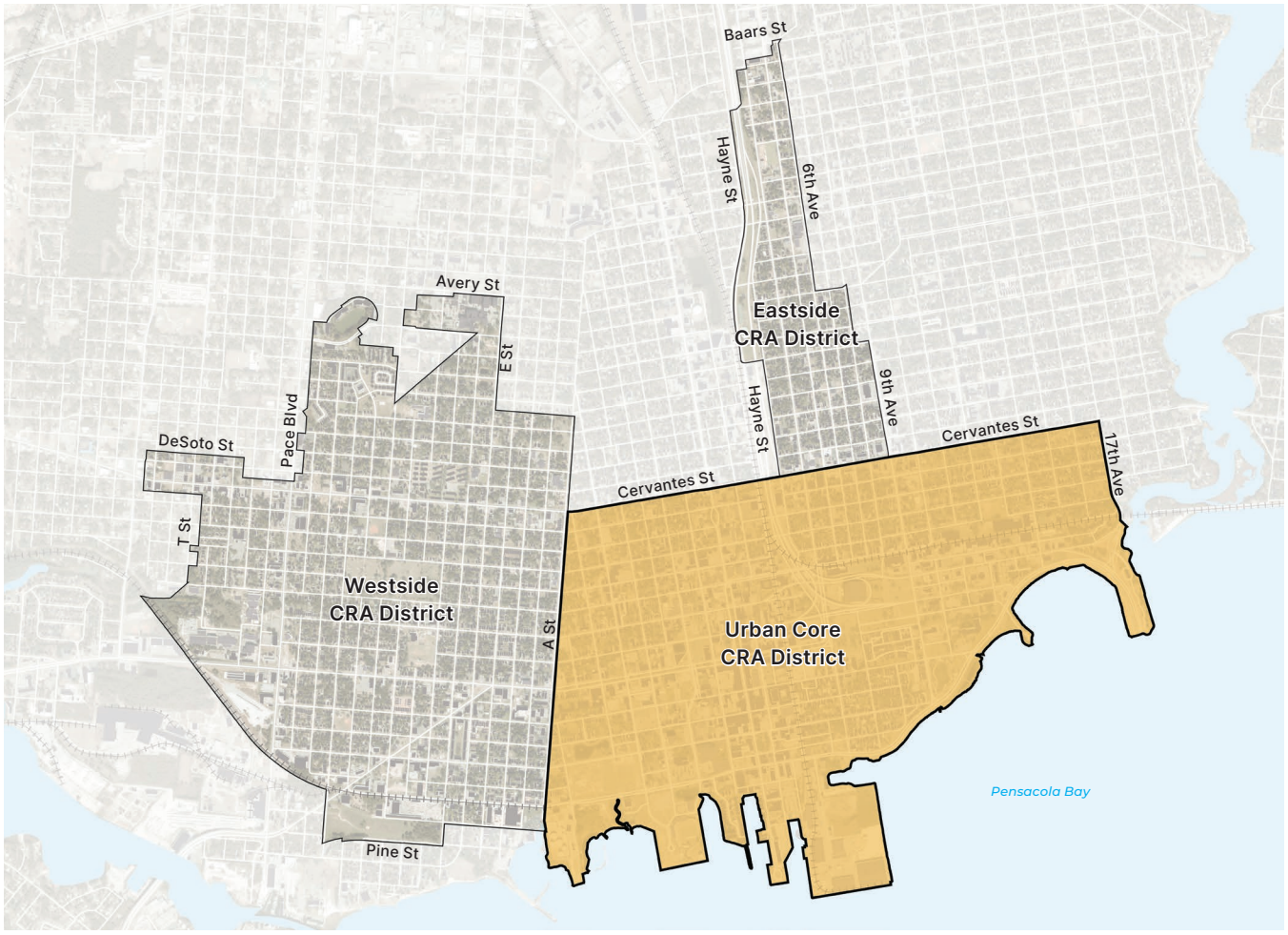
- Expanding housing options, especially affordable, workforce housing;
- Preserving traditional character and history and culture;
- Tempering gentrification and/or displacement;
- Building socioeconomic equity;
- Strengthening neighborhood identity;
- Fostering economic development and sustainability;
- Improving walkability, bikeability, transit and parking management; and
- Connecting people to the waterfront and neighborhood assets.

Residents and stakeholders led the way throughout the creation of this CRA Plan Update. From 2024 through 2025, members of the CRA District community were invited to establish the overall vision for the future and provide input on preliminary recommendations. Paired with an exhaustive analysis of existing and projected conditions of demographics, economics, physical urban patterns, and transportation systems, the needs of each CRA District and the paths forward were revealed.



The Five Sisters Blues Cafe located in the historic Belmont-DeVilliers neighborhood


Shops along Palafox Street in the historic downtown core

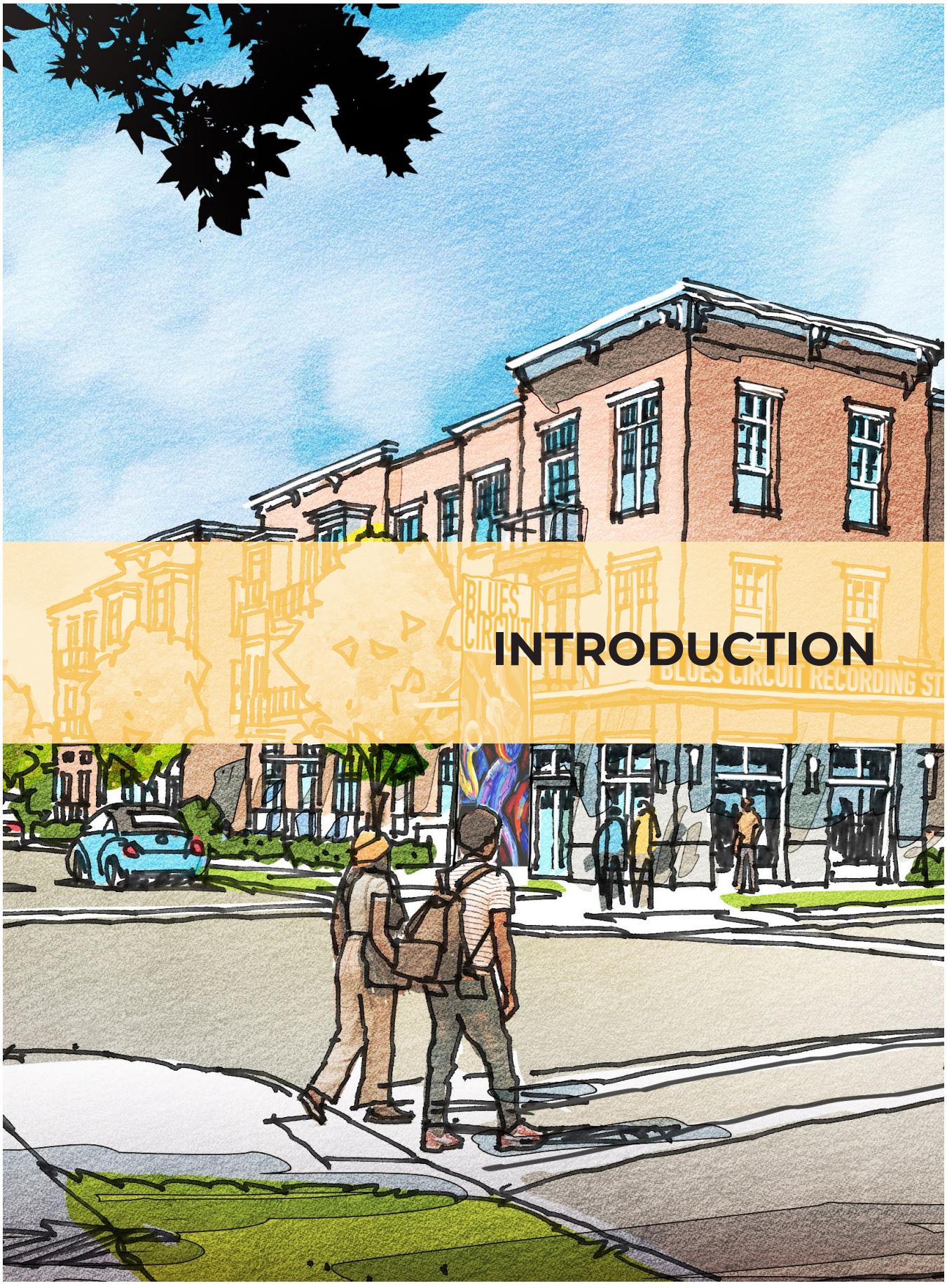


CRA Districts Map

This CRA Plan Update builds on past plans and represents potential investments to realize the vision of Urban Core residents and stakeholders. The recommendations in this plan are organized into the following topics:

- Land Use, Zoning, and Special Districts
- Economic Development
- Neighborhood Development
- Housing
- Transportation, Streets, and Parking
- Open Space and Community Amenities

A series of Special Demonstration Projects illustrate the potential impact of targeted investments, identifying opportunities to solve issues raised by the community and uncovered through the analysis of the CRA Districts. Strategies for implementing these recommended policies, programs, and projects are provided, along with recommendations about prioritizing potential projects



INTRODUCTION

OVERVIEW OF THE CRA

PENSACOLA FORWARD

ABOUT THE CRA

The State of Florida's Community Redevelopment Act of 1969 provided local governments with tools to revitalize deteriorated areas of their communities, including the establishment of the Community Redevelopment Agency (CRA), which was charged with the following tasks:

- Administer and prepare redevelopment plans;
- Issue revenue bonds;
- Eliminate and prevent slum and blight;
- Rehabilitate and conserve the redevelopment areas;
- Preserve and enhance the tax base;
- Create affordable housing; and
- Implement community policing innovations.

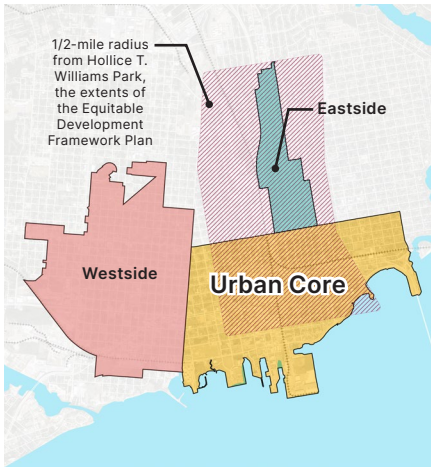
The statutes dictate that the municipality, "to the greatest extent it determines to be feasible... shall afford maximum opportunity, consistent with the sound needs of the county or municipality as a whole, to the rehabilitation or redevelopment of the community redevelopment area by private enterprise." (§163.345).

On July 1, 1977, the Florida Legislature amended the Community Redevelopment Act to allow governments to use tax increment financing (TIF) to fund redevelopment. This amendment was made to help revitalize declining areas and increase tax revenues.

In 2024, the City of Pensacola's Community Redevelopment Agency (CRA) transitioned to become a division within the city's Economic Development Department. This shift reflects the close alignment between the CRA's mission and the broader goals of economic development, particularly within the city's redevelopment districts. Much like economic development efforts, the CRA's work focuses on both qualitative and quantitative improvements, enhancing the local economy while fostering sustainable growth. By leveraging social assets and resources, the CRA strives to generate a more inclusive, shared economic well-being, ultimately elevating the quality of life for the community as a whole. This transition underscores the city's commitment to revitalizing areas of need, empowering residents, and fostering a thriving, dynamic urban environment.



Public Meeting with the CRA



CRA Districts + Extents of the Equitable Development Framework Plan, extending 1/2-mile radius from Hollice T. Williams Park



City of Pensacola

ABOUT THE CRA PLANS & THE URBAN CORE

On September 25, 1980, the Pensacola City Council adopted a resolution designating the inner city as a redevelopment area which included the Urban Core Redevelopment Area, the TIF district established in 1984. The boundaries of the Urban Core area extend from A Street in the west; to Cervantes Street in the north; to 17th Avenue, the L&N Railroad trestle, and the mouth of the Bayou Texar in the east; to Pensacola Bay in the south. The Community Redevelopment Plan was adopted at the area's inception in 1984 which was subsequently amended numerous times throughout the 80s, 90s, and early 2000s. In 2010, the 1989 plan was repealed and replaced with the most recent plan, which was also subsequently amended in 2018.

Connection to Neighborhood Plans

The Urban Core Community Redevelopment Plan (Volumes I and II) were last updated in 2010. Key initiatives of this plan included:

- Completing the City's vision for the West Main Master Plan;
- Completing the City's vision for the Port of Pensacola;
- Completing the City's vision for the East Garden District redevelopment;
- Implementing a "Complete Streets" road diet project for the waterfront bicycle and pedestrian access along Bayfront Parkway;
- Focusing on affordable and attainable housing in neighborhoods such as Belmont-DeVilliers, Tanyard, and Old East Hill.

How will the CRA Plan be used?

CRA Plan sets the goals and objectives for the district → **Staff analyzes and develops programs and projects that are consistent with the plan** → **Projects are approved by the CRA Board and City Council, when required** → **Investments** $$

ANALYSIS OF PREVIOUS/EXISTING PLANS AND STUDIES INCLUDE:

- Existing and previous redevelopment master plans
- City of Pensacola Comprehensive Plan
- City of Pensacola Land Development Code
- CRA Annual Reports
- Recent market studies
- Recent transportation studies and/or plans
- Socioeconomic data and demographics
- Analysis of Existing Land Uses & Land Development Regulations
- Socioeconomic Analysis
- Real Estate Market, Trends, and Gap Analysis
- Context Analysis & Classification
- Neighborhood & District Analysis
- Gentrification & Displacement Analysis
- Transportation System & Parking Analysis
- Parks & Public Space Analysis
- The City's new Strategic Plan

INTRODUCTION TO THE URBAN CORE

The Urban Core District encompasses a large area that extends from A Street on the west to the Pensacola Bridge on the east and is centered around the historic downtown. This area encompasses several neighborhoods, including the historic Belmont-DeVilliers area, Old East Hill, the Seville Historic District, and the waterfront promenade extending from Palafox Pier. The center of this district is characterized by the lively commercial experience along Palafox Street, beautiful park spaces such as Plaza Ferdinand VII and Seville Square, and connections to the waterfront. The scale of the neighborhoods sometimes runs in contrast to a significant rail corridor that runs north-south to the port and many ramps onto I-110 off of Gregory and Chase Streets.

There has been significant investment to transform a once-industrial waterfront into an amenity for residents and visitors. This includes the restoration of Bruce Beach and Blue Wahoos Stadium. In addition, a strong arts and culture movement has helped to restore Palafox Street to a thriving main street. However, parts of the Urban Core still suffer from the impacts of I-110 extending into downtown. The extension of I-110 interrupted the traditional street grid, resulting in disconnected blocks, blight, and vacancy. Although several civic amenities, such as the Pensacola Bay Center, exist in this area, a pedestrian and bike network is lacking to connect these public amenities.





Belmont-DeVilliers



Palafox Pier



Wahoos Stadium



Palafox Market



Ferdinand Plaza



Waterfront

Moving forward, there's an opportunity to focus investment in key areas already seeing momentum. This includes supporting the efforts to restore Belmont-DeVilliers as a music and entertainment hub; taking a comprehensive look at the street network to improve walkability, particularly in the area around Wright Street & Alcaniz Street; and understanding what's needed to complete the vision for a connected waterfront. These critical investments can help to repair the gaps between the unique neighborhoods that comprise the Urban Core.

HOW TO USE THIS CRA PLAN

PLAN ORGANIZATION

The Urban Core CRA Plan Update is one of three parallel plan updates for each of the CRA Districts. Some high-level goals and policies overlap more than one district, but each Plan Update is tailored to specifically target the visions, opportunities, and implementation goals of the community in each district. Each Plan Update is structurally aligned for ease of use by the CRA throughout the implementation of these plans.

Introduction
This chapter provides an overview of the CRA's role and responsibilities specific to the Urban Core. Also described is the alignment of the CRA Plan Updates with the city's 10-year strategic plan, Strive to Thrive: Pensacola 2035.

Planning Process
This chapter summarizes the robust community engagement process conducted by the CRA and the consultant team. Overall summaries of community feedback can be found in this chapter, with more detailed inventory of community feedback for reference in the Appendix.

Analysis
This chapter contains detailed analysis of the demographics, market potential, physical conditions, political boundaries, and transportation systems specific to the Urban Core CRA District.

Recommendations
This chapter contains an index of all policy, program, and project recommendations that are either new or updated from past plans, categorized by the following topics:

- Land Use, Zoning, and Special District
- Economic Development
- Neighborhood Development
- Housing
- Transportation, Streets, and Parking
- Open Space and Community Amenities

This chapter also includes a selection of Special Demonstration Projects, which serve to illustrate the potential impact of the implementation of collections of recommendations. These pages are intended to be "one-stop-shops" for potential actionable initiatives, but do not require exact conformity and do not represent the entirety of potential impactful projects for the district.

Implementation
This chapter recommends a structure for the CRA to best prioritize initiatives and make decisions, as well as TIF revenue projections, policy and funding considerations, and case studies for programs, policies, and projects.

Appendices
The appendices provide detailed background and studies that were produced or collected throughout the process and informed the recommendations, including:

- Summary of Step 1 Engagement
- Summary of Step 2 Engagement
- Demographics and Market Analysis
- CRA Funding Resources
- Sidewalk Prioritization
- Micromobility Area Map
- Cost and Impact Countermeasures
- Transportation Analysis



Vision Statement from the Strategic Plan

ALIGNMENT WITH THE STRATEGIC PLAN

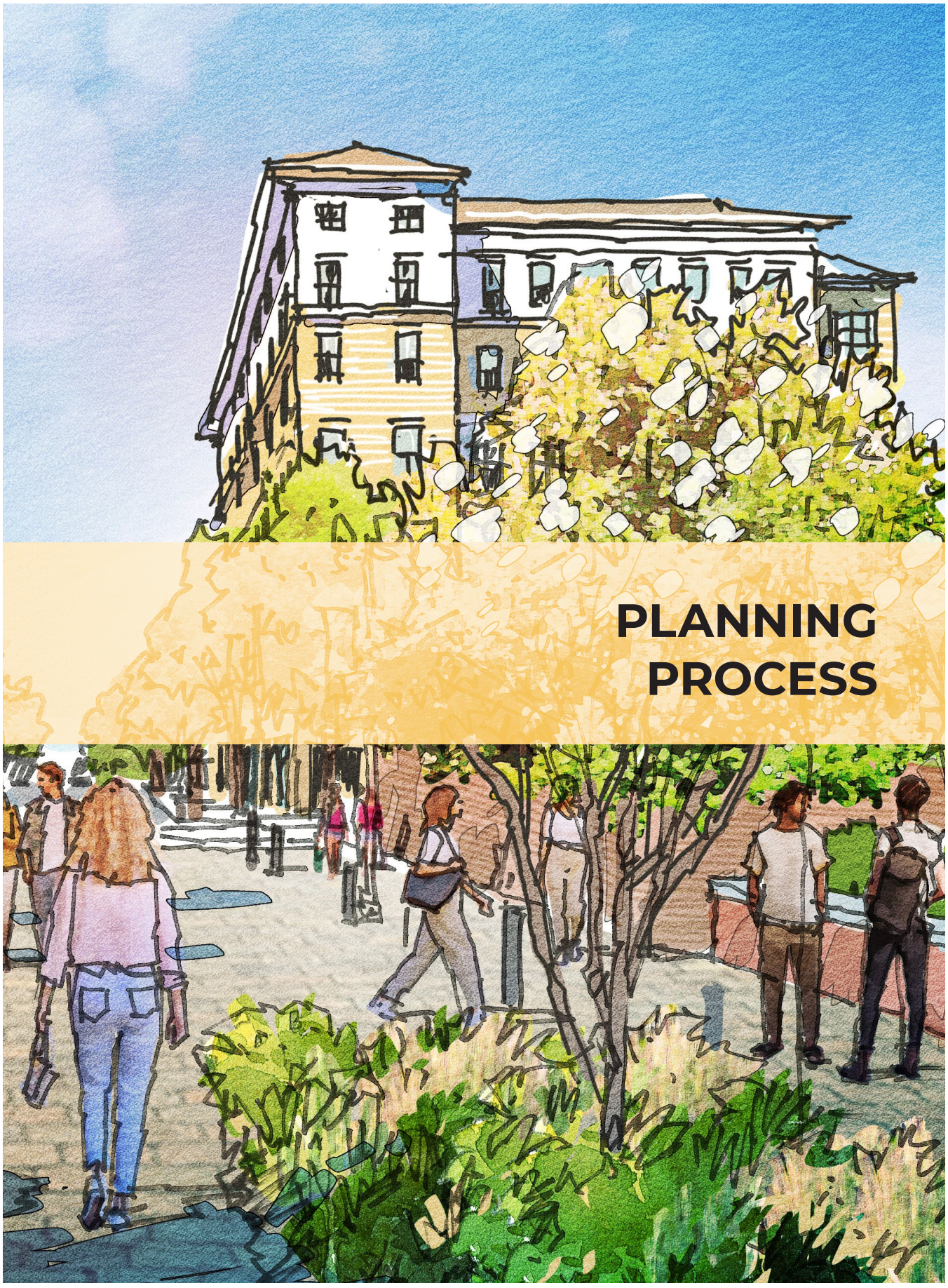
Strive to Thrive, Pensacola's 2035 Strategic Plan, is intended to create consensus around a shared community vision and build a strategic foundation to build towards this vision. The Strategic Plan is a summary of the needs and opportunities of the entire City of Pensacola and provides recommendations for a variety of initiatives that particular city departments (i.e. Mayor's Office, City of Pensacola Public Works & Engineering Department, Housing Department, Sustainability & Resiliency Department, etc.) could lead in order to achieve these goals city-wide.

The City's strategic plan is a tool to guide city government's decision-making and ensure that strategic initiatives add up to achieve the broader goals and values of the Pensacola community. The City's community redevelopment plans align with the strategic plan and identify specific projects and activities authorized for the expenditure of Tax Incremental Financing (TIF) within the Urban Core, Westside and Eastside districts. The redevelopment plans are statutorily required for the expenditure of TIF funding under Chapter 163, Part III, Florida Statutes.

STRATEGIC PLAN

Eight goals were developed through this extensive engagement and analysis process that will guide priorities in Pensacola over the next 10 years:

- Attainable Housing for All Income Levels
- Support for Youth Experiences
- More Walkable, Mixed-Use Districts
- Thriving Innovation and Businesses
- Safe Streets for All Mobilities
- Resilient Waterfront and Neighborhoods
- Public Spaces that Connect Communities
- Neighborhoods that Celebrate Culture and Honor Legacy



PLANNING PROCESS

OVERALL PROCESS

PROCESS OVERVIEW

The process to develop this plan began in 2023 and builds on the past plans for the Westside and an extensive engagement process with residents and stakeholders. A rigorous step-by-step process was followed, incorporating multiple rounds of community engagement to guide the development of the recommendations. The process for the Westside CRA Plan ran concurrently with the plans for the Urban Core and the Eastside, with dedicated opportunities for residents of each local area to provide input and feedback on the plan initiatives for each specific area. Below is a summary of the engagement that took place:

- Over 900 comments received from more than 270 participants at the community meetings
- Over 200 comments from pop-up neighborhood workshops
- Over 750 comments from 213 contributors on the interactive map

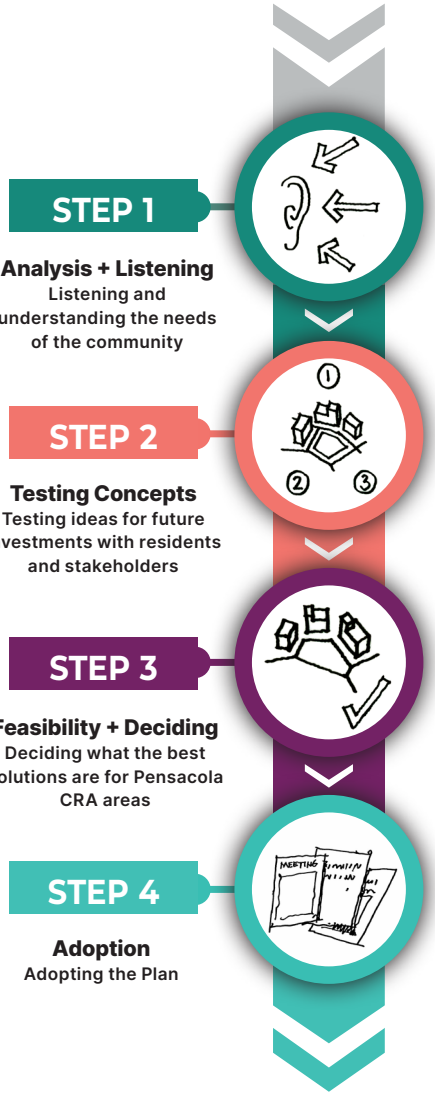
Step 1: Analysis + Listening

The first step in this process involved meeting with community members, local business owners, and stakeholders to understand strengths and challenges and to receive suggestions about neighborhood improvements. In addition to reviewing existing plans and studies, this step also included:

- Listening Workshop #1 (May 28th-31st) — included stakeholder meetings
- Online Interactive Map (May 28th-August 23rd) — to gather input from the public
- Virtual Workshop (June)
- Neighborhood Association Luncheon (July 22nd)
- Vibe & Conversation — Belmont-Devilliers (July 23rd)
- Cobb Center Summer Kids Camp Pop-Up (August 1st)
- Cobb Center Senior Bingo (August 2nd)
- Fricker Center Summer Kids Camp Pop-Up (August 5th)
- Coffee Conversation — Pensacola Library (August 7)
- Fricker Center Senior Bingo (August 9th)
- Pizza & Conversations — Lost Pizza (August 12th)
- Environmental & Waterways, Parks & Amenities, and Developers Virtual Meeting – (August 14th)



Listening Workshop #1



Step 2: Testing Concepts
During this step, the team held a planning workshop to test concepts for priority projects in the neighborhood, such as housing and retail, and street and park improvements. Opportunities for feedback included:

- Four-day Testing Workshop (in-person)
- Digital surveys after Steps 1 and 2

Step 3: Feasibility & Deciding
This step entailed reviewing what we learned from the Testing Workshop and subsequent survey, and documenting the preferred plan for the Urban Core, including:

- Draft Plan Development
- Two-day Implementation Workshop to get input on the Draft Plan

Step 4: Adoption
The final steps of this process include:

- March – presentation to the CRA & recommendation from the Urban Core redevelopment board
- April – approval by the CRA
- May – consistency review with the compilation plan by Planning Board
- June – adoption by City Council





Testing Workshop

COMMUNITY ENGAGEMENT STRATEGIES

This CRA Plan Update is anchored in the input received from Pensacola residents about what investments are most crucial in the Urban Core.

In order to maximize opportunities for participation, the team held multiple in-person and virtual events throughout the process. The CRA team also hosted additional engagement events (see Appendix) to meet people at existing gatherings and places of business. It was important to listen to residents about the existing conditions and key issues to address, while also establishing feedback loops to evaluate potential project ideas and opportunities for investment.

Ongoing communication was a core principle of this process. A CRA Plan website was established at the outset, and the following tools were used to keep participants up to date on the process:

- Regular website updates
- Sign up via the website
- Email updates to those that signed up on website, or at an in-person meeting
- Digital surveys after each step of the process
- Social media updates via Instagram and Facebook

STAKEHOLDER GROUPS

- Workforce
- Housing
- Environment & Waterways
- Parks & Open Space
- Arts & Culture
- Neighborhood Associations
- Transportation
- Community Support organizations

WHAT WE HEARD

STEP 1: LISTENING

A core part of Step 1 was hearing from current residents & stakeholders to understand the needs of the neighborhood and current priorities. This step included a three-day Listening Workshop, stakeholder meetings, and the launch of an interactive map to understand existing strengths and challenges, and gather an understanding of where the CRA should invest in the future. The appendix includes a full list of engagement touch points in this step of the process.

The Listening Workshop #1 which took place May 28th-31st included a series of public meetings and stakeholder meetings to gather input on the following topics:

- Strengths, Weaknesses, Opportunities — to understand the best places, problem areas, and where people would like to see something happen.
- Parks, Amenities, & Retail Destinations — to identify the places people visit most often.
- Transportation & Stormwater — to understand how people get around, identify problem streets, and areas that flood.

ENGAGEMENT TOUCH POINTS

LISTENING WORKSHOP
May 29th (11:30am & 6:00pm @ Saenger Theater)

STAKEHOLDER MEETINGS
51 organizations participated across 9 stakeholder groups

INTERACTIVE MAP
Over 750 comments from 213 contributors





Listening Workshop #1

The following is a summary of what we learned during this step and the factors that informed the recommendations in the CRA Plan.

Strengths to Build On

The unique & vibrant character of the downtown area, particularly Palafox Street with its shops & restaurants

- Parks and open space, including the Blake Doyle skate park, Ferdinand Plaza, and Veterans Memorial Park
- The active, family-friendly waterfront, including Bruce Beach and Blue Wahoo Stadium
- Festivals and events that promote the local arts & culture

Major Concerns

- Waterfront is difficult to access, and parking is expensive
- Vacant/rundown buildings that make the area feel unsafe
- Poorly maintained infrastructure (including sidewalks), ongoing drainage and flooding issues
- Lack of shade along streets and in parks
- Lack of a pedestrian and bike network that connects public amenities
- Noise Impacts of I-110, speeding traffic, and insufficient crosswalks detract from walkability

Opportunities for Investment

- Find funding and bring together existing organizations for more collaborative art festivals
- Bring in more retail options that provide everyday goods and services
- Improve flood mitigation
- Plant more trees along streets, in parks, and in large paved areas (parking lots)
- Provide better pedestrian access to the waterfront and offer more affordable activities for families and visitors
- Create safe, beautiful, and shaded pedestrian/bike connections
- Implement traffic calming measures
- Develop mixed-use buildings that offer affordable housing and business opportunities
- Create affordable parking in easily accessible locations



Palafox Street



Bruce Beach



5 Sisters at Belmont-DeVilliers



Market

STEP 2: TESTING CONCEPTS

Based on what we learned in Step 1, the team tested ideas for potential projects in the Urban Core, which included:

- Mixed-use with affordable housing and neighborhood serving retail, such as the Cedar Infill project
- Continuing to build on the Belmont-DeVilliers area as a vibrant entertainment district with a rich history
- Enhancing walking and biking connections, including along Wright Street & Alcaniz Street
- Explore redevelopment sites such as the Grand Hotel & Depot site
- Enhance access to the waterfront and expand amenities, such as the Hashtag & Waterfront Development

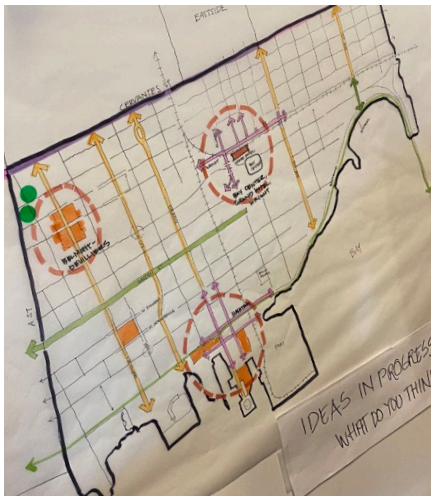
STEPS 3 & 4: FINALIZING THE PLAN

The final steps of the process included refining the project ideas to prioritize investment in the neighborhood. The final plan reflects input from residents regarding the most impactful opportunities for improvement.









Testing Workshop

Developer Feedback: Important Factors

Placemaking and Amenities

- Well-maintained streets & sidewalks are attractive
- Open spaces nearby add a boost
- Near other developments (residential, commercial, mixed) is attractive
- Perception of safety is attractive

Economic and Job Hubs

- Clustering of high(er) paying jobs is attractive
- Resident today have mixed perceptions about economic growth accelerating
- Desire for proximity to or inclusion of jobs/ business/ entrepreneurship / workforce training opportunities

Infrastructure

- Attracted to sites where the City takes on stormwater retention responsibility
- For now, high flood risk areas are avoided due to cost/risk
- Need for additional transit access

Land Availability

- City facilitating the availability of public land (via parcel cost or assembly) is attractive, as a means to support private development moving forward
- Project on other types of land (churches, etc.) with zoning changes is attractive
- Proposed projects on privately-owned land will be more expensive to develop

Parking

- Existing minimum parking requirements are viewed as a cost challenge that could be reduced

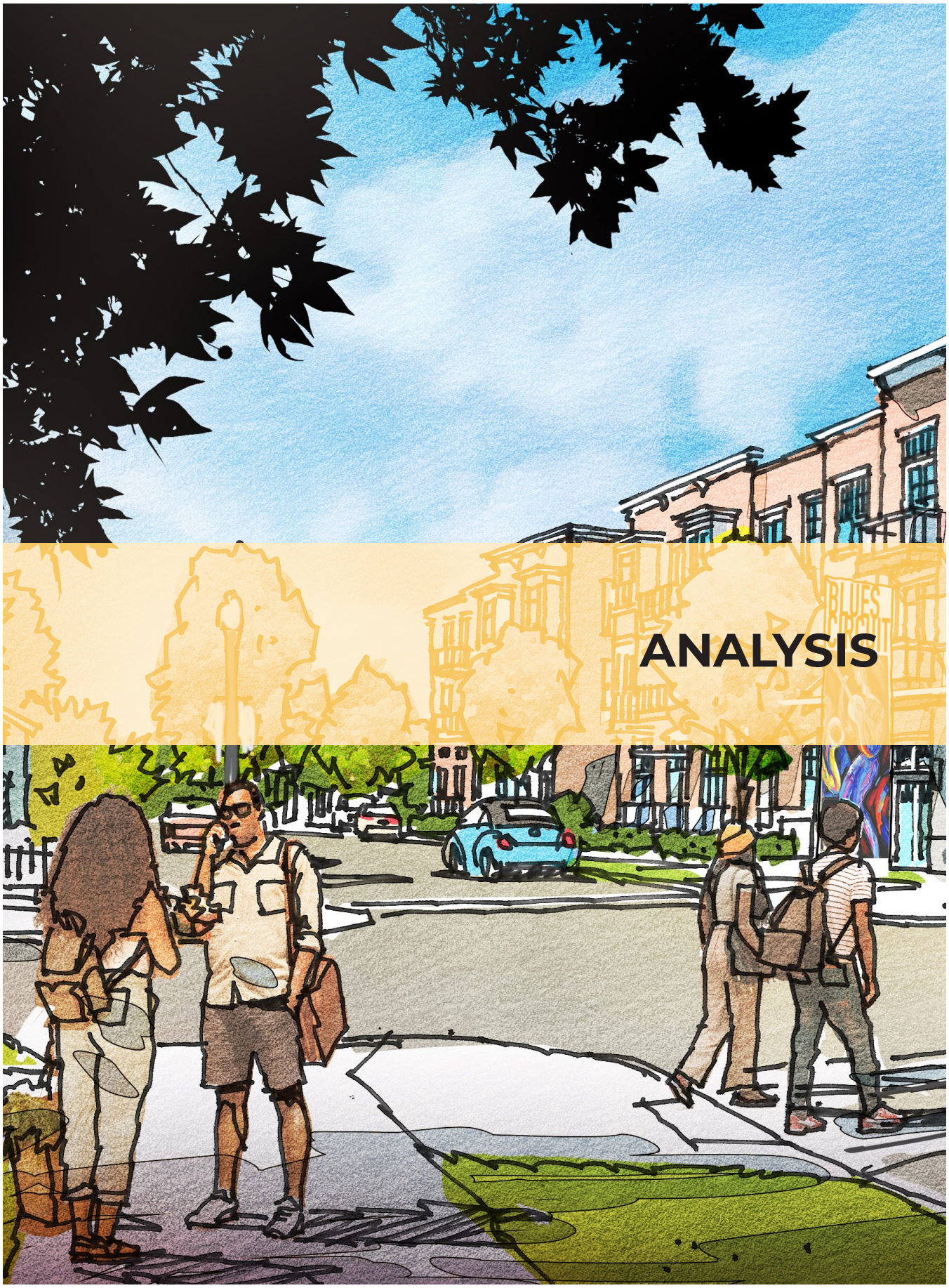
Funding

- Investors and developers from outside of the region tend to be less risk averse, but need a compelling vision and project opportunities to attract them

Permitting

- Projects that can easily obtain permits are more attractive

Developer feedback from stakeholder meeting



ANALYSIS

DEMOGRAPHICS AND MARKET ANALYSIS SUMMARY

Analyzing the existing demographics and market conditions of the CRA Districts was an essential step, laying the foundation for effective recommendations for policies, programs, and projects. This analysis was conducted across all three CRA Districts simultaneously, but also narrowed in on each district to identify specific conditions per district.

The intent of this analysis was to:

- Analyze demographics of each CRA District
- Identify primary community stressors
- Identify opportunities in the market
- Determine the potential impacts of development in each district in order to prevent the displacement of residents and businesses
- Provide priorities for designers and policymakers to make positive impacts and avoid negative impacts on the community.

DEMOGRAPHICS AND SOCIOECONOMICS

Resident Demographics

The Metropolitan statistical area (MSA) where Pensacola sits has a steadily growing population (1.1% annual average growth rate from 2020 to 2024, similar to the state's overall trend at 1.3% per year in the same period). The MSA's population is younger than the state's overall (40.3 vs 43.5 in median age), an asset that the City leverages for job creation and economic development.

In the Urban Core CRA District specifically, as of 2024, there are over 3,800 residents residing in the District, with a population density (1,935 per square mile) lower than the city (2,375 per square mile) but higher than the MSA (320 per square mile). The District's population has been stable with slight increase (0.6% annual average growth rate from 2020 to 2024), and the median age is significantly older than that in the MSA (46.8 vs 40.3).

Income and Affordability

At the regional level, Pensacola MSA's median household income is on par with and slightly higher than the state's ($76k vs $75k), while the MSA's median home prices tend to be lower than the state average ($331k vs $392k). Hence the MSA has a much higher affordability index, which takes into consideration both price and income factors, than the state (93 vs 75). Housing affordability index, developed by ESRI Business Analyst based on Census data, indicates the relative affordability of a place; an index greater than 100 suggests homes are easily afforded by the average area resident, and an index less than 100 suggests that homes are less affordable. In terms of poverty, the city's and the MSA's poverty rates are on par with the state's level (all around 12%-14%).

Statistic	State	MSA	County	City	Eastside	Westside	Urban Core
Resident Demographics							
Population (2024)	22,779,514	534,840	329,878	54,094	1,269	6,192	3,825
Density (population per square mile) (2024)	425	320	502	2,375	3,165	3,419	1,935
Annual average population growth rate (2000-2020)	1.3%	1.1%	0.5%	-0.2%	0.1%	-0.2%	0.6%
Median age (2024)	43.5	40.3	39.9	43.5	37.5	42.1	46.8
Income and Affordability							
Median home value (2024)	$391,816	$300,875	$303,143	$354,287	$267,157	$208,696	$505,696
Median household income (2024)	$74,715	$75,688	$64,816	$69,067	$37,906	$26,158	$71,036
Percentage of households below the poverty level (2022)	13%	12%	14%	14%	25%	38%	11%
Vacancy rate (2022)	13%	12%	13%	11%	21%	15%	24%
ESRI Housing Affordability Index (2024)	75	93	87	79	58	51	57
Percentage of owner-occupied housing (2024)	66%	69%	64%	61%	54%	37%	54%
Jobs, Businesses, and Employment							
Total businesses (2024)	1,073,557	18,933	13,451	4,804	65	463	1,658
Total employees (2024)	9,448,528	229,861	186,682	58,160	649	6,475	19,450
Average annual employment growth rate (2010-2022)	2.2%	0.4%	0.2%	-0.2%	-0.4%	1.6%	0.5%
Average size of business (employees per business) (2024)	9	12	14	12	10	14	12
Share of population age 25+ with bachelor's degree of higher (2024)	35%	32%	31%	43%	32%	20%	50%

Data source: ESRI Business Analyst; American Community Survey

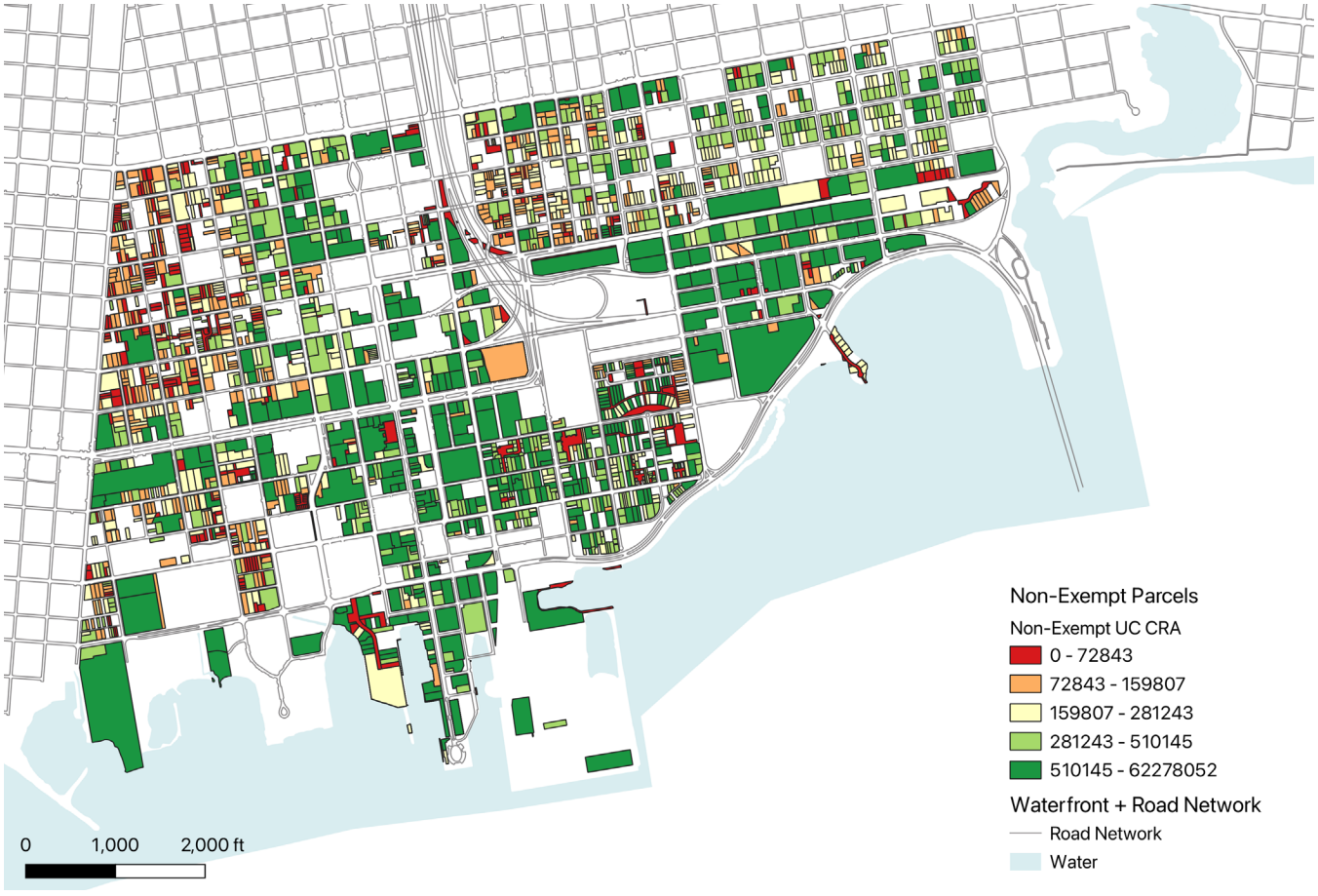
In the Urban Core CRA District specifically, as of 2024, the homeownership rate is lower than the MSA (54% vs 69%). The District's median home price is higher than the MSA ($501k vs $331k), and its median household income ($71k) is similar to and slightly lower than the MSA level ($76k). Therefore, the affordability index in the District is lower than that in the MSA (57 vs 93), pointing to the need for more attainable housing for those who prefer the downtown location. The poverty rate in this district (11%) is lower than the city average (14%).

Jobs, Business, and Employment

In the region, the military has been a major employment driver, together with key sectors such as professional services, education, healthcare, tourism, and public administration. The city is a job hub in the area, with an employee to resident ratio of 1.1 to 1 (compared to the 0.4 to 1 ratio in the MSA). In terms of job growth, the MSA and the city have seen relatively stagnant growth (0.4% and -0.2% on average per year since 2010) compared to the state (2.2%). In terms of residents' access to jobs, the city has a higher educational attainment than the MSA, measured by the share of population above 25 years old with a Bachelor's degree or higher (43% vs 32%).

In the Urban Core CRA District specifically, as of 2024, the area has an employee to resident ratio of 5.1 to 1, as this is a major job hub in the region. The job growth rate here is on par with the MSA rate (around 0.5% per year on average since 2010). The educational attainment of residents in the District tends to be higher than that in the city as a whole (50% of District residents above 25 years old have a Bachelor's degree or higher, compared to the city's 43%). The District's median income is slightly higher than the city median ($71k vs $69k), indicating opportunities for further clustering of high-value, high-skilled sectors.

All these statistics and more are further detailed in the Appendix.



Assessed Property Value by Parcel (2024)

REAL ESTATE MARKET

Housing Market

Compared to the MSA, the city has a slightly lower share of single-family homes in the total housing market (73% vs 80%), and a higher share of small-sized multi-unit housing (11% vs 7%); the shares of larger structures are similar at the city and the MSA levels (both around 5%-6%). The city's pace of building new housing, however, is slower than the MSA, as 6% of the city's housing stock was built in 2010 or later, whereas the statistic in the MSA is 13%. The city's vacancy rate is on par with the MSA's (11%-12%). In terms of price, the median home value in the city is slightly higher than the MSA ($354k vs $330k), while median rent in the city is lower than that in the MSA ($1,144 vs $1,260).

In the Urban Core CRA District, a higher share of the housing stock is in multi-family buildings; housing with more than 50 units provides 12% of total units in the district (compared to 5% in the MSA). 11% of the total housing in the district was built after 2010, higher than the city (6%) and just slightly lower than the MSA (13%). Vacancy rate is higher than the city average (24% vs 11%), and median home value ($501k) and median rent ($1,736) are both significantly higher than the city medians.

Commercial Market

The city has a high concentration of office, retail and hospitality assets in the region, with the city's commercial space (measured by SF or unit) to population ratios being 7 times as high as those in the MSA and state. For office, the city's current vacancy rate (2%), on par with the MSA's level (3%), is significantly lower than the state's (8%); new construction and absorption activities in the city have been relatively low. For retail, vacancy rates at the city, MSA and state levels are similar (all around 3%); there is currently more new retail under construction in the city than new office construction. In the hospitality sector, the city's current occupancy rate (62%) is on par with the state's (63%), both slightly lower than the state average (70%); there are several new hotel developments under construction or in the pipeline within the city.

The Urban Core CRA District is a place of concentrated office (over 4 million square feet), retail (1.4 million square feet), and hospitality assets (nearly 800 rooms) in the city, with vacancy rates generally on par with the regional statistics.

Property Value Analysis

The data for this analysis was obtained from the City and included a comprehensive list of assessed parcels within each Community Redevelopment Area (CRA). To ensure an accurate representation of taxable properties, all parcels with a noted exemption status or public ownership were removed from the dataset. This filtering process allowed for a focused analysis of non-exempt parcels, providing a clearer picture of the assessed property values within each CRA.

Statistic	State	MSA	County	City	Eastside	Westside	Urban Core
Housing Market							
Total Housing Units (2022)	9,075,148	206,688	136,891	27,066	761	3,253	1,983
Share, 1-2 units per building (2022)	67%	80%	76%	73%	84%	59%	65%
Share, 3-9 units per building (2022)	10%	7%	9%	11%	11%	13%	7%
Share, 10-50 units per building (2022)	12%	5%	7%	6%	0%	7%	10%
Share, 50+ units per building (2022)	9%	5%	5%	6%	0%	13%	12%
Median year built (2022)	1987	1988	1983	1972	1955	1965	1966
Share, units built after 2010	11%	13%	10%	6%	8%	11%	11%
Vacancy rate, all housing (2022)	16%	12%	13%	11%	21%	15%	24%
Median home value (2024)	$391,816	$330,875	$303,143	$354,287	$267,157	$208,696	$500,696
Median rent (2024)	$1,580	$1,260	$1,203	$1,144	$841	$620	$1,736
Commercial Market							
Office, inventory in square feet (2025)	780,000,000	17,700,000	15,800,000	15,400,000	21,500	511,000	4,100,000
Office, vacancy (2025)	8%	3%	2%	2%	0%	0%	2%
Office, under construction in square feet (2025)	5,300,000	5000	0	0	0	0	0
Retail, inventory in square feet (2025)	1,300,000,000	32,500,000	23,900,000	22,600,000	131,000	595,000	1,400,000
Retail, vacancy (2025)	3%	3%	3%	3%	1%	2%	3%
Retail, under construction in square feet (2025)	6,400,000	153,000	153,000	153,000	0	0	0
Hospitality, inventory in rooms (2025)	508,244	9,892	8,783	7,115	N/A	26	795
Hospitality, occupancy rate (2025)	70%	63%	63%	62%	N/A	51%	69%
Hospitality, under construction in rooms (2025)	16,976	200	98	98	N/A	0	0

Data source: ESRI Business Analyst; American Community Survey; CoStar

The Urban Core CRA stands out among the three CRAs with the highest total assessed value of $1 billion across 2,400 non-exempt parcels, with an average assessed value of $446k. The highest-valued property is assessed at $62 million, significantly higher than in the other CRAs with its inclusion of major commercial and high-density developments.



Kindel Media

MARKET OPPORTUNITIES

Based on the assessment of the regional and local socioeconomic and market conditions, the following potential strategies are identified to further drive the city's economic development efforts:

- **Public realm strategy:** Induce and organize private development with investments in parks, open spaces, high-quality streets and sidewalks, and amenities. In the planning and implementation strategy, be mindful of gentrification and displacement risks.
- **Strategic development sites:** Identify shovel-ready development and/or adaptive reuse sites as demonstration projects. Attract private investments with streamlined site assemblage and community-supported visions.
- **Incentives:** Motivate private investments where ROI is currently too low relative to competition from other regions. Consider the following when designing and implementing potential incentive programs:

1. Tie the applicants' qualifying criteria to KPIs aligned with key policy goals and the City's Strategic Plan;
2. Conduct cost-benefit analysis to determine the programs' fiscal impact;
3. Consider a broad array of incentive tools - in addition to fiscal tools, consider zoning policies, land contribution, and permitting and regulatory relief as part of the toolkit;
4. Consider a phased approach to test the programs in specific high-priority areas before expanding their application;
5. Consider combine guidance on community benefits agreement with incentive design to ensure fairness and preempt gentrification concerns;
6. Leverage state and federal programs to maximize the impact of local programs.

- **Economic opportunities and wellbeing:** Continue to leverage workforce training partnerships as well as education programs to prepare residents for high-quality careers and attract businesses. Uplift residents with access to fresh food, health, and social services. Improve the perception of public safety. These improvements also help attract further private investments.

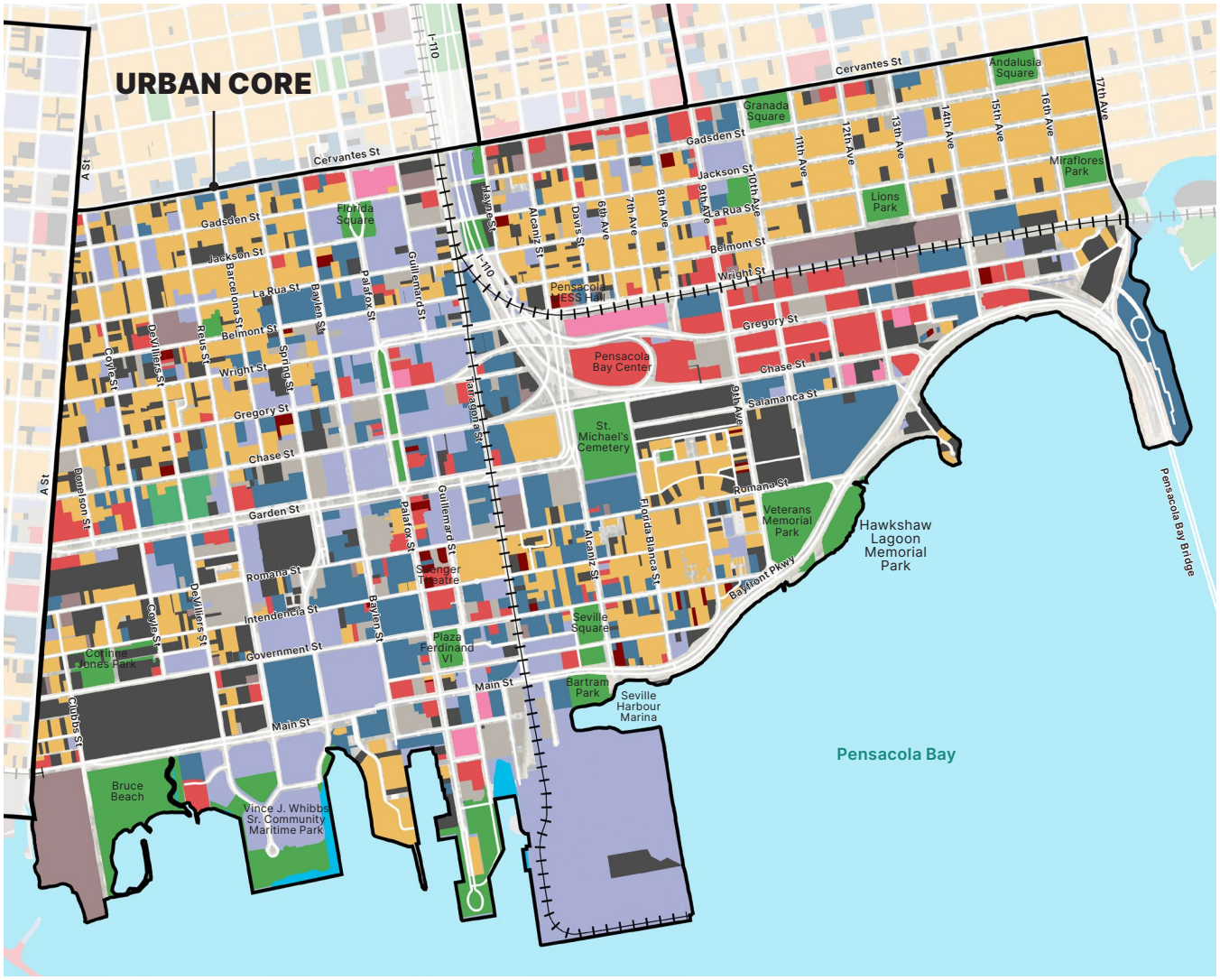
PHYSICAL PATTERNS



Mapping patterns during the workshop helps reveal objective conditions and prove residents' anecdotal experiences

PATTERN ANALYSIS OVERVIEW

The following series of diagrams is intended to reveal key characteristics and opportunities about the community by isolating both physical and zoning elements such as land use designations, street typologies, open space amenities, vacancies, distinct classifications, and more. Identifying patterns through these standardized analytical plan diagrams helps to target specific community place-based needs and opportunities.

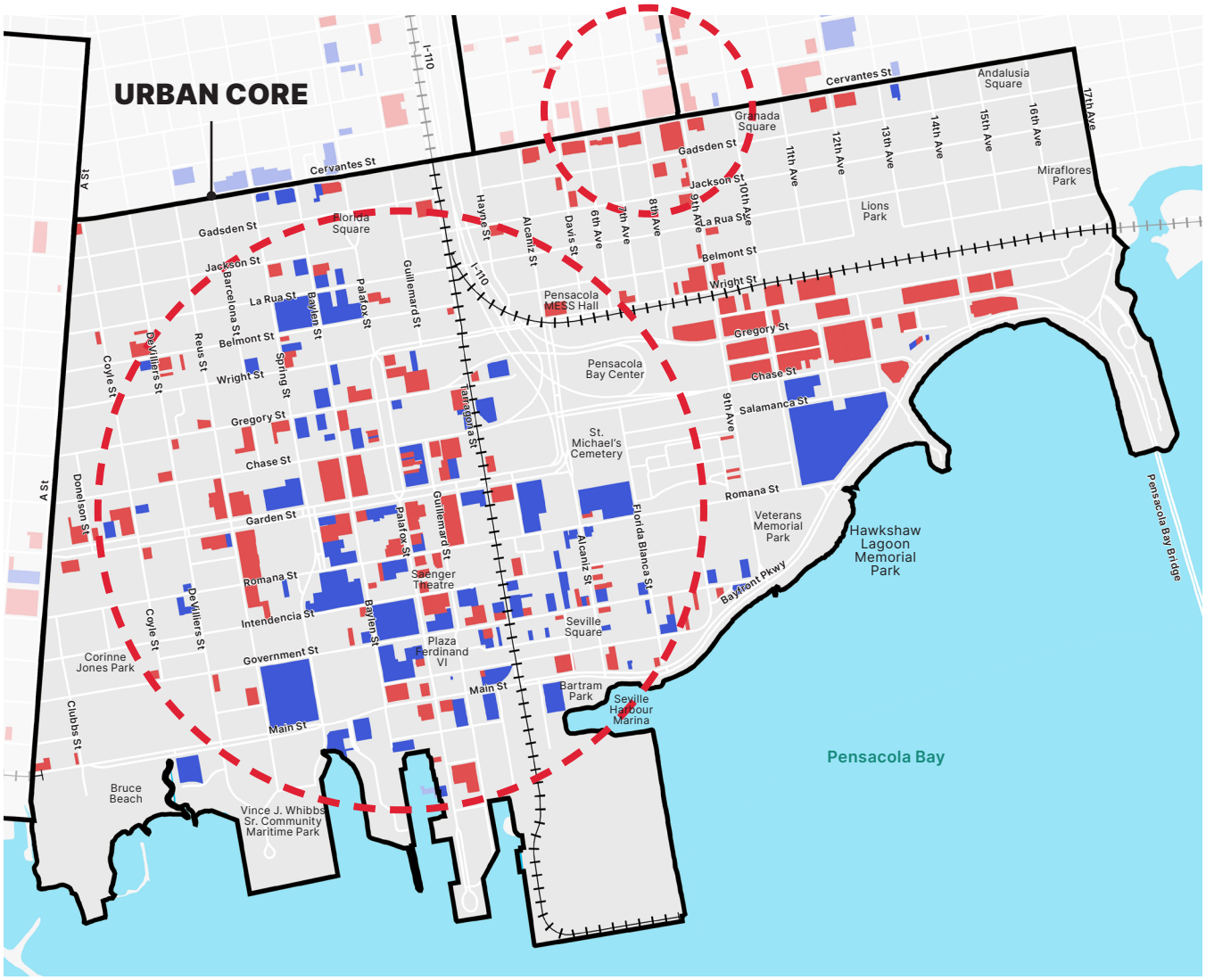


EXISTING LAND USES

As the cultural and governmental hub of the City of Pensacola and Escambia County, a large proportion of land in the Urban Core is classified as institutional, including municipal and county offices, churches, cultural organizations, military, and healthcare. The largest concentration of commercial uses is centered along Palafox, Garden, and Main Streets.

Open Space	7.63%
Hotel/Lodging	0.76%
Residential	18.74%
Institutional	18.38%
Industrial	6.21%
Retail/Commercial	5.96%
Office	11.12%
Mixed-Use	0.45%
Parking Lots	3.34%
Vacant	10.51%
Public Rights-of-Way	16.71%
Water	0.19%

Map created using ESRI GIS Data from City of Pensacola, January 2024

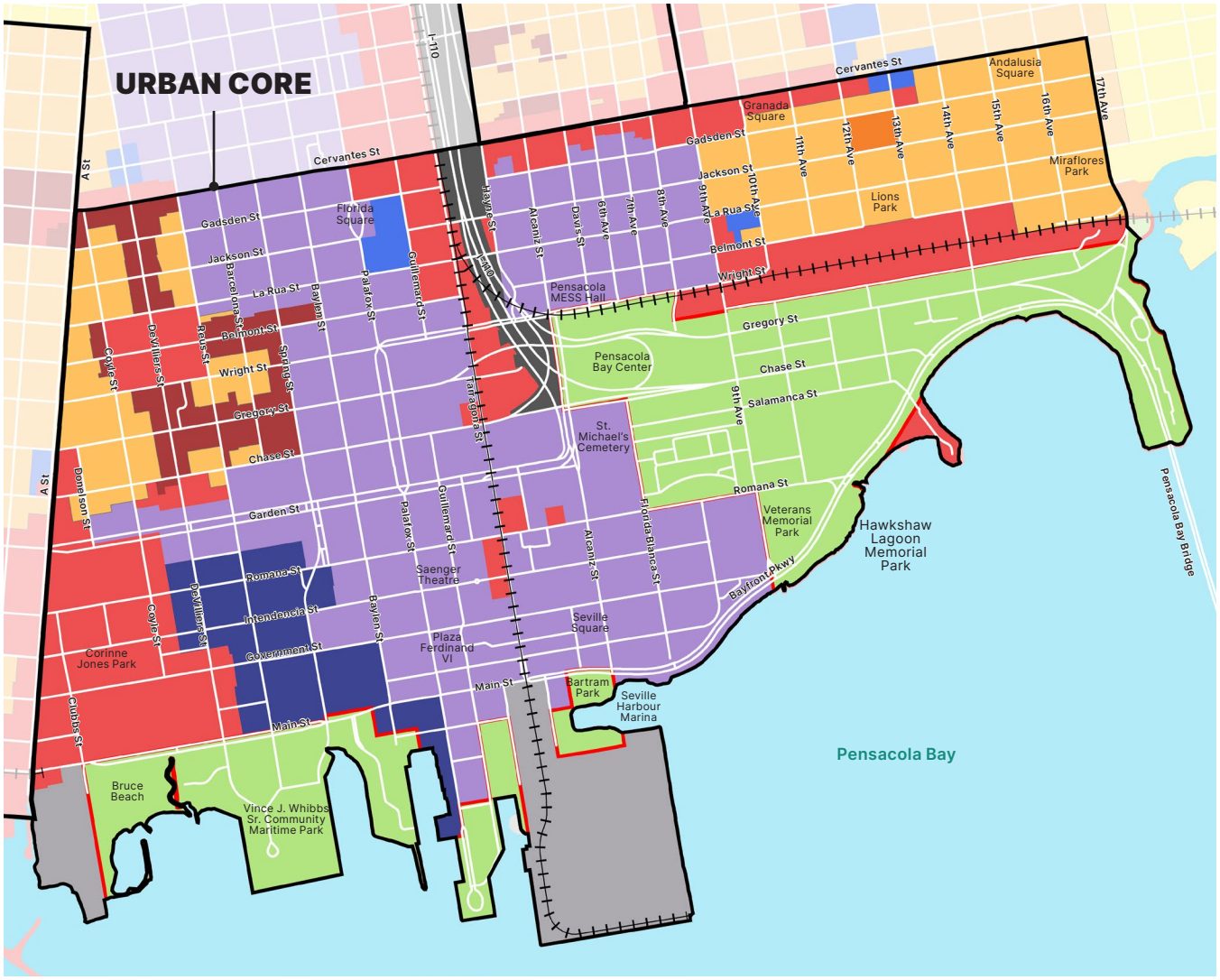


COMMERCIAL & RETAIL USES

The Urban Core includes the historic downtown. Retail in downtown is located along Palafox Street, Garden Street, Gregory Street, and 9th Avenue. Office uses are scattered throughout the Urban Core, with some concentrations on Main Street. The Urban Core also includes the car-oriented commercial area to the east along Gregory and Chase Streets. Some of these neighborhood centers, such as Belmont-DeVilliers, Old East Hill, North Hill, Palafox Historic Business District, and the Pensacola Historic District, have historic and cultural significance.

- Retail/Commercial Use
- Commercial Office Use
- Commercial Centers

Map created using ESRI GIS Data from City of Pensacola, January 2024

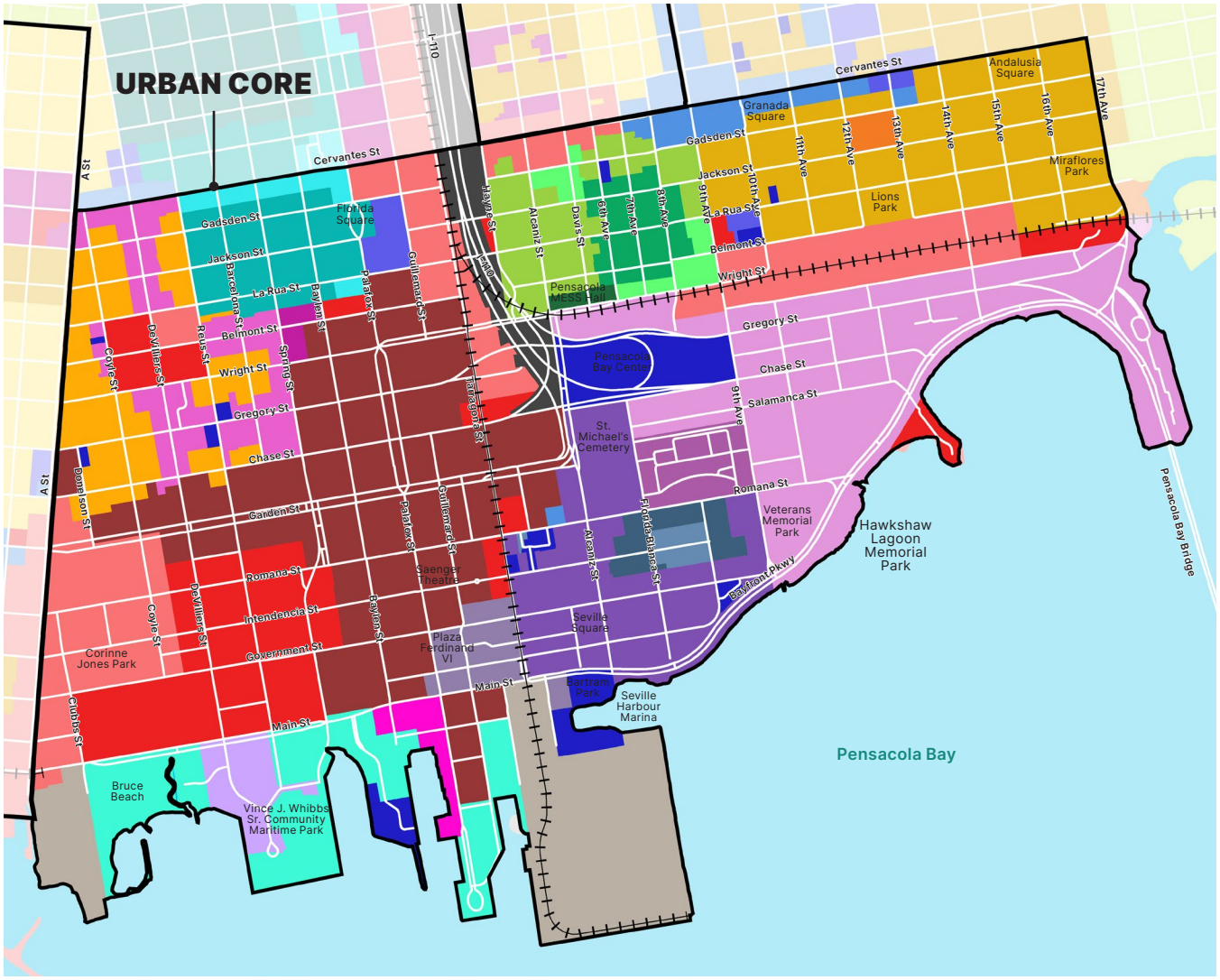


FUTURE LAND USE

The City of Pensacola Land Development Code (LDC) establishes the intended future land uses for districts and parcels. The City is currently in the process of revising the LDC, and the map above may change with future updates. The full range of future land use categories are listed to the right.

- Conservation Land Use (CO)
- Low-Density Residential Land Use (LDR)
- Medium-Density Residential Land Use (MDR)
- High-Density Residential Land Use (HDR)
- Office Land Use (O)
- Residential/Neighborhood Commercial Land Use (RNC)
- Commercial Land Use (C)
- Industrial Land Use (ID)
- Historic and Preservation Land Use (HP)
- Redevelopment Land Use (R)
- Business (B)
- Interstate Corridor (IC)

Map created using ESRI GIS Data from City of Pensacola, January 2024

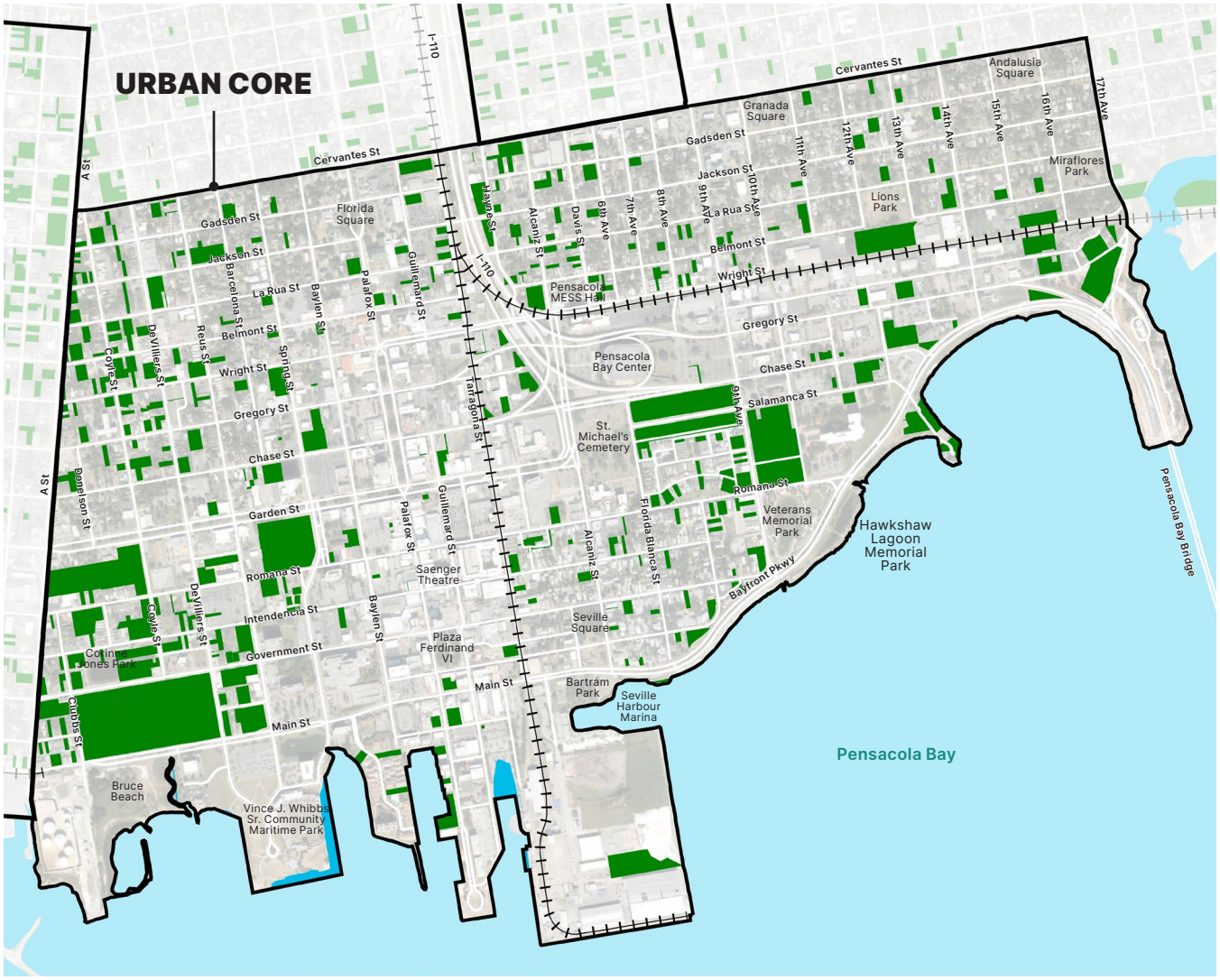


ZONING

The Urban Core includes a wide variety of zoning classifications, which are intended to create pedestrian-oriented environments with active ground-floor uses to maintaining the city's historical character.

- Commercial (C-2)
- Commercial (C-3)
- Downtown Retail Commercial (C-2A)
- Gateway Redevelopment District
- Gateway Redevelopment District – Aragon
- Historical Commercial (HC-1)
- Historical Commercial (HC-2)
- Historical Multiple Family and Office
- Historical One and Two Family
- Industrial
- Interstate Corridors
- Multiple Family
- North Hill Preservation Commercial
- North Hill Preservation Multiple Family
- Old East Hill Preservation Commercial (OEHC-3)
- Old East Hill Preservation Neighborhood (OEHC-1)
- Old East Hill Preservation Residential/ Office (OEHR-2)
- Old East Hill Preservation Retail Commercial (OEHC-2)
- One and two family (R-1AA)
- One and two family (R-1B)
- Residential/Neighborhood Commercial
- Residential/Neighborhood Commercial (R-NCB)
- Residential/Office
- Retail Commercial (C-1)
- Site Specific Development
- South Palafox Business District
- Waterfront Redevelopment District
- Waterfront Redevelopment District (WRD-1)

Map created using ESRI GIS Data from City of Pensacola, January 2024

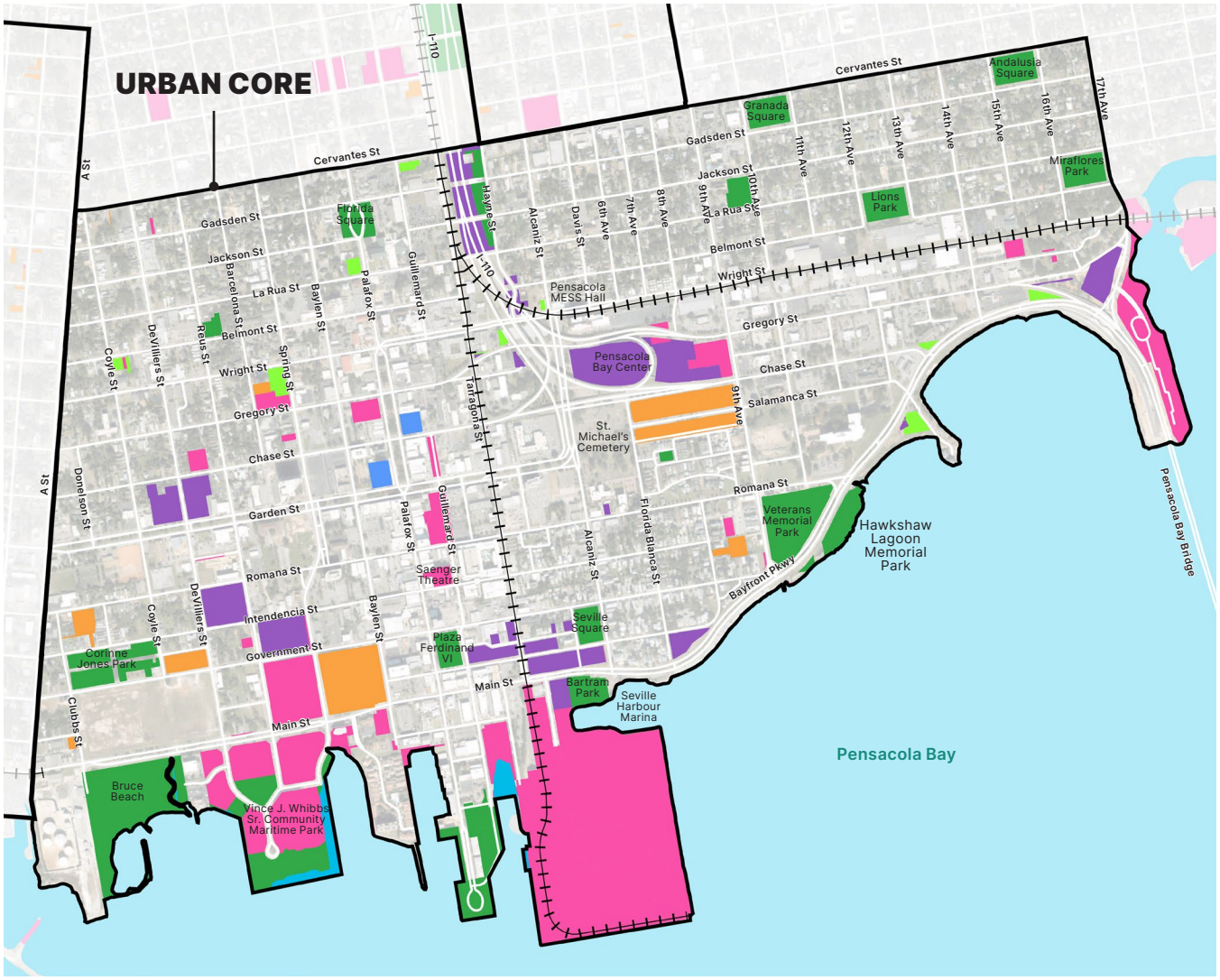


VACANCY

Vacant Lots

Approximately ten percent of the land in the Urban Core is vacant. These are unoccupied lots that are not being used for their intended purpose. Some of the vacancies are consolidated in large blocks of land, which creates a wider variety of opportunities for development. These lots are also in close proximity to the waterfront. The vacant lots on the north half of the Urban Core are more scattered and smaller in size.

Map created using ESRI GIS Data from City of Pensacola, January 2024

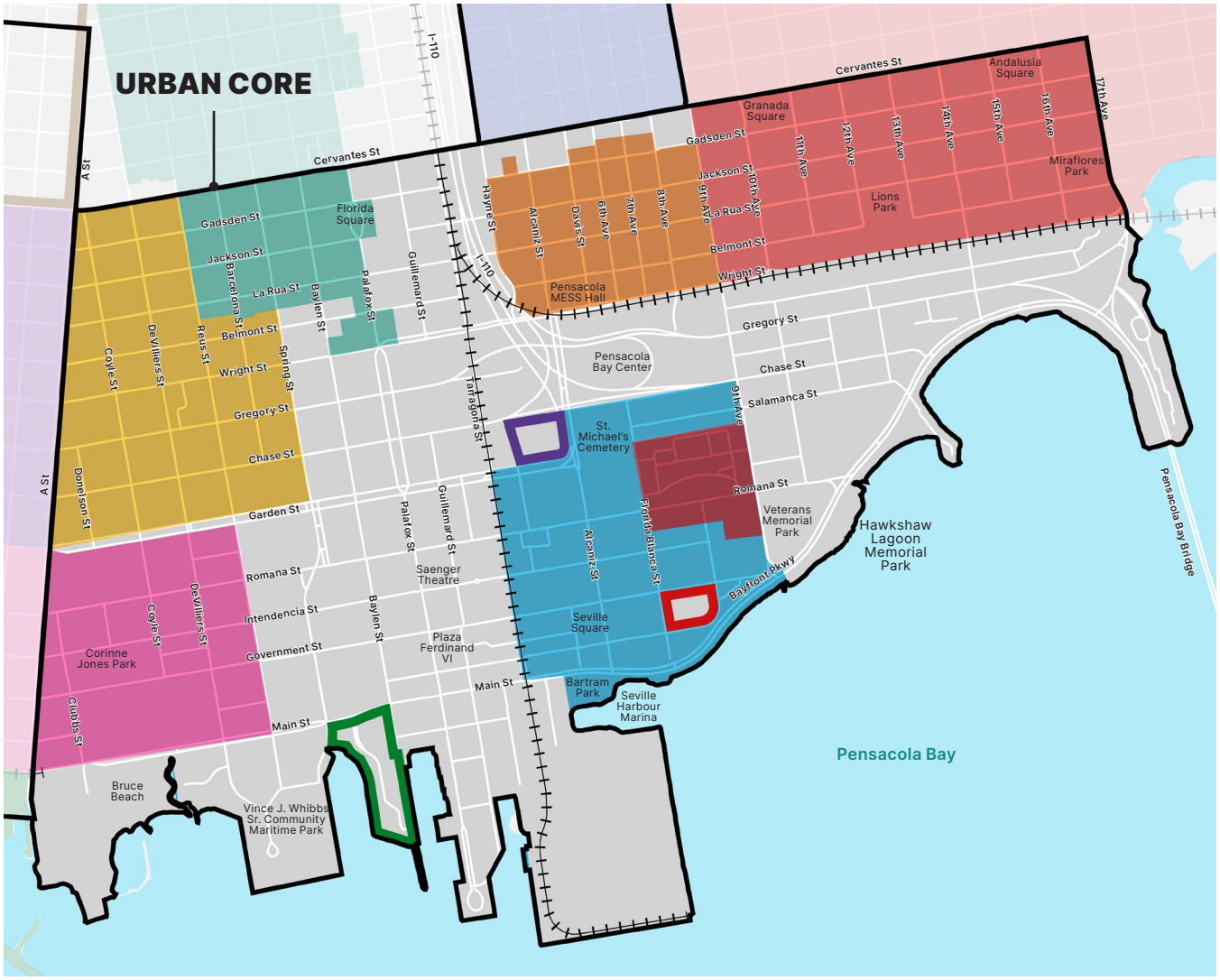


PUBLICLY-OWNED LAND

Publicly-owned land is an important asset. It can incentivize development that benefits the community and be used to create amenities such as open spaces and recreation facilities. Within the Urban Core, there is a large proportion of the waterfront that is publicly owned, including the port, Palafox Pier, Community Maritime Park, and Bruce Beach. This land makes up important public access to the bay. The most prominent publicly-owned development opportunities are the ECUA redevelopment site, future development sites adjacent to Community Maritime Park, and 101 W Main Street.

- Federal-owned land
- State-owned land
- County-owned land
- City-owned land
- City-owned parks & open space
- City-owned vacant land

Map created using ESRI GIS Data from City of Pensacola, January 2024



NEIGHBORHOODS

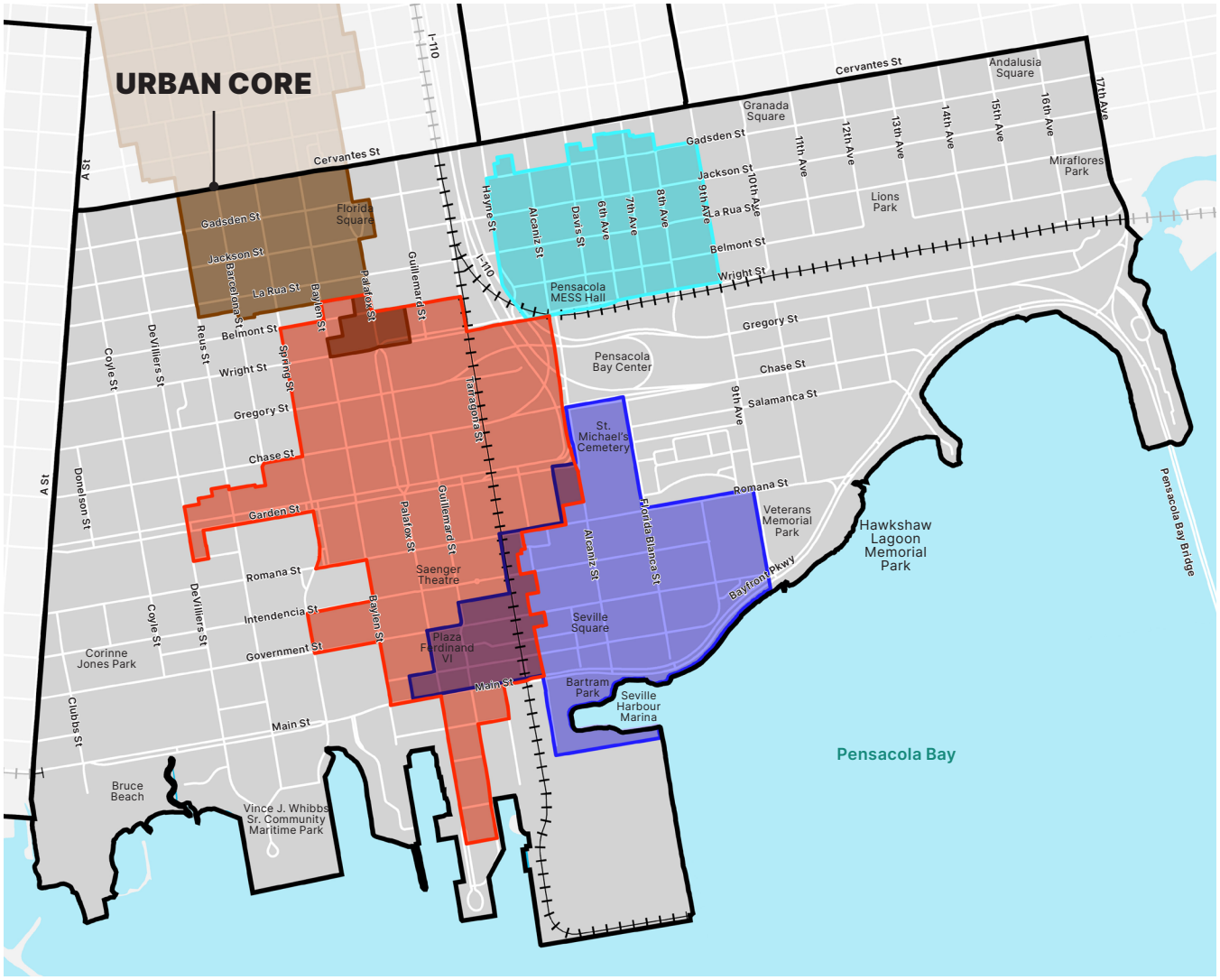
There are seven established neighborhood associations in the Urban Core, and three neighborhoods that are not members of the Council of Neighborhood Association Presidents of Pensacola (CNAPP), shown below and on the adjacent map.

- Tanyard
- Belmont-DeVilliers
- North Hill
- Old East Hill
- East Hill
- Aragon
- Seville Square Historic District

OTHER

- Carlton Palms Condominium Association
- Port Royal Owners Association
- Seville Place Homeowners Association

Map created using ESRI GIS Data from City of Pensacola, January 2024



Map created using ESRI GIS Data from City of Pensacola, January 2024

HISTORIC DISTRICTS

Because of Pensacola's long history, there are many areas that are historically and archaeologically important. Several historic districts have been established to preserve the heritage and architectural character of these areas. The Urban Core CRA District includes all four districts.

Pensacola Historic District

The Pensacola Historic District is bounded to the north by Chase Street, to the east by 9th Avenue, to the west by Palafox Street, and to the south by Pensacola Bay. The district was locally designated in 1968 and listed in the National Register of Historic Places in 1970. The period of significance for this district spans over 250 years, starting with the Spanish occupation of downtown Pensacola in 1754. The structures that currently comprise the Pensacola Historic District are mainly 19th and 20th century buildings. Architectural styles within this district include French Creole cottages, Victorian, Greek Revival, and many frame vernacular structures of the 19th century. The 36-block district lies just south of Aragon Court, a modern, new urbanism development which adheres to its own, separate design code and review board.

North Hill Preservation District

The North Hill Preservation District is bounded to the north by Blount Street, to the west by DeVilliers Street, to the south by Wright Street, and to the east by Palafox Street. The city ordinance boundaries were outlined in 1973-74 and the district was listed in the National Register of Historic Places in 1983. The period of significance for this district spans two distinct periods: 1870-1910 and 1910-1930, in addition to post-1930 structures that mostly maintain continuity in size, fabric, and residential use. Architectural styles within this district include Queen Anne, Classical Revival, Tudor Revival, Spanish Colonial Revival, Modern, and Bungalow.

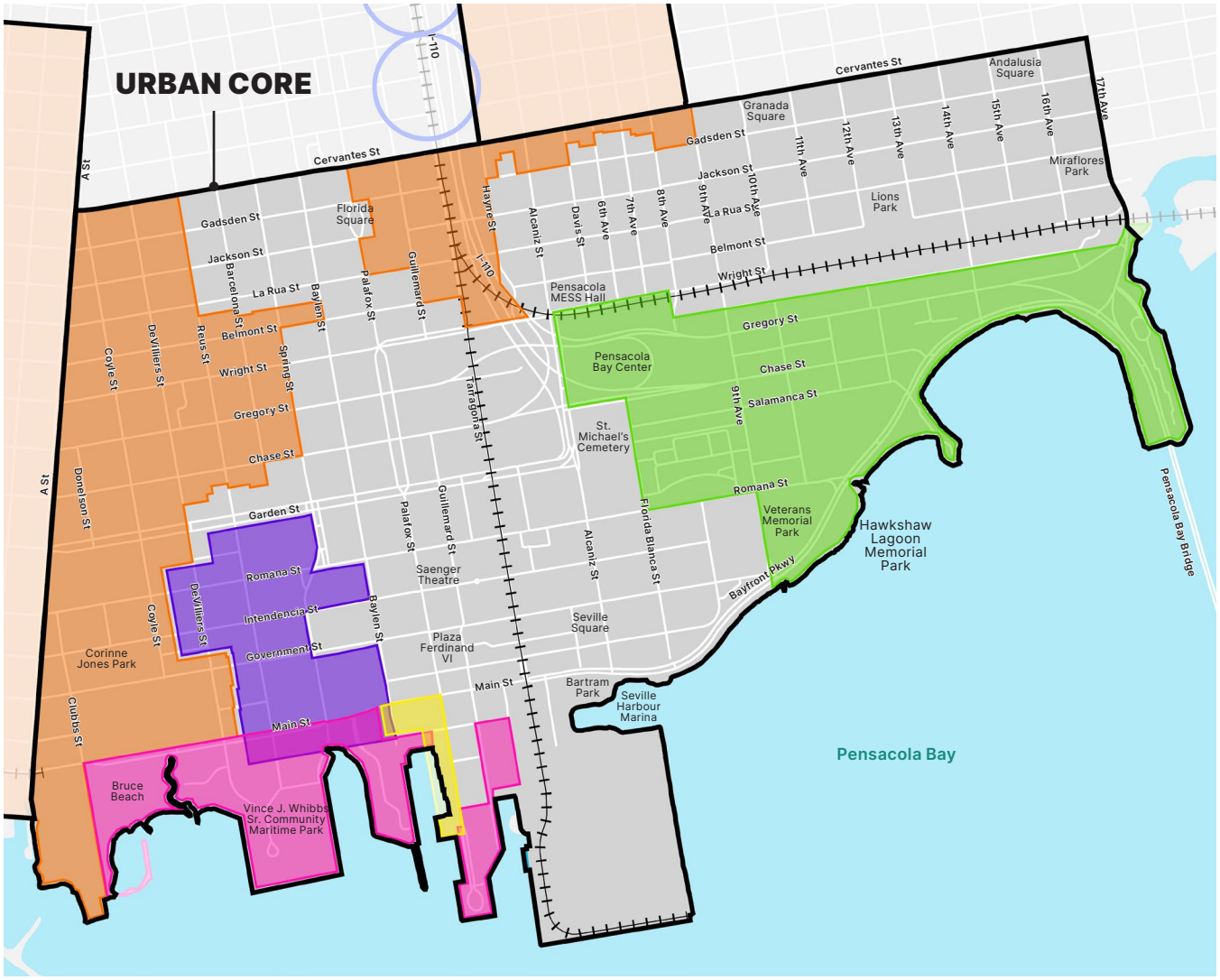
Old East Hill Preservation District

The Old East Hill Preservation District is bounded to the north by Gadsden Street, to the east by 9th Avenue, to the south by Wright Street, and the west by Hayne Street. The preservation zoning ordinance was drafted by the East Hill Preservation Association in 1984. The district is composed mainly of residential structures and its period of significance is 1870-1920s. The architectural styles are primarily vernacular, but a few properties display major styles of the time including Craftsman, Mission, and Queen Anne.

Palafox Historic Business District

The Palafox Historic Business District is roughly bounded to the north by Wright Street, to the west by DeVilliers and Spring Streets, to the south by Main Street, and to the east by Tarragona Street. The eight-block Palafox Historic Business District was established to preserve the existing development pattern and distinctive architectural character of historic downtown's commercial district.

The district was listed in the National Register of Historic Places in 2016. The period of significance for this district spans three distinct periods: 1880-1914, 1915-1945, and 1946-1965. Many of the buildings exhibit masonry vernacular construction; formal styles include Greek Revival, Renaissance Revival, Chicago School and Beaux Arts, in addition to a limited number of frame vernacular buildings. Buildings located west of the Palafox Historic Business District are part of the Governmental Center District and the Waterfront Redevelopment District is located to the south.



Map created using GoMaps 4.0 GIS Data from City of Pensacola, September 2024

UNIQUE DISTRICTS

There are several unique districts and overlays that require sensitive design and enhanced access in the City of Pensacola. The Urban Core CRA District includes the Waterfront Redevelopment District, Gateway Redevelopment District, South Palafox Business District, CRA Urban Design Overlay, and Governmental Center District.

UNIQUE ZONING DISTRICTS

Waterfront Redevelopment District

The Waterfront Redevelopment District is located south of the downtown area along the waterfront. It was established to promote water-related use development along the downtown waterfront, while preserving the existing shoreline and natural assets. The goal is to provide improved public access, create new amenities and gathering spaces for visitors, and maintain the existing area character.

Gateway Redevelopment District

The Gateway Redevelopment District was established to ensure an orderly redevelopment of the southern city gateway area. The goal is to ensure the area is visually and aesthetically pleasing, maintain existing sight-lines to the waterfront, improve traffic patterns and pedestrian safety, and maintain the existing Bayfront Parkway character.

South Palafox Business District

The South Palafox Business District was established to promote development in the historic downtown waterfront area while maintaining the historic character and access to waterfront activities.

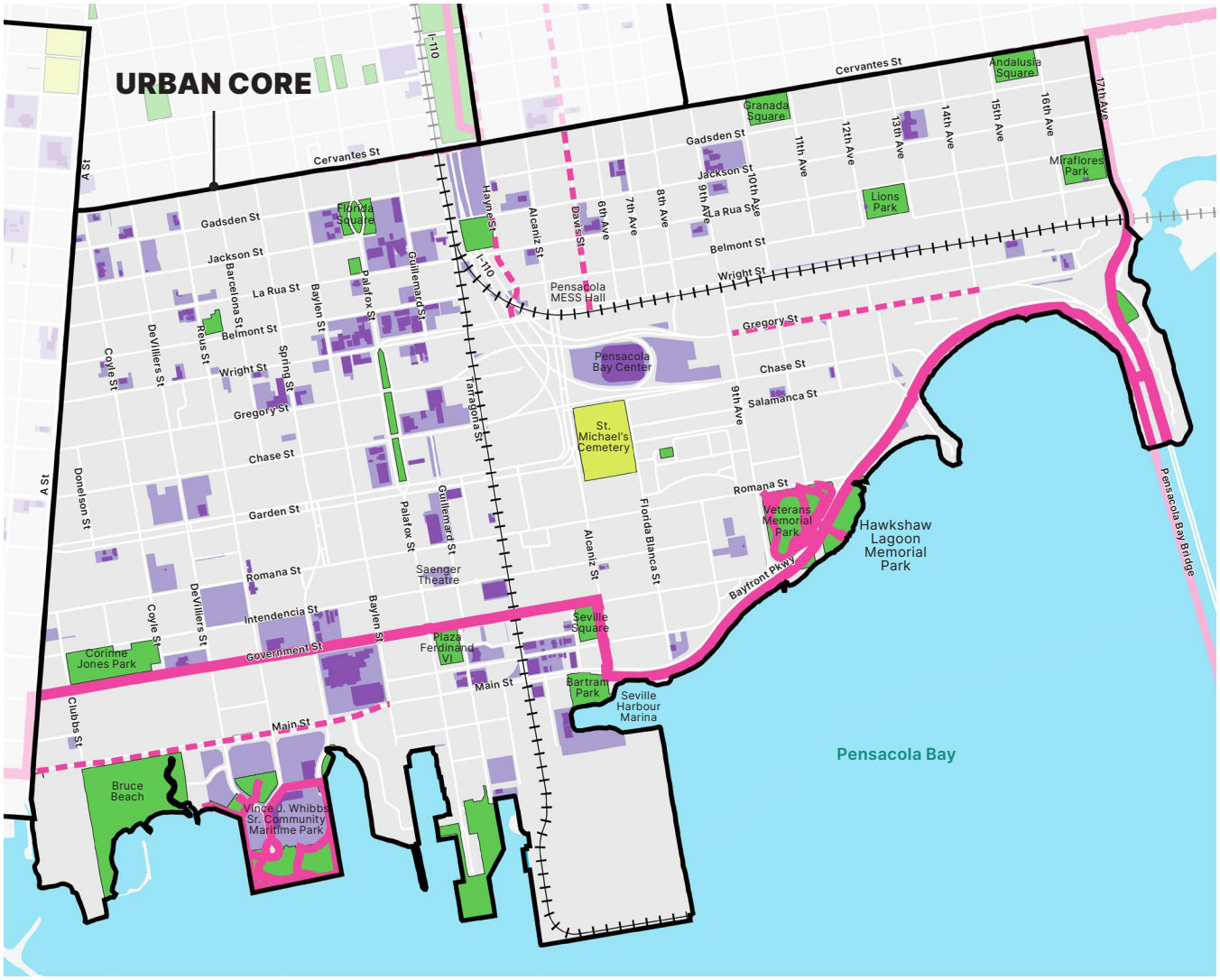
ADDITIONAL OVERLAYS

CRA Urban Design Overlay

The CRA Urban Design Overlay area covers all the of Eastside CRA District, the majority of the Westside CRA District, and parts of the Urban Core CRA District. The purpose of the district is to improve the visual appearance of these areas, while preserving the urban and architectural character. The regulations support replacing blighted properties with quality, pedestrian-oriented development and encourages a mix of uses that can support a variety of locally-oriented businesses and cultural institutions.

Governmental Center District

Adjacent to the Palafox Historic Business District, the Governmental Center District is roughly bounded to the north by Garden Street, to the west by Coyle and DeVilliers Streets, to the south by Cedar Street, and to the east by Baylen Street. The Governmental Center District was created on February 22, 1979 with the passage of Ordinance number 04-79 by the Pensacola City Council.



PARKS, OPEN SPACE, AND AMENITIES

The Urban Core includes many parks, open spaces, and public amenities that enhance the livability and desirability of these areas, including:

- Andalusia Square
- Aragon Park
- Blake Doyle Skate Park
- Bartram Park
- Bruce Beach
- Corinne Jones Park
- Florida Square
- Granada Square
- Henry W. Wyer Park
- Kiwanis Park
- Lions Park
- Martin Luther King, Jr. Plaza
- Miraflores Park
- Palafox Pier
- Plaza Ferdinand VII
- Seville Square
- St. Michael's Cemetery
- Veterans Memorial Park
- Vince J. Whibbs Sr. Community Maritime Park

Parks & Open Space
Cemetery
Institution/Community Amenity
Trail Network
Dedicated Bike Lanes

Map created using ESRI GIS Data from City of Pensacola, January 2024

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TRANSPORTATION ANALYSIS SUMMARY

EXISTING CONDITIONS

Understanding the existing conditions of transportation infrastructure and usage establishes a foundation for developing near-, medium-, and long-term recommendations to ensure that all residents enjoy safe and comfortable mobility options. This assessment was assembled from a variety of sources, including city and FDOT traffic and crash data, previous plans, and resident comments.

Geography & Layout

The Urban Core is the geographic heart of density in Pensacola, with lots of roadways and traffic that ends at the shoreline. There are twelve high-volume roadways in the Urban Core to service residents and visitors, most of which provide wide lanes for cars and very little, if any, pedestrian or bicycle infrastructure. However, some streets are focused less on moving traffic as quickly as possible and instead on creating great spaces for pedestrians to gather, shop, and wander; N Palafox Street is one of these great streets.

Mobility is a challenge due to the location of I-110, which disconnects neighborhoods to the east from the downtown.

Pedestrian & Bicycle Facilities

The Urban Core features the most connected and well-maintained network of sidewalks in the city but lacks a strong bicycling network. The few bike lanes that do exist are poorly marked and seem to emerge and disappear without warning or reason. Additionally, the 208 acres of surface parking lots that proliferate the Urban Core designates huge swathes of spaces for cars, which feels unpleasant and unsafe for all other users.

Roadway Safety

The allocation of space within rights-of-way tends to favor space for cars over any other form of travel. Drivers tend to drive faster as lanes widen, further decreasing the safety of pedestrians, bicyclists, and the drivers themselves. The Urban Core has the highest concentration of moderate- to high-stress roads and pedestrian- and bicyclist-involved crashes in all the CRA Districts. The Active Transportation Plan (ATP) adopted in 2023 identified the intersections of N Palafox Street at W Wright Street and N 9th Avenue at E Gregory Street as two of the top five "high crash intersections" within the CRA Districts.

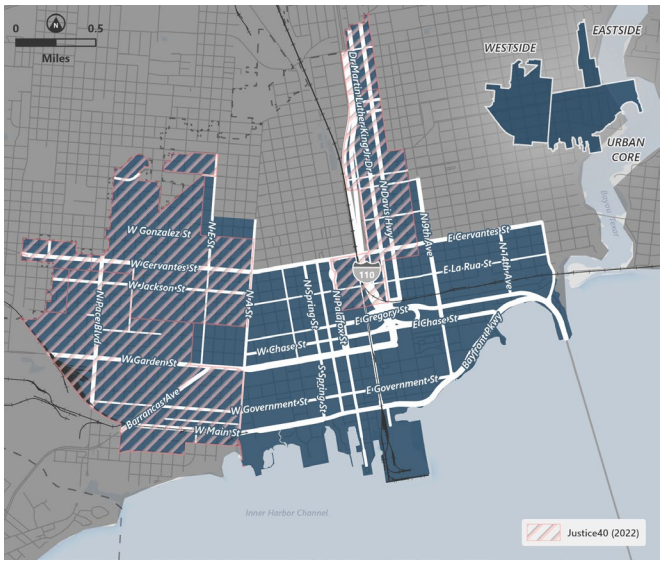


Katie E

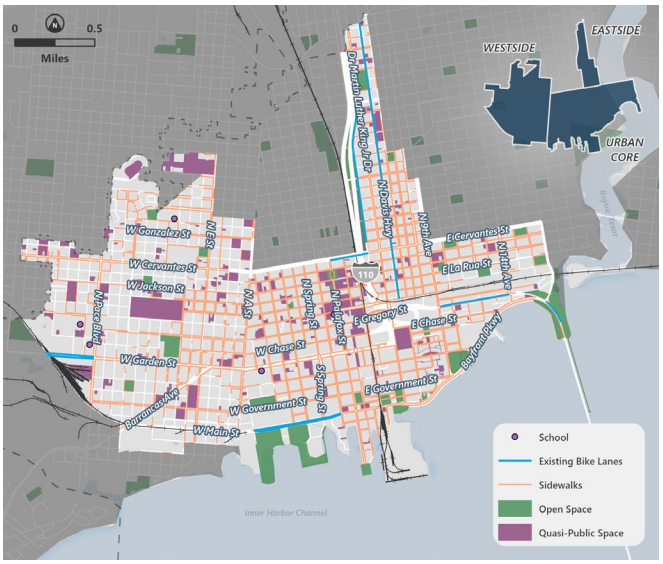
WHAT IS WALKABILITY?

Walkability is a term that refers to the ease and ability to access amenities on foot. Great urban places tend to be very walkable, meaning that residents and visitors are able to walk (or use mobility aids) to safely and comfortably reach destinations like shops, daily services, parks, schools, employment centers, and more. Ideally, making a place more walkable will translate into more people choosing to walk instead of driving, which has health, social, economic, and environmental benefits.

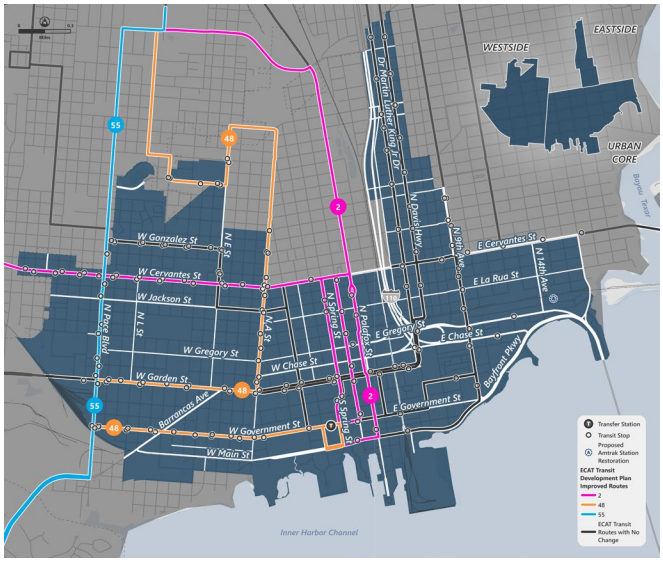
This concept also often extends to bicycling infrastructure, called "bikeability." Leading to the same benefits, bikeability is another important ingredient for great urban places.



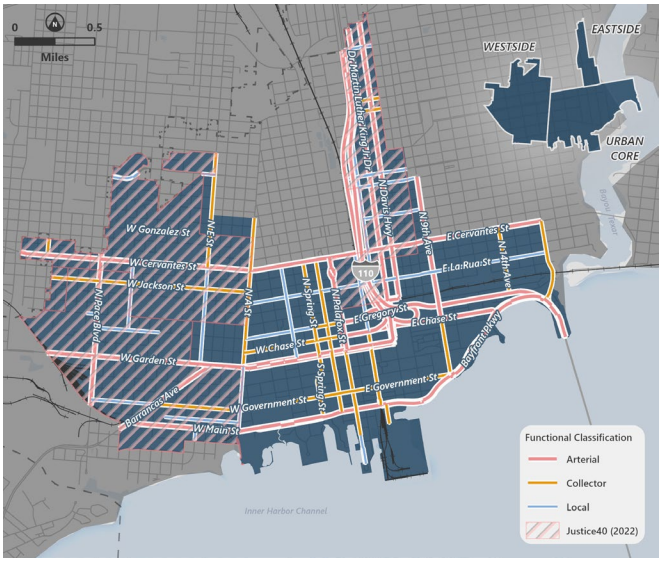
Major Roadways and USDOT Disadvantaged Communities



Pedestrian & Bike Facilities and Community Assets



Transit Routes & Stops



Functional Classification of Streets

Equity and Transportation

The Urban Core ranks in the 79th percentile for transportation cost burden, compared to the city's 63rd percentile rank; and 75th percentile rank for traffic safety versus the city's 46% percentile rank. This indicates that Urban Core residents pay slightly more for moderate services compared to others in the city.

Areas prone to flooding in the Urban Core may also impact the maintenance needs and availability of transportation infrastructure.



RECOMMENDATIONS



BIG IDEAS FOR THE URBAN CORE

ABOUT THE RECOMMENDATIONS

The recommendations in this plan are based on the input gathered during the public engagement process for the Urban Core, and an extensive analysis of existing conditions and ideas in prior plans, and a study of best practices. These recommendations build on prior work, while acknowledging the current market conditions, and the ever-evolving needs of the community. The recommended strategies and policies are broken down into in order to manage implementation of the plan. This chapter includes key areas of focus to enhance the Urban Core, followed by policy recommendations that provide additional detail on how to this vision a reality.



Connecting to the waterfront is important in the Urban Core

CORE CONCEPTS

The following are core concepts to invest in to complement recent successes in the Urban Core, while addressing some of the areas that remain a challenge. This includes completing the City's vision for the waterfront, building on investment in Belmont-DeVilliers, and supporting the vibrant commercial activity along Palafox Street. These ideas reflect the priorities that were heard throughout the public engagement process on how best to improve the Urban Core.



Belmont-DeVilliers streetscape

Reconnecting and Reactivating the Wright and Alcaniz Area

The area around the Pensacola Bay Center is currently constricted by the movement of vehicles accessing I-110. There's an opportunity to reimagine this area, activate the underutilized lots, and reclaim this area as a vibrant, connected area. Recommendations and policies entail taming the streets that currently act as barriers, and improving pedestrian connections so that residents can move safely between cultural amenities in this area.

Celebrating Neighborhood Identity

The Urban Core is comprised of several unique neighborhoods, including Belmont-DeVilliers, Palafox Streets, neighborhood which has an important history as a hub for music and entertainment. Recent efforts have sought to preserve the remaining historic businesses and tell the story of the area. Future investments should build on the momentum of recent development activity in this area, while ensuring that infill development is meeting the needs of the community, including mixed-income housing. Given the diversity of the Urban Core, celebrating neighborhood identity is an opportunity to tell the full story of Pensacola.



Downtown Pensacola streetscape



Downtown Pensacola meets the waterfront at Palafox Pier



Mural near Belmont-DeVilliers

A Connected Waterfront

The waterfront currently transitions from an industrial port to a public promenade and recreational amenity for residents and visitors. Future investment can help to connect elements of the waterfront promenade, and draw people into interesting spaces and neighborhoods in the Urban Core. Opportunities remain to create new destinations and mixed-use development that can complement the historic Palafox Street.

Connecting Public Space

There is a series of open spaces of multiple scales and types throughout the Urban Core. These include Blake Doyle skate park, Ferdinand Plaza, and Veterans Memorial Park among others. Yet, there are also some high traffic streets that present challenges to pedestrian safety and to cyclist. In the future, certain connections can be prioritized, ensuring a safe, continuous network through the Urban Core, down to the waterfront, and between the neighborhoods.



Putting It All Together Policy Recommendations & Special Demonstration Projects in the Urban Core

RECOMMENDATIONS

1. 101 West Main Street Development
2. City Hall Site
3. Technology Park
4. Commendencia Slip
5. Parking Lot at Palafox & Gregory Street
6. Parking Lots at 100 W Intendencia Street & 150 S Baylen Street
7. Mixed-Use Grocery Development
8. Community Maritime Outparcel Development
9. Port of Pensacola
10. ECUA Redevelopment
11. Bluffline along Bayfront Parkway
12. Lions Park Connection
13. East Gateway at Gregory & 17th
14. Bruce Beach Phase 3
15. Wayside Park
16. Bartram Park
17. Baylen Slip Improvements

SPECIAL DEMONSTRATION PROJECTS

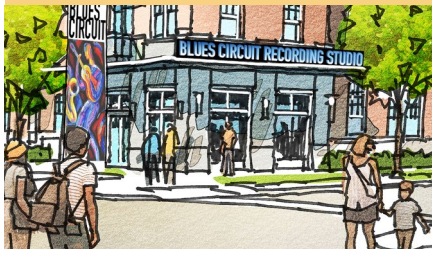
Special Demonstration Projects are examples of potential projects that achieve community goals by addressing all six categories of recommendations. These projects show potential future visions that are subject to change. In the Urban Core, these catalytic projects could include:

** The quotes shown on the Special Demonstration Project pages represent comments received from residents and stakeholders throughout the engagement process, including community meetings, surveys, website commenting tools, etc. Minor adjustments to the language of the comments were made for clarity purposes only.*

1. Hashtag & Waterfront Development



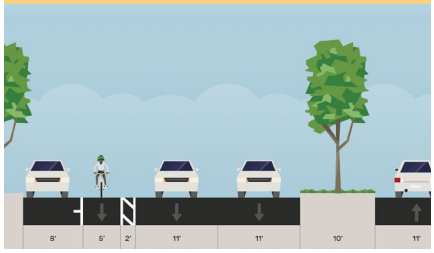
2. Belmont-DeVilliers



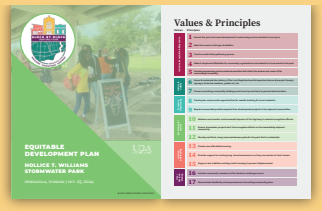
3. Reus Street Block



4. Wright & Alcaniz Area



5. Hollice T. Williams Park and the Equitable Development Plans



HOW THE RECOMMENDATIONS ARE ORGANIZED

Recommendations are organized into the following topics:

Land Use, Zoning, and Special Districts
These recommendations are focused on optimizing planning regulations to encourage appropriate future development while preserving the existing character of neighborhoods.

Economic Development
These recommendations target initiatives that boost local economies by bringing commercial and rich mixes of uses into the district.

Neighborhood Development
These recommendations are aimed at strengthening neighborhoods through partnerships, capacity building, and building on existing assets.

Housing
These recommendations are focused on creating a wide range of affordable/attainable housing options.

Transportation, Streets, and Parking
These recommendations are intended to improve safety, connectivity, accessibility, and navigability for all users.

Open Space and Community Amenities
These recommendations aim to improve public spaces and equitably distribute and provide community resources.

SPECIAL DEMONSTRATION PROJECT

HASHTAG & WATERFRONT DEVELOPMENT



Do you think that adding more residential, retail, and other uses to the waterfront will benefit the Urban Core CRA District?

Yes	75.61%
No	13.82 %
Not sure	10.57 %

*For full survey results, see Appendix



About the Special Demonstration Project

The Hashtag Plan, which has been in implementation since 2019, is the foundation for this Special Demonstration Project. Building on the pedestrian-focused improvements to Main, Palafox, Jefferson, and Cedar Streets, multiple vacant sites should be targeted for infill development to ensure a complete urban experience.

The Cedar Street improvements, which include adding a *woonerf* (a pedestrian street), require activation with around-the-clock uses. Adding a hotel complements the pedestrian-experience of the *woonerf*, while public garages added to several city-owned lots will provide accessible parking for visitors and residents. On Palafox Street, filling in gaps with housing and retail on city-owned lots helps create a cohesive experience leading to the waterfront.

Plaza de Luna and Palafox Pier are well-loved spaces. However, currently the driveway that loops the green space and splash pad put children in proximity to moving vehicles, deterring parents from letting children play freely. Many people fish from the pier, but there are limited opportunities to get closer to the water. Relocating the splash pad away from moving traffic and adding more access to the water, such as piers for fishing, kayaking, boating, and recreational or dinner cruises would bring more family-friendly amenities to the space.





"Have a variety of water activity options"

"Absolutely activate the waterfront!"









LEARNING FROM GREAT STREETS: ABOUT WOONERFS (SHARED STREETS)

The *woonerf*, a type of road design that encourages multimodal transportation and blends pedestrian and vehicle space, was born as a reaction to the car-centric development that began dominating American and European city planning in the mid-twentieth century. *Woonerf* is a Dutch word which literally translates to "living yard," and refers to a street that has been designed to prioritize the pedestrian over the driver. Pedestrians are allowed to use the full width of the public road, instead of being relegated to narrow sidewalks on the edges of the right-of-way. Often curbless environments with minimal distinction between zones, the *woonerf* concept promotes walkability by forcing drivers to slow down, stop for and pedestrians or bicyclists.

While this concept may not work everywhere, the *woonerf* can be a powerful tool for cities to enhance the safety and comfort of pedestrians and bicyclists. It can also help to reinforce placemaking concepts near neighborhood nodes when paired with a change in paving material and signage indicating the "rules of the road."

"Make streets safer and more comfortable for pedestrians"

Community Feedback

The community expressed strong support for more residential and retail along the waterfront. Top priorities for residents included:

- Housing affordability;
- Adequate parking;
- Traffic calming and safety;
- Maintaining waterfront views.

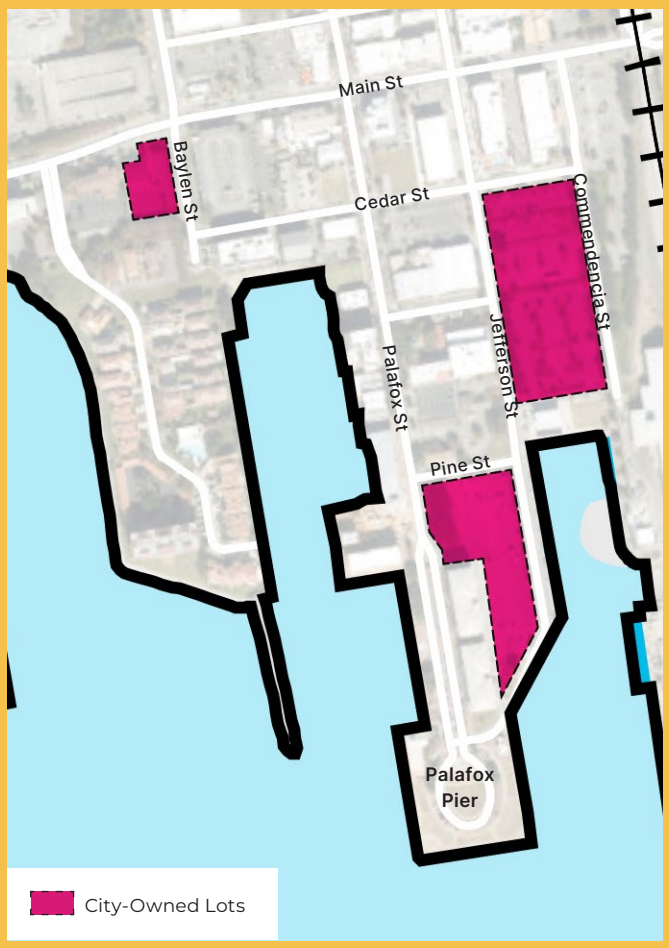
Implementation & Next Steps

Securing funding and permission for the public parking garages should be first priority, as this will be an impetus for further waterfront development. Additionally, the CRA should identify developable parcels for residential and retail uses.

Other cities have accomplished affordability in highly-desirable locations like waterfronts through a variety of mechanisms, including:

- Creating an inclusionary zoning requirement (a minimum number of units in a development that must be made affordable);
- Partnering with housing authorities to incorporate a small number of voucher units into market-rate housing developments;
- Developing mixed-income housing that provide opportunities for a range of incomes.

"Allowing waterfront access downtown will help it thrive"



City-Owned Lots



Visit Pensacola



City of Pensacola

Plaza de Luna sculpture and splash pad

"Allow access to the waterfront for everybody"

RELATED POLICY RECOMMENDATIONS

LAND USE, ZONING, AND SPECIAL DISTRICTS

- Develop Design and Form Standards for all projects receiving CRA funding
- Upzone for higher-density multifamily residential
- Fund efforts to develop identity and branding for special districts in Downtown Pensacola in collaboration with the Downtown Improvement Board (DIB)

ECONOMIC DEVELOPMENT

- Designate Cedar Street and/or Palafox Street as candidates for the Main Street program
- Design buildings with pedestrian-scaled building elements to activate and extend the Palafox Street experience

NEIGHBORHOOD DEVELOPMENT

- Work with Escambia County to execute joint projects, such as streetscape improvements
- Develop unique identity and branding for the Cedar Street *woonerf* as part of the Hashtag project
- If current or future base flood elevations make ground floor mixed-use a challenge, prioritize funding for dry floodproofing along Cedar Street
- Develop a public parking garage(s) on the lots north of Commendencia Street, prioritizing retail frontage on Cedar Street

HOUSING

- Develop high-quality multifamily housing with a mixed-income component
- Develop multi-family housing according to New Urbanist design principles with high-quality multi-family or townhouses development offer new housing options in the neighborhood

TRANSPORTATION, STREETS, AND PARKING

- Rebuild Cedar Street as a pedestrian-first *woonerf* with integrated low-impact stormwater design

OPEN SPACE AND COMMUNITY AMENITIES

- Improve Palafox Pier to be a more family-friendly space, with a playground, splash pad, and public waterfront access for kayaks, boating, fishing, and leisure cruises
- Partner with the City to identify potential locations for public restrooms, including at Palafox Pier

SPECIAL DEMONSTRATION PROJECT

BELMONT-DEVILLIERS INFILL DEVELOPMENT







About the Special Demonstration Project

As a historic African-American neighborhood, Belmont-DeVilliers was once full of vibrant music, arts, and nightlife. The community has made efforts to bring back this cultural history by building back housing, businesses, and community resources. This project builds on that work, identifying underutilized properties for infill development to fully realize the neighborhood as a cultural district.

Combining parcels to create developable opportunities for multi-family buildings, retail spaces, and community amenities should be studied.

Identifying more opportunities for local retailers and arts-based organizations to occupy infill sites in Belmont-DeVilliers will bolster the existing cultural resources that are already thriving. Small townhouses are another option for infilling vacant and underutilized sites.



Providing a range of affordable housing options should also be a priority in this community.

All parking spaces on lots earmarked for redevelopment should be replaced with public parking garages to serve all nearby existing businesses in addition to any parking requirements for new uses.

Community Feedback

A majority of residents agreed that developing more music, entertainment, and dining uses in this area would benefit the neighborhood and Urban Core CRA District. Housing and apartments were also cited as a benefit to the community, with residents advocating for affordable housing options.

The community emphasized the importance of the existing parking lots to the success of restaurants and entertainment businesses. Any displaced parking would need to be replaced within the district.

Implementation & Next Steps

To build on the work that the CRA has previously completed, the CRA should identify sites that are able to be developed in this neighborhood and combine parcels where possible to create greater flexibility in development. The CRA should support the development of more food, beverage, and music-related entertainment businesses in the neighborhood. Additionally, the CRA should explore new parks with playgrounds and amenities in the neighborhood.

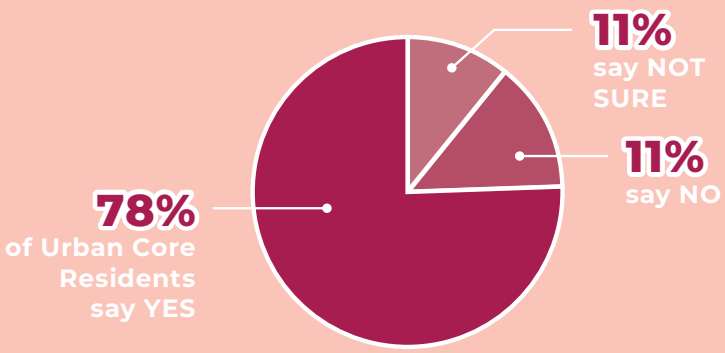

The Gordon


MISSISSIPPI
BLUES
COMMISSION
PENSACOLA BLUES
Pensacola, an important early center of blues, ragtime, vaudeville and jazz activity, developed into a regional cornerstone of the "chitlin circuit" in later years. Touring blues, jazz and rhythm & blues acts, and local bands found a welcome base here for many decades in the Belmont-DeVilliers neighborhood, an African-American business and entertainment district. Mississippi-born performers such as B.B. King, Junior Parker and Sam Cooke contributed to the vibrant nightlife in the neighborhood's theaters and clubs.


DeVilliers
SQUARE

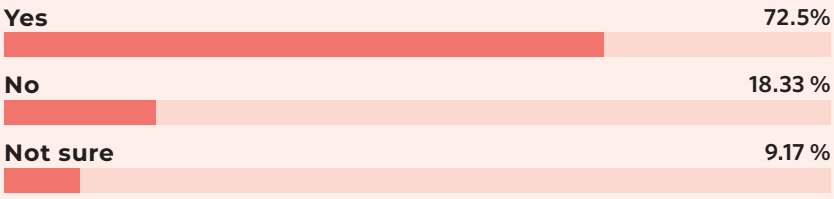

Welcome to
The Garden
at the
The Gordon

Do you think developing more music, entertainment, and dining uses in this area would benefit Belmont-DeVilliers and the Urban Core CRA District?



*For full survey results, see Appendix

Do you think that adding housing/apartments in this area would benefit Belmont-DeVilliers and the Urban Core CRA District?



*For full survey results, see Appendix

"Consider the historical and architectural values of the neighborhood"

"It would be great to see this area become a lively entertainment district"

RELATED POLICY RECOMMENDATIONS

LAND USE, ZONING, AND SPECIAL DISTRICTS

- Develop Design and Form Standards for all projects receiving CRA funding
- Use CDBG funding to acquire land for commercial development
- Build protections into the LDC and UDO to prevent commercial uses from encroaching into residential neighborhoods (such as inclined planes and additional setbacks or buffers)
- Upzone for higher-density multifamily residential

ECONOMIC DEVELOPMENT

- Support the development of small retail nodes near higher visibility corridors and cultural landmarks, including Belmont-DeVilliers
- Support small businesses in both temporary and move-up permanent space
- Continue to build a relationship with the Escambia County School District

NEIGHBORHOOD DEVELOPMENT

- Pursue grants for neighborhood capacity building, and update to the neighborhood plan, and additional neighborhood identity, placemaking, and branding
- Offer incentives and support projects that celebrate cultural destinations and preserve historic buildings

HOUSING

- Develop new infill housing that increases housing choices (building types, rental and homeownership, mixed-income, and market-rate)
- Develop multi-family housing according to New Urbanist design principles with high-quality multi-family or townhouses development offer new housing options in the neighborhood

TRANSPORTATION, STREETS, AND PARKING

- Continue to prioritize pedestrian and bicyclist connectivity, placemaking, and streetscape improvements

OPEN SPACE AND COMMUNITY AMENITIES

- Require art and placemaking enhancements in new developments
- Evaluate existing cultural assets to determine needs for improvements/additions

SPECIAL DEMONSTRATION PROJECT

REUS STREET BLOCK

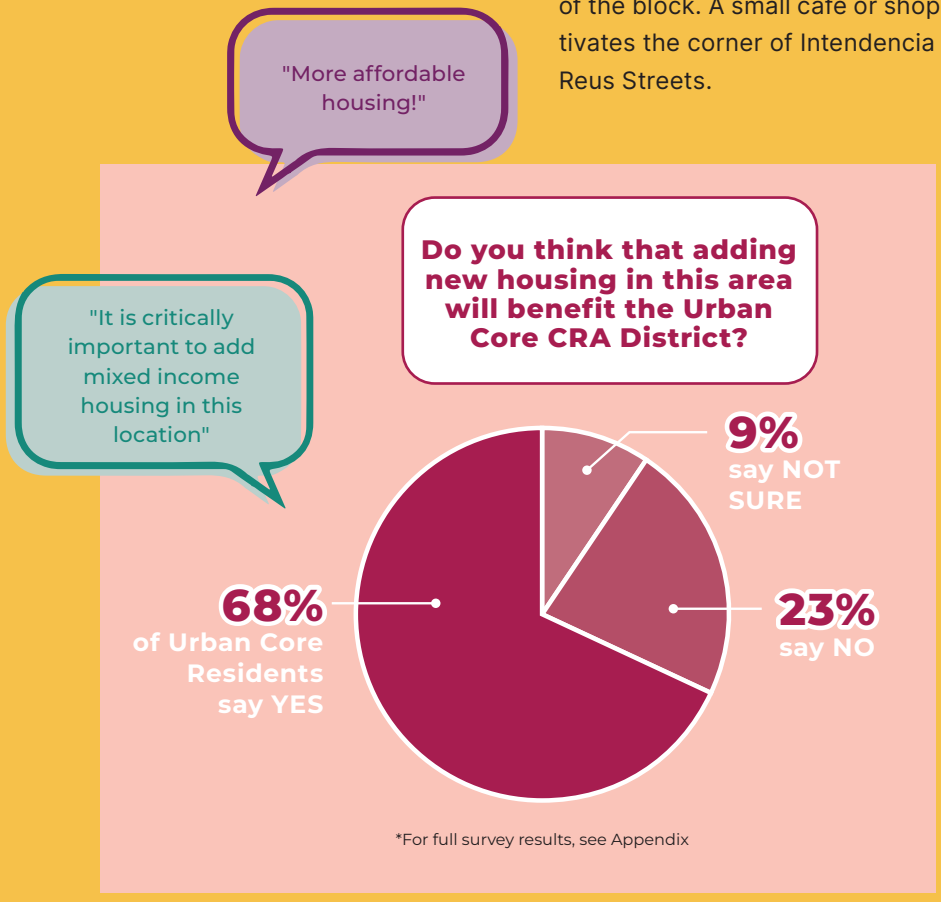


About the Special Demonstration Project

Today, the state-owned parking lot on the block bounded by Intendencia, DeVilliers, Romana, and Reus Streets is underutilized, prone to flooding, and experiences drainage issues. This state-owned three-acre block is a rare opportunity for developing contextual housing and community resources.

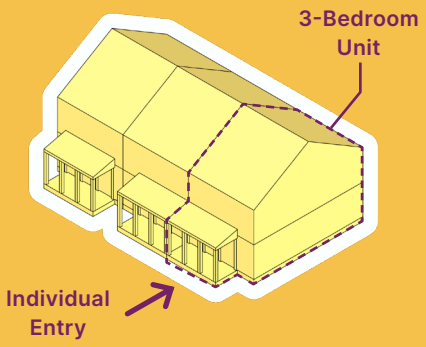
Two options were studied to make the most of this opportunity. The first option kept some existing parking and added infill townhouses, with stormwater mitigation in the interior of the block. A small cafe or shop activates the corner of Intendencia and Reus Streets.

The second option explores fully redeveloping the block, with more housing options that fit the size and character of the neighborhood. Both options improve the pedestrian experience, increase housing options, and help to mitigate flooding issues.

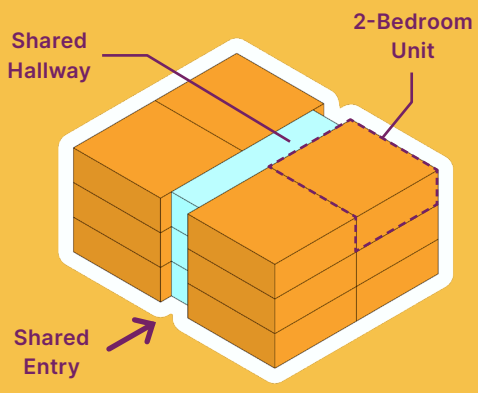


*For full survey results, see Appendix

RESIDENTIAL BUILDING TYPE EXAMPLES

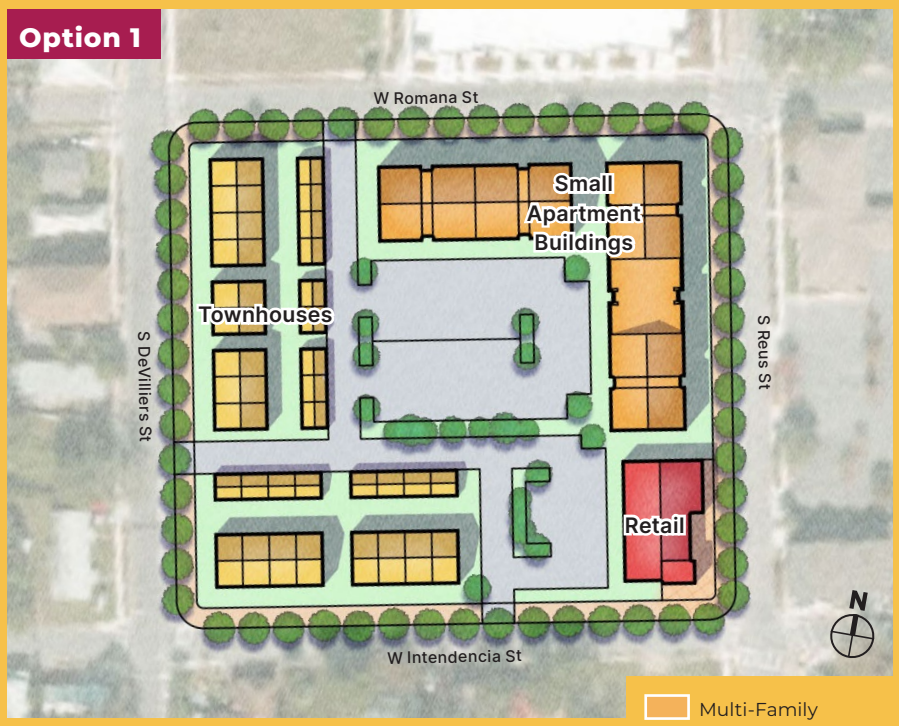


Townhouse Two- and three-bedroom units with individual entrances.

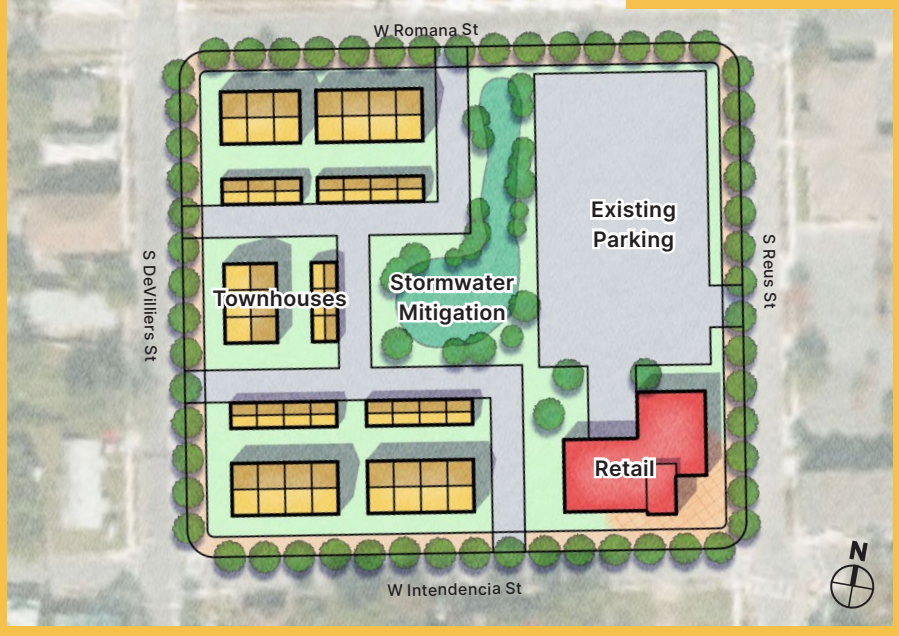


Small Apartment Building 3-story walk-up units accessed via a common stair. Can be 1-, 2-, or 3-bedroom units.

Option 1



Option 2



Multi-Family
Retail/Commercial
Single-Family

Community Feedback

Community members' top priorities included:

- Adding affordable housing;
- Providing a mix of uses;
- Accommodating on-site parking needs;
- Implementing stormwater/flood mitigation measures.

Implementation & Next Steps

Approval from the state for redeveloping the block should be first priority for the CRA. After approval, more detailed study of these plans and other options should be conducted and reviewed for implementation.

RELATED POLICY RECOMMENDATIONS

LAND USE, ZONING, AND SPECIAL DISTRICTS

- Develop Design and Form Standards for all projects receiving CRA funding
- Upzone for higher-density multifamily residential

ECONOMIC DEVELOPMENT

- Support the development of small neighborhood commercial nodes, through single-story and smaller scale retail buildings integrated into developments with neighborhood-serving uses

NEIGHBORHOOD DEVELOPMENT

- Maintain and reinforce residential zoning and uses in the Tanyard neighborhood

HOUSING

- Develop the ECUA site with well-designed, higher density multifamily housing with publicly-accessible pedestrian connections to Bruce Beach
- Develop the vacant state-owned parking lot according to New Urbanist design principles with high-quality multi-family or townhouses development offer new housing options in the Tanyard neighborhood

TRANSPORTATION, STREETS, AND PARKING

- Promote low-impact design standards in parking design standards to provide stormwater mitigation where necessary
- Improve the streetscape and walkability along DeVilliers Street to connect this site to Belmont-DeVilliers and Community Maritime Park

OPEN SPACE AND COMMUNITY AMENITIES

- Accommodate stormwater facilities on the site to help reduce flooding in the surrounding neighborhoods

"Right now that area feels like a ghost town and is awkward with that old, unused parking lot"

SPECIAL DEMONSTRATION PROJECT

WRIGHT & ALCANIZ AREA

About the Special Demonstration Project

The City should conduct a comprehensive study to develop a holistic approach for the development opportunities, streets, and pedestrian connections in the area around the Pensacola Bay Center. This area, in particular, disconnects the Gateway Redevelopment District from Downtown, and the neighborhoods and CRA Districts from one another and amenities, such as Hollice T. Williams Park. Any implemented projects at this transition point must be coordinated with projects in all other districts, particularly on streets that connect into this area.

Community Feedback

Residents expressed interest in preserving the depot building and restoring to its original use as a train station. This is dependent on Amtrak's future plans for Pensacola.

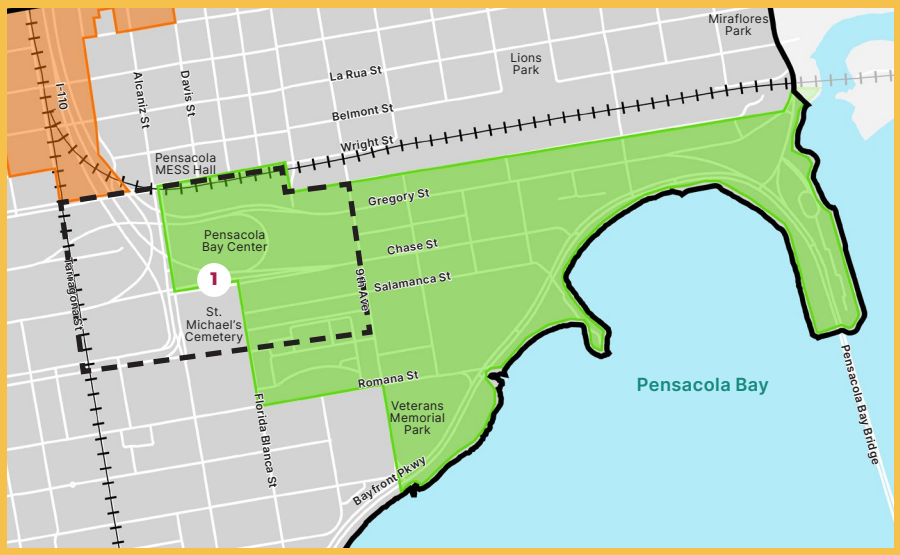
A majority of residents recognized the need for improving congestion and safety in this area, especially at the intersection of Garden and Alcaniz Streets.

1. Gateway Redevelopment District

The intent of the Gateway Redevelopment District is to ensure the area is aesthetically appropriate, maintain sight-lines to the waterfront, and maintain Bayfront Parkway character. The area around Wright Street has a unique character, particularly the one-story brick commercial building along the north side of the railroad. The Gateway Redevelopment District could be expanded to include this area and aesthetic review added to protect and enhance the character and to encourage reuse of warehouse and commercial buildings. This area could become a priority or target area for the Commercial Property Improvement Program (CPIP) and a focus of future neighborhood-led plans that could lead to unique identity and branding. Rezoning should allow higher densities in the Wright and Alcaniz area.

2. Removal of I-110 Exit Ramp

The exit ramp from South I-110 that connects to westbound Gregory Street is not necessary and constrains the development potential of the parking lots east of the Bay Center. The ramp should be removed.



The Gateway Redevelopment District could be expanded to include the Wright & Alcaniz Area



Areas of Focus within the Wright and Alcaniz Special Demonstration Project

1. Gateway Redevelopment District modifications
2. Removal of the west-bound I-110 exit ramp that loops the rear of the Bay Center
3. Potential development opportunities (Grand Hotel and Depot Site, Bay Center and associated parking lots, Technology Park blocks)
4. Improvements to Garden, Wright, and Alcaniz Streets to improve the safety and comfort for pedestrians
5. New pedestrian connections north and east from Gregory Square (a dead end) to connect to Hollice T. Williams Park & the Bay Center
6. Future studies of the one-way pair (E. Gregory and E. Chase Streets) east of the Bay Center

3. Development Opportunities

The development opportunities in the Wright and Alcaniz area include the Grand Hotel and historic depot building, the parking lots surrounding the Pensacola Bay Center, and the blocks south of E. Chase Street (Technology Park blocks).

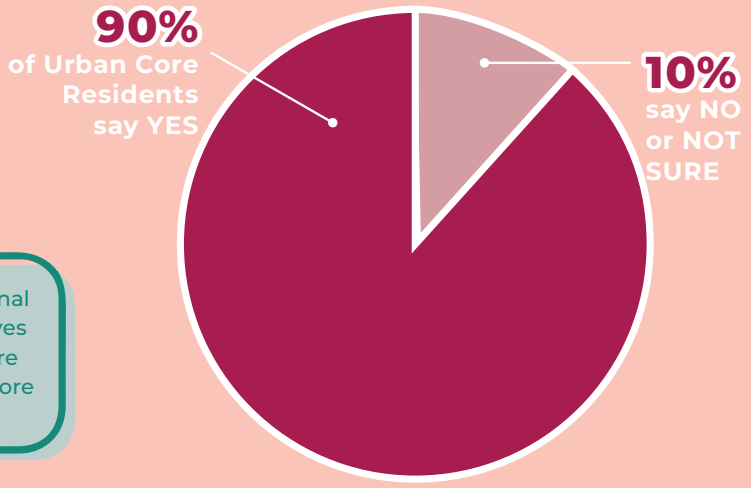
The Grand Hotel and Depot Building sit vacant on the site between Wright Street and Gregory Street. If it is economically feasible, the Grand Hotel may be renovated. Parking could be structured in the center of the block, allowing for additional new development facing No. 8th Avenue. Added hotel rooms would benefit visitors to the Urban Core and the Pensacola Bay Center.

If the hotel cannot be feasibly renovated, it may be selectively demolished, preserving the depot station. In the future, if passenger rail service can be extended to Florida, the depot should serve as the Downtown Pensacola Amtrak station.

The surface parking lots of the Bay Center should be developed into active uses, fronting Alcaniz Street and N 9th Avenue. Surface parking should be relocated into structured garages to accommodate development.



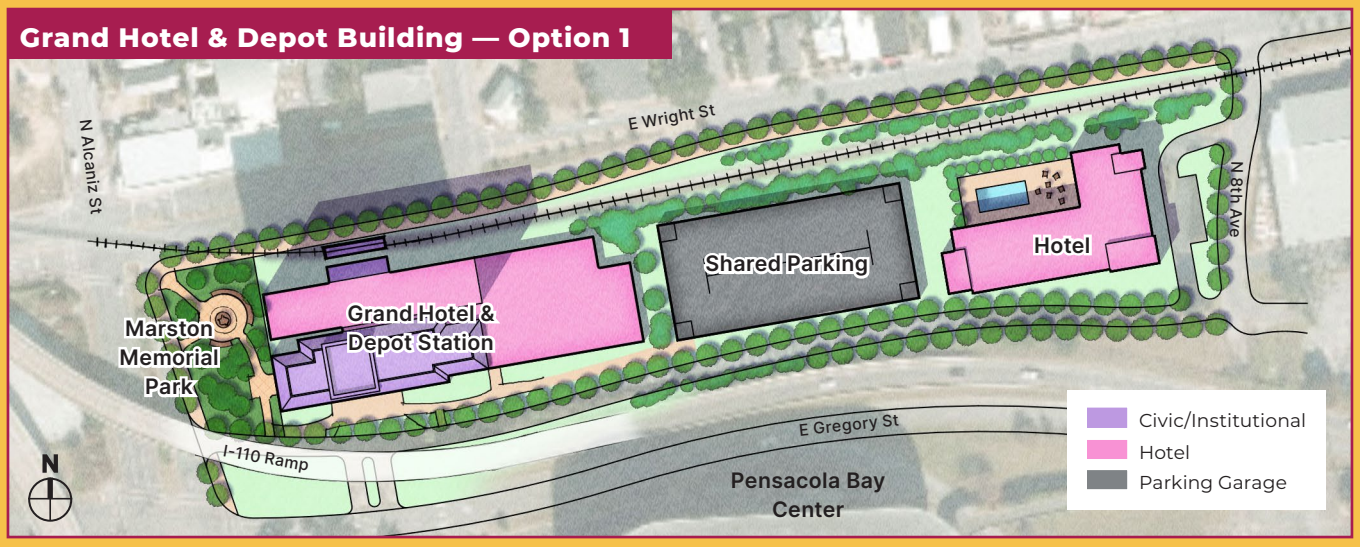
Do you think the redevelopment of the Grand Hotel and Depot Building will benefit the Urban Core CRA District?



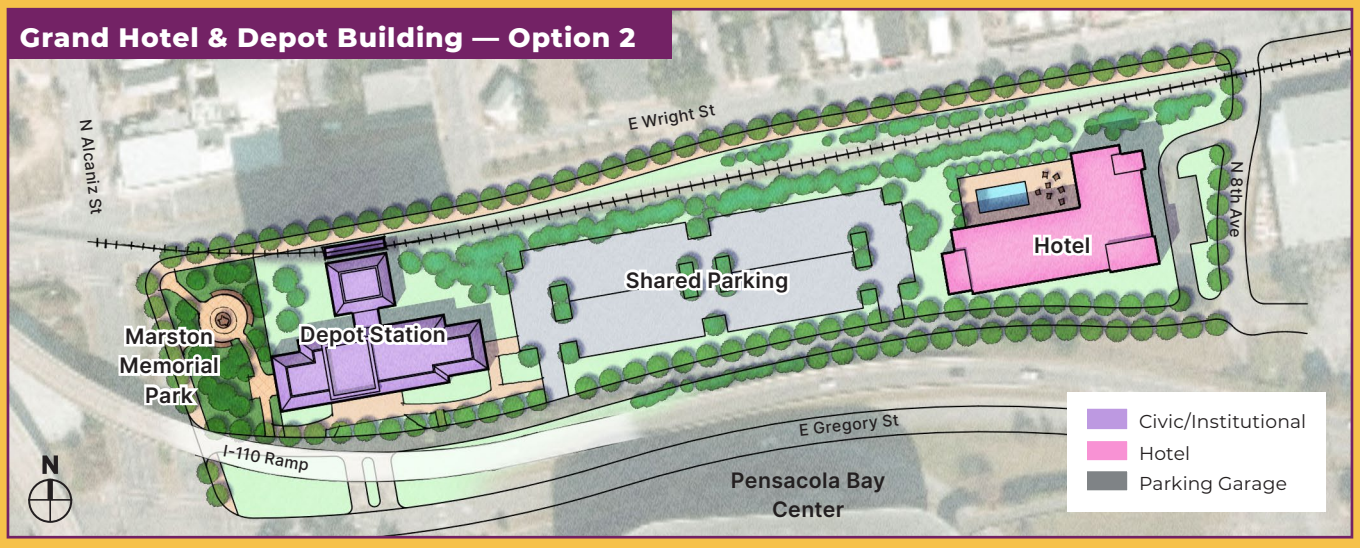
"Keeping its original grandeur preserves some history here which makes it more interesting"

*For full survey results, see Appendix

Grand Hotel & Depot Building — Option 1



Grand Hotel & Depot Building — Option 2





4. Improvements to Wright, Alcaniz, and Gregory Streets

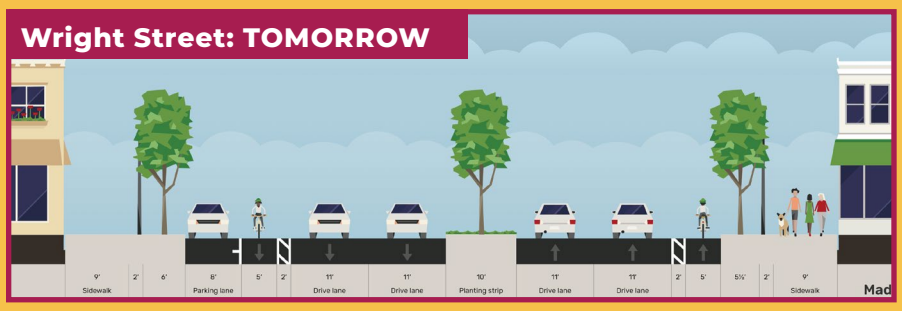
Wright and Alcaniz Streets are located near and beneath Interstate 110. At the intersection of the two streets, the railroad crosses and continues eastward along Wright Streets. With the interstate, the railroad, Gregory Street, Chase Street, and the Pensacola Bay Center all near or intersecting these two streets, pedestrian connectivity, comfortability, and safety are a concern. Traffic congestion is especially prevalent during events at the Pensacola Bay Center. Additionally, creating a safe and welcoming gateway into downtown should be a priority for the Urban Core.

Improvements to all three streets will need to coincide with the long-term redevelopment of the corridor in order to change the character of the street. The improvements recommended here are an interim step as further analysis is needed to understand the impact of removing all parking and relocation of that parking in other areas or in garages near the area.

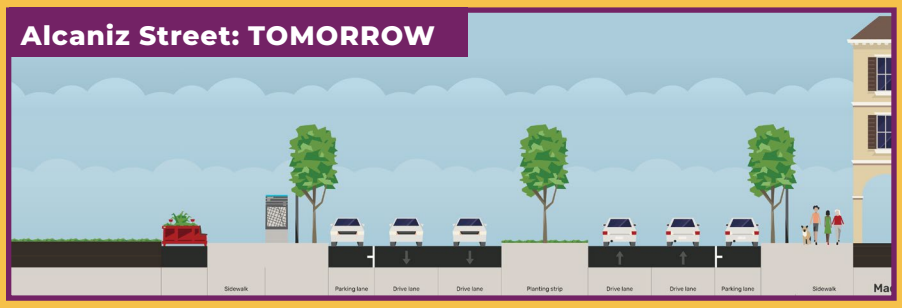
Wright Street improvements should include:

- Reduction in travel lane to allow for parking or bike lanes and additional landscape;
- Wider pedestrian zones in both directions that may provide streetscape opportunities and other amenities for pedestrians;
- Conversion of select designated parking spaces to allow for landscaping and beautification of segment between N Palafox Street and N Tarragona Street;
- Intersection reconstruction and realignment at N Palafox Street and at N Alcaniz Street;
- New and enhanced crosswalks to improve safety and connectivity.









North Alcaniz Street improvements should include:

- Two travel lanes in each direction;
- On-street parking on both sides;
- A vegetated median;
- A shared use path;
- Midblock crossings .

The intersection at East Wright and North Alcaniz Street should be reconstructed to repurpose traffic lanes and create pedestrian plazas.

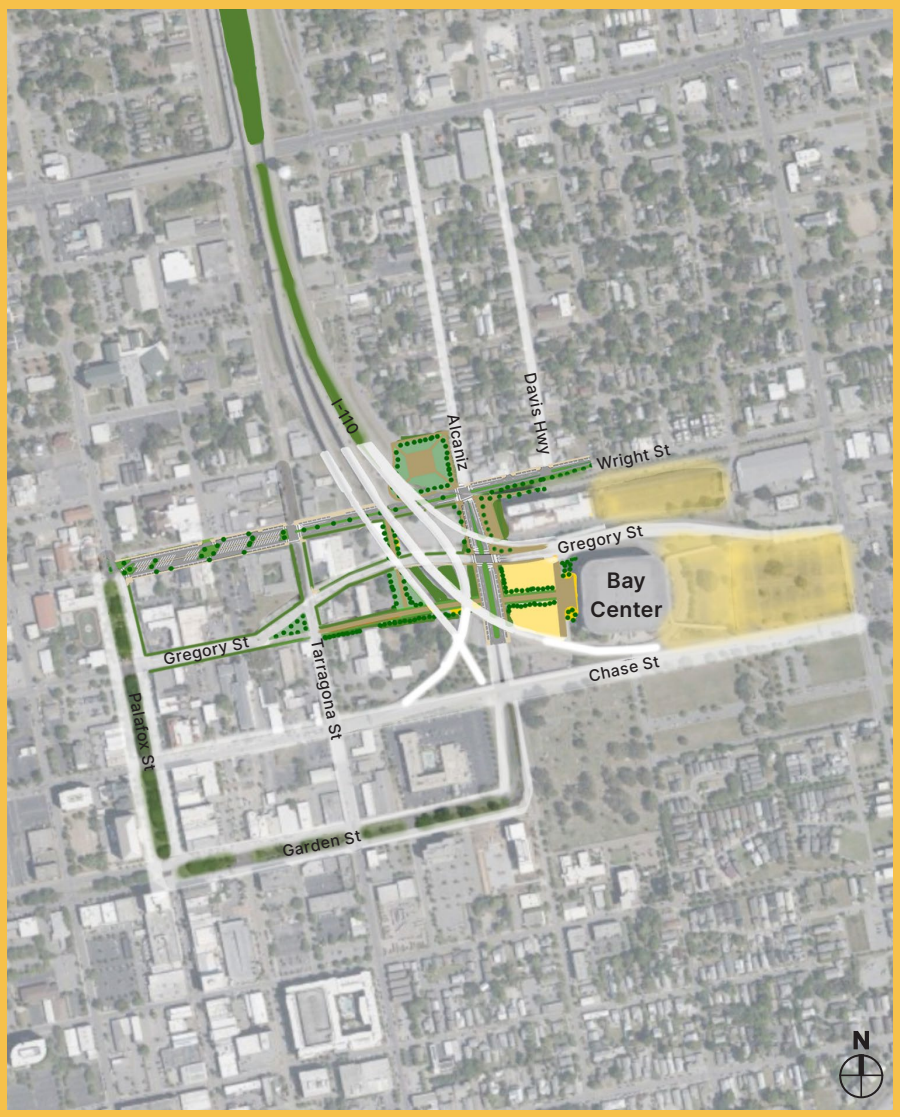
Gregory Street heading east from Palafox Street should be designed as a dead-end street called Gregory Square. This small street should be reimagined as a shared use and pedestrian only street that reconnects the grid of downtown to the Bay Center district. Transformation of this small segment also unlocks opportunity to redevelop surface lots between Wright Street and Gregory Street and provide easy pedestrian access to a gateway opportunity for Hollice T. Williams Park along Wright Street.

5. New Pedestrian Connections

While the highway ramps disconnect vehicular connectivity, there are opportunities to reconnect pedestrian and bicycle connections east-west and north-south. A pedestrian only connector can be built between North Alcaniz Street and Gregory Square that reestablishes the grid connecting the Civic Center to downtown. The existing dead-end street Gregory Square would act as a shared street for cars, pedestrians, and bicyclists.

6. Future Studies of Gregory and Chase Streets

Following the holistic exploration of the development potential and street improvements in the immediate Wright and Alcaniz area, the next step should be to fund a study looking at the one-way pair of Gregory and Chase streets. Fast-moving traffic disconnects the neighborhoods to the north from the waterfront. The car-centric design of these streets has led to generic development. Street improvements could create a more interesting gateway into the City from the beach.



RELATED POLICY RECOMMENDATIONS

LAND USE, ZONING, AND SPECIAL DISTRICTS

- Update the boundaries of the Gateway District to include the area around the Wright and Alcaniz area; rezone to allow for higher densities

ECONOMIC DEVELOPMENT

- Employ the CPIP for the Depot building and adjacent buildings on Wright Street
- Incentivize technology employers to develop at the Technology Park, around E Salamanca Street
- Renovate the Grand Hotel or demolish and redevelop the site with a new hotel

NEIGHBORHOOD DEVELOPMENT

- Develop along Alcaniz Street
- Develop unique identity and branding for a design district along Wright Street and the railroad that encourages adaptive reuse of historic warehouse buildings

TRANSPORTATION, STREETS, AND PARKING

- Remove the I-110 ramp behind the Civic Center
- Make improvements to Wright and Alcaniz Street to improve the comfort, safety, and walkability of this area
- Build a pedestrian-only connector between N Alcaniz Street and Gregory Square to re-establish connectivity to Downtown
- Build a shared street from Gregory Square to N Tarragona Street
- Reconstruct the intersection at E Wright Street and N Alcaniz Street to repurpose traffic lanes and create a pedestrian plaza
- Attract Amtrak to Pensacola and reuse the Depot building as the future station

"New investments should help existing residents stay in their homes and create new affordable housing"

SPECIAL DEMONSTRATION PROJECT

HOLLICE T. WILLIAMS PARK AND EQUITABLE DEVELOPMENT PLANS



About the Special Demonstration Project

Located along the northern edge of the Urban Core CRA District, Hollice T. Williams Park is an important community anchor. The park was created on the land remaining under and around the I-110 overpass. In the 1970s, this highway was cut through a thriving Black and African American neighborhood, uprooting and displacing long-standing homes, churches, businesses, and residents.

The communities surrounding the park have been exploring enhancements for years, with previous planning efforts taking place in 2004, 2010–2014, and 2021. In 2023, the City applied for and received a $25 million CDBG-DR grant and a $5 million NRDA grant to fund the first phase of park improvements, including stormwater upgrades. Additionally, the City applied for and received a $1.2 million TA grant to fund a multi-use trail. In the same year, Mayor Reeves committed to developing an Equitable Development Framework Plan to guide the development of the park and within a 1/2-mile radius of the park. The Equitable Development Plan planning process began in the summer of 2024, with the plan adopted by City Council in November 2024.

Community Feedback

The 335 responses gathered from a Community Equity Survey were used to inform the Equitable Development Values and Principles. Results from this survey as well as conversations with key stakeholders, such as the Friends of Hollice T. Williams Park group and nearby neighborhood associations, helped to establish the following top ten priorities:

- Be welcoming and safe to everyone;
- Meet the needs of all ages and abilities;
- Include community members in the decision-making process;
- Create comfortable gathering spaces;
- Create jobs for local residents;
- Address and prevent flooding;
- Provide programming for children and adults;
- Celebrate local history and culture;
- Create affordable housing;
- Allow community members to help guide, program, and manage park use.

Implementation & Next Steps

The Equitable Development Framework Plan defined the high-level values and principles that should guide the design of the Hollice T. Williams Stormwater Park and the development of public and private projects within a 1/2-mile radius of the park.

As per this plan, the next steps should include the commission of a more detailed set of recommendations, supported by a consensus negotiation process that involves elected and appointed officials, community leaders, and other key stakeholders. A Step 2 document should outline the policies that the City is committed to putting in place to ensure the negative impacts (like increasing rents and home prices) are minimized and development is inclusive to everyone, especially long-time residents and businesses.

"The community should have an active role in shaping the future"







Values & Principles

Values		Principles
Inclusive, Accessible, & Responsive	1	Ensure the park and new development is welcoming and accessible to everyone.
	2	Meet the needs of all ages & abilities.
	3	Create comfortable gathering spaces.
	4	Make it simple and affordable for community organizations and residents to host events in the park.
	5	Provide programming and recreational amenities that reflect the desires and needs of the surrounding community.
History & Culture	6	Honor & celebrate the history of the Lost Neighborhood & important places & people through signage, historical markers, public art, etc.
	7	Preserve existing community buildings and invest proactively to prevent deterioration .
Economic Opportunity	8	Create jobs and provide opportunities for wealth building for local residents.
	9	Require measurable positive impacts from development projects in the adjacent communities.
Environmental Justice	10	Address and monitor environmental impacts of the highway to minimize negative effects.
	11	Ensure stormwater projects don't have negative effects on the immediately adjacent community.
	12	Develop and fund a long-term maintenance plan for the park that is sustainable.
Housing Affordability	13	Create new affordable housing.
	14	Provide support to existing long-term homeowners so they can remain in their homes.
	15	Support and stabilize existing rental housing to prevent displacement.
Local Decision-Making	16	Include community members in the decision-making process.
	17	Demonstrate familiarity and responsiveness to existing community plans.

RELATED POLICY RECOMMENDATIONS

LAND USE, ZONING, AND SPECIAL DISTRICTS

- Develop Design and Form Standards for all projects receiving CRA funding
- Rezone to protect residential character
- Identify zoning incompatibilities with the current zoning classification and the intended use of the neighborhood, in particular within 1/2 mile of Hollice T. Williams Park, which development pressure is likely to impact

ECONOMIC DEVELOPMENT

- Support the development of small neighborhood-scale retail nodes through construction or conversion of houses near higher visibility traffic corridors and near Hollice T. Williams Park
- Ensure that neighborhood organizations and residents are aware of job and business opportunities that arise from investment coming into the neighborhood around Hollice T. Williams Park

NEIGHBORHOOD DEVELOPMENT

- Work with Escambia County to execute joint projects, such as streetscape improvements or design guidelines, and coordinate with ongoing plans
- Pursue grants for neighborhood capacity building, and update to the neighborhood plan, and additional neighborhood identity, placemaking, and branding
- Advocate for innovative programs and support best practices to curb petty and violent crime through community policing initiatives

TRANSPORTATION, STREETS, AND PARKING

- Explore curb management plans and develop revised parking requirements for infill projects
- Promote low-impact design standards in parking design standards to provide stormwater mitigation where necessary
- Prioritize key intersections for pedestrian and bicycling infrastructure safety improvements

OPEN SPACE AND COMMUNITY AMENITIES

- Prioritize tree canopy along streets to provide shade and make the Urban Core CRA District more walkable
- Design Hollice T. Williams Park as a destination park that celebrates the unique history and culture of the surrounding neighborhoods and honors past harm done by the construction of I-110
- Require art and placemaking enhancements that celebrate the history of the culture of the neighborhood in new developments
- Recommend that the City address stormwater and drainage issues along streets and in the park

LAND USE, ZONING, AND SPECIAL DISTRICTS





The Land Use, Zoning, and Special Districts category includes recommendations that entail adoption of policies or development of guidelines, standards, or tools. These recommendations form the regulatory framework to allow the other recommendations and projects to take place. Examples of recommendations in the Land Use, Zoning, and Special Districts category include:

- Design and Form Standards;
- Design Review Processes;
- Recommendations to explore changes to zoning districts, minimum lot sizes, density, and land use adjacencies in the City's Land Development Code (LDC);
- Updates to special or aesthetic review districts, including the CRA Urban Design Overlay District (CRAUDOD).

The policy recommendations emerged as important through the CRA Plan Update process, through a combination of community input and suggestions, conversations with CRA and City staff about challenges of the current development review and approvals process, and relevant recommendations from the previous plans. Some recommendations are location-based, while others are global and applicable to the whole district.

The Land Use, Zoning, and Special Districts policy recommendations, like the Special Demonstration Projects, are intended to provide examples of appropriate CRA projects. However, policies are not limited to those listed. The policies included are not listed in order or priority. The CRA will use the evaluation tools in the Implementation chapter to prioritize projects and match projects to available funding.

RECOMMENDATIONS

1. Design and Form Standards for CRA-Funded Projects

Develop a single set of design and form standards and a design review process for any projects in the CRA Districts receiving CRA funding. The Form and Design standards can be opt-in from a regulatory standpoint, and participation in the design review process should be a condition for any projects receiving CRA funding. In addition to the topics already covered in the Urban Design Overlay, these expanded standards should also address the design of renovation projects and the appropriateness of architectural character. This tool should ensure that CRA investment in neighborhoods doesn't compromise or detract from historic character.

2. Adjacent Use Considerations

- Explore the compatibility of adjacent uses in more detail through the Neighborhood Plan process.
- Consider additional strategies to minimize impacts of commercial areas on residential neighborhoods.

3. Upzoning for Higher Density Housing and Mixed-Use

- Explore opportunities to upzone for higher density housing and mixed-use, in particular along higher visibility corridors.
- Balance the recommendations for upzoning for higher density housing and the protection of residential character.

4. Minimum Lot Sizes

- Work with the Planning and Zoning Department to conduct a survey of lot sizes and development trends in the district to determine where conflicts are occurring.
- Update the LDC and Comprehensive Plan accordingly.

5. Adaptive Reuse

Neighborhood-serving commercial is a desirable complementary use within residential neighborhoods. The scale, design, and servicing of these non-residential uses must be carefully designed to reduce any negative impacts on neighborhoods. Both commercial and residential buildings can be adaptively reused to house neighborhood offices, small-scale retail specialty shops, and other similar uses. These projects may not be allowed under current zoning regulations. CRA funding should support projects of this nature in areas supported by the community, in particular along commercial corridors or in historic commercial nodes (such as DeVilliers and Wright Streets).





Examples of neighborhood-scale adaptive reuse

OVERVIEW OF REGULATORY AND NON-REGULATORY STANDARDS

ADDITIONAL DESIGN & FORM STANDARDS FOR CRA-FUNDED PROJECTS

Write and adopt design standards for CRA-funded projects that would further improve urban form.

- Include guidelines for preserving architectural character (scale, composition, etc.)
- Because these standards would not be adopted as part of the Land Development Code, they could be updated iteratively to respond to project needs
- Administer through the CRA's internal plan review & work with owners and developers

URBAN DESIGN OVERLAY DISTRICT (CRAUDOD)

What it Currently Covers

- New construction only
- Maximum building height
- Minimum floor-to-floor heights
- Roof pitches
- Frontages percentages, facade types, and entrance locations
- Facade composition standards
- Location and screening of service and mechanical equipment
- Setbacks (in particular ensuring they respond to their context)
- Lot width & coverage
- Parking

Additions to the CRAUDOD that Would Further Improve Urban Form:

- Expand the CRAUDO to apply to renovations
- Address architectural character, scale, and composition
- Address the location of parking

OTHER SPECIAL DISTRICTS

Historic Preservation Land Use District

- Pensacola Historic District
- North Hill Preservation District
- Old East Hill Preservation District

Redevelopment Land Use District

- Waterfront Redevelopment District
- Gateway Redevelopment District
- Aragon Court
- South Palafox Business District

Special Aesthetic Review Districts

- Palafox Historic Business District
- Governmental Center District

Additions That Would Help Further Improve Urban Form:

- Review of all existing regulatory districts & overlaps (boundaries, requirements, and how they work together)
- Ensure urban form is included in all special districts
- Address architectural character & scale, where it's not addressed

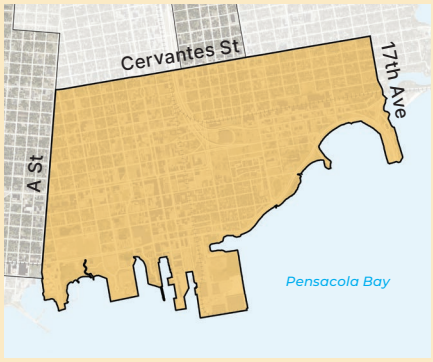
AREAS NOT COVERED BY ANY SPECIAL OR AESTHETIC REVIEW DISTRICT

For Projects funded by CRA

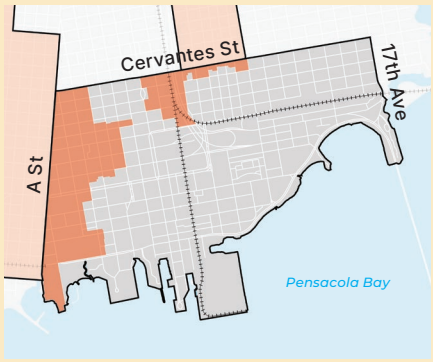
See Additional Design & Form Standards for CRA-Funded Projects above

For Projects NOT funded by CRA

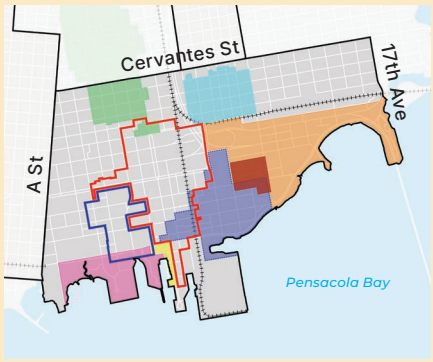
To ensure urban form and architectural scale and character are addressed in these areas, consider adding these areas to the CRAUDOD



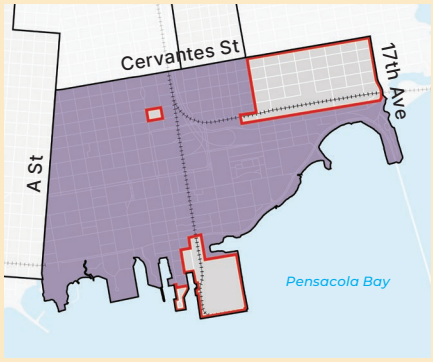
Map of the Urban Core CRA District



Map of the Urban Design Overlay District in the Urban Core



Map of the Other Special Districts in the Urban Core



Map of areas (red outline) in the Urban Core not covered by any special or aesthetic review district

6. Protect Residential Character

In areas that are primarily residential, support the preservation and protection of residential character.

7. Update the CRA Urban Design Overlay District (CRAUDOD)

- Expand the CRAUDOD to apply to renovations, building in regulations that renovations and rehabilitation projects do not worsen non-conformities with the Urban Design Overlay.
- Add standards to address architectural character, scale, composition, and the location of parking.
- For areas not currently covered by any special or aesthetic review district, expand the CRAUDOD to include.

8. Review Other Special Districts

Review all existing regulatory districts (their boundaries, requirements, and how those work together). Update to ensure that urban form is included in all special districts. Address architectural character and scale, where it's not already addressed.



SPECIAL DISTRICTS & UDOD

Where guidance and standards are provided on architectural scale, options should be provided to allow flexibility to meet the intent of the standards through comparable or similar design strategies and materials. The focus should be on building and parking siting, simple massing, appropriate scale, facade composition, and other strategies that improve design without adding cost.





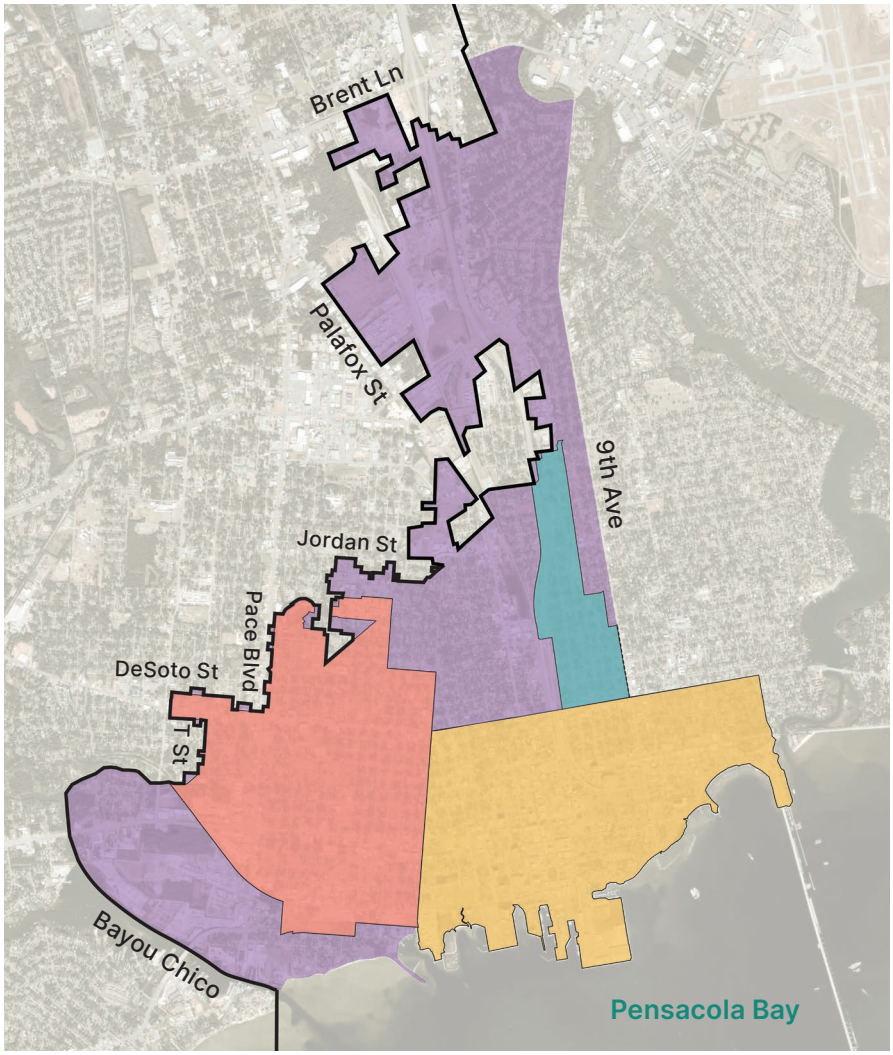


LEARNING FROM LOCALS: ARAGON NEIGHBORHOOD

Referencing the standards and/or character of high-quality local neighborhoods is a great way to ensure that new developments are built to similar standards and fit into the character of existing neighborhoods.

Aragon broke ground in 1999 modeled after New Urbanist and traditional neighborhood patterns. These patterns include designing building fronts to cater to the pedestrian scale, clustering buildings around public open spaces and trails, ensuring walkability and bikeability with rich mixes of uses, screening parking and back-of-house servicing areas from the public rights-of-way, and more.

The quality of new developments should be comparable to the Aragon neighborhood. The Aragon Design Code contains architectural standards and planning principles that may be a guide for other developments.

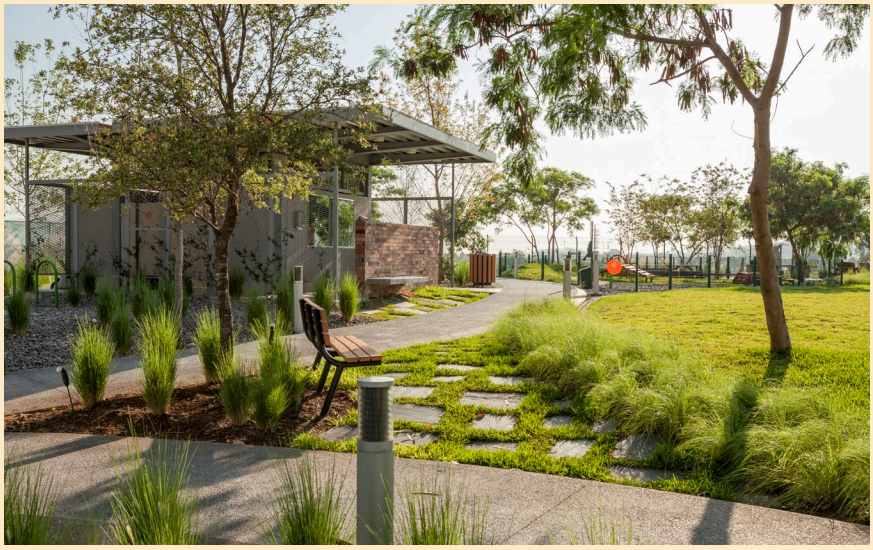


Potential CRA District Boundary Expansion

- City of Pensacola Boundary
- Urban Core CRA District Boundary
- Eastside CRA District Boundary
- Westside CRA District Boundary
- CRA expansion areas to be explored through a Necessity of Finding

9. CRA Boundary Expansion

The CRA should conduct a Necessity of Finding to justify the potential boundary expansions of the Urban Core in relation to the potential expansions of the Eastside and Westside CRA Districts, as an extended boundary would capture more land and generate more TIF revenue, which could be reinvested back into the district. The CRA should engage the community in the process to determine which areas should be expanded and into which CRA District they should fall, depending on compliance with the statute, demographic analysis, and community-identified priority areas. The boundary shown is a prospective boundary that may be modified with further data analysis and community input.



MiguelMalo





Aleksandr Vorobev



Fly View Productions

DESIGNING FOR SAFETY AND COMFORT

In Public Square, the journal for the Congress of New Urbanism, Robert Steuteville writes about necessary elements to create spaces that feel safe and comfortable. Quoting noted architect and urban designer Ray Gindroz, Steuteville outlines the following seven qualities:

HUMAN PRESENCE

People in a public space must feel the presence of other people in the space and in the buildings surrounding the space. The sense that we are not alone and are being observed helps us to behave properly and feel safe. Windows are symbols of that presence, whether people are behind them or not. Mixed-use buildings help promote 24-hour presence.

CONGENIALITY

The dimensions and scale of the space should encourage comfortable interactions among people.

HUMANE PROTECTION

Mechanical devices such as cameras and gates should be invisible. Where possible, police presence should be personal, on foot or bicycle, so police officers can interact with others.

VISIBILITY, LIGHT, AND OPENNESS

Open views that enable us to see other people and to be seen—by people driving by, as well as by others in the space—provide natural supervision. Light should ensure nighttime visibility.

ORDER

Coherent landscapes, streetscapes, and signs in both the public rights-of-way and bordering properties make a clear statement that a space is well-managed and safe.

CONNECTIONS

Spaces must be perceived as part of an interconnected network of streets and public open space, so we feel we have access to others who make the space safe.

LEGIBILITY

The clarity with which each space connects to the rest of the city helps us understand the form of the city and keeps us from feeling lost.

ECONOMIC DEVELOPMENT

The Economic Development category includes recommendations that would bring commercial and mixed-uses to the districts, add jobs, and build support for businesses. Examples of recommendations in the Economic Development category include:

- Mixed-use and commercial infill development;
- Incubators and employment uses;
- Building strategic partnerships;
- Commercial property improvement programs;
- Partnering to support small businesses and workforce development.

The policy recommendations emerged as important through the CRA Plan Update process, through a combination of community input and suggestions, conversations with CRA and City staff about challenges of the current development review and approvals process, and relevant recommendations from the previous plans. Some recommendations are location-based, while others are global and applicable to the whole district.

The Economic Development policy recommendations, like the Special Demonstration Projects, are intended to provide examples of appropriate CRA projects. However, policies are not limited to those listed. The policies included are not listed in order or priority. The CRA will use the evaluation tools in the Implementation chapter to prioritize projects and match projects to available funding.



Mikael Blomkvist



Alvarez

RECOMMENDATIONS

1. Neighborhood Commercial Nodes

- Support the development of small neighborhood-scale retail nodes through the construction of single-story retail buildings or the conversion of houses into small-scale restaurants and shops. Neighborhood commercial should be located along higher visibility/traffic corridors, or at nodes that have historically had commercial uses. Some of these areas include Old East Hill, East Garden, Belmont-DeVilliers, and the intersection of Wright Street and Alcaniz Street.
- Prioritize these nodes for the Commercial Property Improvement Program (CPIP).
- Ensure neighborhood nodes are not zones for multi-story or vertical mixed-use buildings that would disrupt the scale and character of the neighborhood.
- Explore potential incentives to attract potential development of commercial nodes or other active uses; potentially partner with Pensacola Escambia Development Commission (PEDC).

2. Main Street Program

- Designate areas in the Urban Core for the Main Street Program, including Cervantes Street, Barrancas Avenue, Garden Street, Belmont Street, and DeVilliers Street. Downtown streets should also be explored for Main Street designations, in partnership with the Downtown Improvement Board (DIB).
- Match these designations with traffic calming and investments in making the streets more walkable, safe, and comfortable for pedestrians.

3. Relationship with Escambia County School District

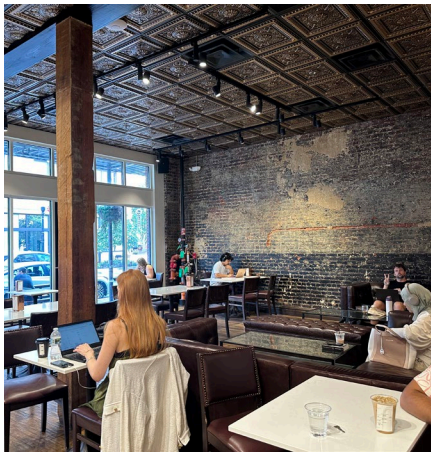
- Continue to build a relationship between the Escambia County School District and the CRA.
- Provide constructive input into planning for future school sites.

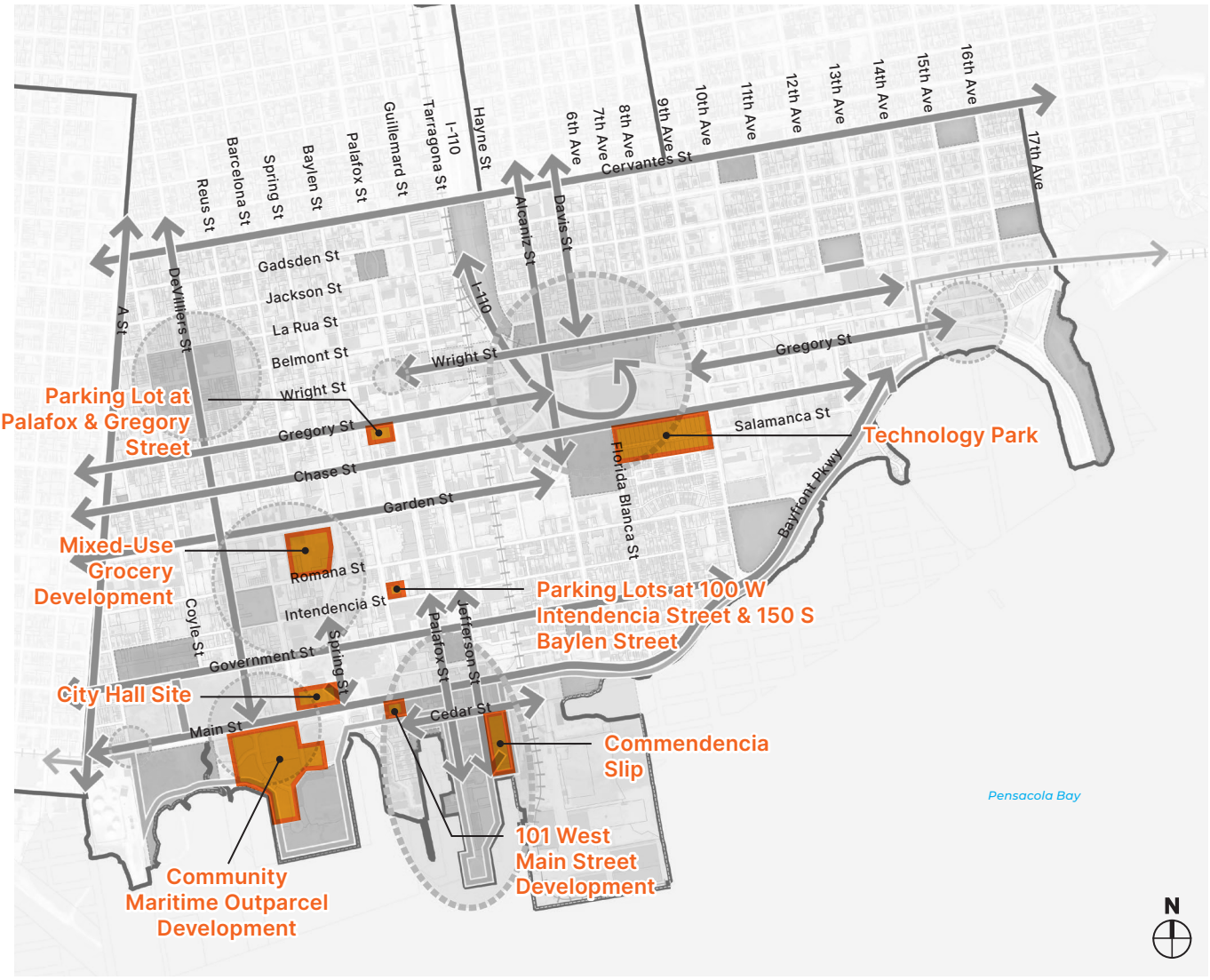
4. Strategic Development Support and Incentives

- Motivate private investments where the return on investment is currently too low relative to competition from other regions. Consider a broad array of incentive tools - in addition to fiscal tools, consider zoning policies, land contribution, and permitting and regulatory relief as part of the toolkit.
- Tie the applicants' qualifying criteria to Key Performance Indicators (KPIs) aligned with key policy goals and the City's Strategic Plan.
- Conduct cost-benefit analysis to determine the programs' fiscal impact.
- Consider a phased approach to test the programs in specific high-priority areas before expanding their application.
- Consider combining guidance on community benefits agreement with incentive design to ensure fairness and preempt gentrification concerns.
- Leverage state and federal programs to maximize the impact of local programs.



Local business


Downtown cafe in a renovated historical building



5. 101 West Main Street Development

- Develop as multifamily, mixed-use, and/or hospitality.
- Explore partnerships to utilize excess capacity in the existing parking garage to reduce costs and incentivize development.
- Encourage the development of a rooftop bar/restaurant or gathering space amenity that would be accessible to the public to activate the Cedar Street retail environment.

6. City Hall Site

- If surface parking can be replaced in structures, develop mixed-use frontage along Main Street.
- If City Hall relocates in the future, redevelop this site to prioritize mixed-use frontage along Main and Spring streets, shaded public space, walkability, and screening of the Courthouse.
- If current or future base flood elevations make ground floor mixed-use challenging, prioritize funding for dry floodproofing along the most important frontages (Main and Spring Streets).

7. Technology Park

Building on the infrastructure investment that the City already made along E Salamanca Street, continue to incentivize technology and employment users to develop in the designated Technology Park south of the Civic Center.

8. Commendencia Slip

- Develop public parking garage(s) on the lots north of Commendencia Street.
- Prioritize mixed-use frontage with restaurants and retail along E Cedar Street.

9. Parking Lot at Palafox & Gregory Street

- Later in the 20-year period, when the market evolves to support mixed uses and following the expiration of parking agreements at this location, develop the site with 1- to 2-story retail or mixed-use facing Palafox Street and active frontage wrapping the corner onto Gregory Street.
- Locate parking in the rear of buildings.
- Design buildings with pedestrian-scale building elements to activate and extend the Palafox Street experience (outdoor dining terraces, galleries and arcades, awnings, and planted areas for shade and cooling).

10. Parking Lots at 100 W Intendencia Street & 150 S Baylen Street

Develop the parking lots with the highest and best use for the site, prioritizing street frontage and active ground floor uses.

11. Mixed-Use Grocery Development

Develop a grocery store and associated mixed-use development on the vacant site along Garden and Spring Streets.

12. Community Maritime Outparcel Development

- Develop outparcels in accordance with the West Main Master Plan.
- Pursue a mix of uses, including multifamily residential with associated amenities, ground floor retail, and hospitality.
- If current or future base flood elevations make ground floor mixed-use challenging, prioritize funding for dry floodproofing facing Main Street.



Existing parking lot at the Commendencia Slip site

NEIGHBORHOOD DEVELOPMENT

The Neighborhood Development category includes recommendations that would build neighborhood organization capacity, preserve cultural landmarks and historic buildings, and create branded destinations. Examples of recommendations in the Neighborhood Development category include:

- Neighborhood identity and wayfinding;
- Neighborhood capacity building;
- Corridor development;
- Development of entertainment destinations;
- Community policing strategies.

The policy recommendations emerged as important through the CRA Plan Update process, through a combination of community input and suggestions, conversations with CRA and City staff about challenges of the current development review and approvals process, and relevant recommendations from the previous plans. Some recommendations are location-based, while others are global and applicable to the whole district.

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The historic Belmont-DeVilliers neighborhood

RECOMMENDATIONS

1. Neighborhood Capacity Building

- Secure grants to support and help neighborhood organizations build capacity.
- Identify resources that neighborhood organizations can connect to (such as non-profit development courses at Pensacola State College, Neighborworks, etc.).

2. Develop Neighborhood-Specific Plans

Fund and support the development of neighborhood plans that define projects and activities that are most important to the neighborhood. The CRA and City should define the topics appropriate for neighborhood plans (such as increases in density, locations for mixed-use, lot sizes, and considerations about adjacent uses). The City and CRA should also help to identify implementation activities that would be the responsibility of the neighborhood and those that would be led by the City, CRA, or partner organizations.

3. Neighborhood Identity & Wayfinding

- Fund efforts to support neighborhoods in developing unique identity, branding, and wayfinding for individual neighborhoods, areas of cultural significance, and special districts. These efforts can be used to reinforce sense of place and distinguish neighborhoods and special districts from one another.
- Fund the installation of branded neighborhood gateway signs, banners, and other placemaking elements.
- Rather than marking and defining the edges of CRA districts, placemaking signage should be used to indicate centers and places people gravitate toward. Identity signage should focus on:
  - Downtown and Palafox Historic Business District;
  - Gateway District around the Civic Center and adaptive reuse on Wright Street;
  - Seville Square and the Pensacola Historic District;
  - Old East Hill, East Hill, and North Hill neighborhoods;
  - Belmont-DeVilliers;
  - Main Street corridor;
  - East Gateway at Gregory & 17th Street (to encourage people coming from the beach to visit downtown).



Local coffee shop



The historic REX Theater

4. Revitalize Cultural Landmarks & Historic Buildings

Offer incentives and support projects that preserve and celebrate cultural destinations and preserve historic buildings, like the Depot Station. Look for viable uses to adaptively reuse important buildings in the neighborhood.

5. Arts Districts

- Partner to promote the Arts District (Saenger Theater, Wentworth State Museum, Pensacola Museum of Art, Pensacola Museum of History).
- If brick-and-mortar projects are identified that would reinforce the arts district, the CRA could evaluate these projects for funding.

6. Address Compatibility of Adjacent Uses in the Tanyard Neighborhood

All of the land in the Tanyard Neighborhood within the Urban Core CRA is zoned commercial. However, there are still existing residential homes and neighborhoods in these areas. The intent is that future development integrate with the existing residential character and scale, rather than trend toward large-scale commercial or industrial uses. Developments should incorporate appropriate transitions to adjacent residential uses.

7. Port of Pensacola

- Follow the principles in the Portside Pensacola Vision Plan & Reinvestment Strategy.
- Continue to work closely with the City and Port to minimize the impact of the designated Port trucking routes. Trucking routes and loading areas should not impede walkability or the connectivity between neighborhoods and the waterfront.

8. Downtown Pensacola and Governmental Center Districts

- Fund efforts to develop identity and branding for these special districts in collaboration with the Downtown Improvement Board (DIB).

9. Community Safety

Fund programs that enhance community safety in the CRA District, reducing minor and violent crimes. Making places feel safe will encourage further investment and new residents moving into the district.

Community policing strategies may include:

- Funding increased patrols in the CRA District;
- Working with the police department to employ community policing best practices (bicycle patrols, community outreach events, etc.);
- Funding violence prevention programs, such as park or community ambassadors or outreach team members.

10. Partnership with Escambia County

Work with Escambia County to execute joint projects, such as streetscape improvements or design guidelines, and coordinate with ongoing plans.





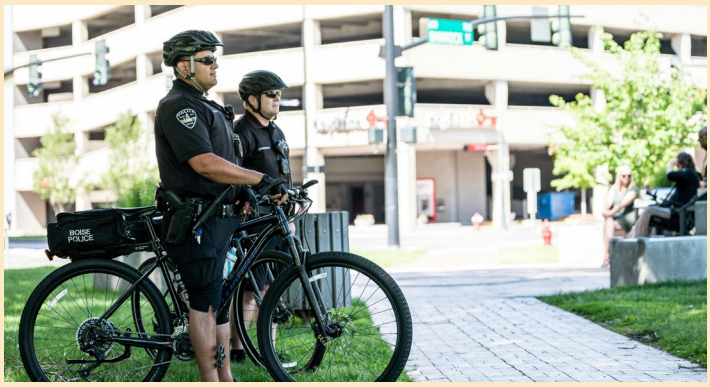
LEARNING FROM GREAT PLACEMAKING EXAMPLES

Physical landmarks can establish or reinforce the identity and extent of a particular place or region within the city. These landmarks may incorporate public art, signage, gathering spaces, monuments, etc. of any size or style, that should be visible to pedestrians and drivers when they are in a neighborhood, place, or area. Partner with local community members, residents, business owners, etc. to identify the centers of places.

Rather than marking the edges of places, it is more effective to celebrate and express unique identity in the centers of places and then to let the impact radiate outward. This is more inclusive than marking the edges of neighborhoods as people exit and enter. Investments should be more focused on places for people to stay and be and on the pedestrian experience than on creating visual gateways for drivers.

The following locations may be places to celebrate in the Urban Core:

- Downtown and Palafox Historic Business District;
- Gateway District around the Civic Center and adaptive reuse on Wright Street;
- Seville Square and the Pensacola Historic District;
- Old East Hill, East Hill, and North Hill neighborhoods;
- Belmont-DeVilliers and the Main Street corridor.



Brett Sayles

LEARNING FROM SAFE COMMUNITIES

BUILDING RELATIONSHIPS

Police should work with community members to build trust and rapport. This can lead to more people reporting crimes and providing information.

TRANSPARENCY

Police should be open about their policies and procedures, and how they operate. This can help build trust and accountability.

PROACTIVELY SOLVING PROBLEMS

Police should work with the community to identify and address the underlying causes of public safety issues.

EMBEDDING COMMUNITY ENGAGEMENT

Community engagement should be a core part of an agency's culture. When people trust the police, they are more likely to follow the law and help create a safer community.

WHAT ARE EXAMPLES OF COMMUNITY VIOLENCE INTERRUPTION (CVI) INITIATIVES?

- Violence interrupter programs, which use peace-building approaches to stop violence before it occurs by placing ambassadors on the street who can de-escalate conflict, provide mediation, and build supportive relationships with those at highest risk of experiencing violence.
- Programs to reduce gang-related affiliation and connect at-risk young people to employment and economic opportunities.

HOUSING

The Housing policy category includes recommendations that will increase the options for housing in the district, including rental and homeownership and a range of housing types and affordability. Examples of recommendations in the Housing category include:

- Providing incentives for developers to build affordable housing;
- Working with developers to improve the quality of proposed housing design;
- Developing pre-approved building plans;
- Acquiring land for infill housing;
- Substantial rehabilitation of existing housing;
- Residential property improvement programs;
- Supporting first-time homebuyers;
- Large-scale mixed-use, mixed-income housing development.

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RD.NE

RECOMMENDATIONS

1. Residential Property Improvement Project (RPIP)

Continue offering property improvement programs, such as RPIP and the Resiliency program, to preserve and create affordable housing units.

2. CRA-Led Infill Development

- Acquire lots for infill development.
- Help fund the construction of new housing, partnering with organizations such as the Homebuilders Association to keep costs as low as possible.
- Facilitate land swaps to locate the highest and best uses along key corridors.

3. Partnership with Community Land Trusts for Infill Development

- Acquire lots for infill development and convey to Community Land Trust(s), such as the Northwest Florida CLT. Reference Escambia County's escheated property list to target lots for potential acquisition.
- Help fund the construction of new infill housing, partnering with organizations such as the Homebuilders Association to keep costs as low as possible.
- Facilitate land swaps to locate the highest & best uses along key corridors.

4. Pre-Approved Building Plans

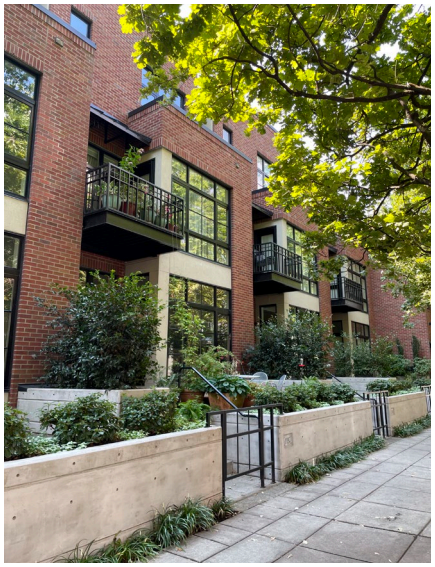
Continue to develop a selection of pre-approved building plans, especially for narrow 30-foot infill lots, and establish a program where potential homebuyers can apply to use these plans. Partnering with a local builder experienced in this building type should be explored to help implement this program.

5. First-Time Homebuyers

- Identify barriers that may keep residents from using the first-time homebuyers programs provided by the City and the county.
- Connect potential first-time homebuyers to financial incentives.
- Explore strategies for increasing homeownership.

6. Affordable Housing Incentive

- Use incentive programs aligned with the principles and goals of the redevelopment plan to continue to fund affordable housing projects.
- Identify target areas for incentives, which may include affordable housing, infrastructure improvements, coordination with redevelopment project(s), floodproofing as a means to encourage certain uses, etc.
- Engage partners like the Northwest Florida Community Land Trust to develop high-quality affordable projects in the CRA Districts.



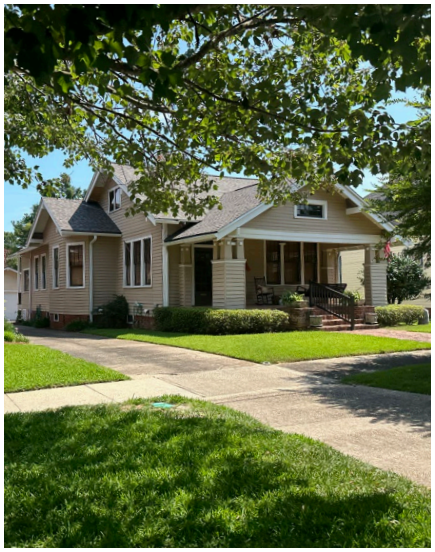
Townhouses can help increase the density of housing in neighborhoods and create great streetscape environments

7. Affordable Housing Development

Require affordable housing projects receiving CRA funding to meet general design standards, including the principles of good design.

8. Small-Scale Affordable Housing Rental Program

Create an incentive program to create and preserve affordable missing middle rental housing. The CRA is restructuring the TIF Rebate Incentive program to offer greater flexibility and effectiveness in supporting redevelopment within the city's redevelopment areas. The updated program is designed to be more robust, enabling developers to access tailored incentives that better align with the unique needs of their projects. By introducing a more adaptable framework, the revised TIF Rebate program will provide a wider range of options, ensuring that developers receive timely support while fostering sustainable growth in key redevelopment zones. This revamped incentive structures aims to drive economic development and revitalization efforts across the city, enhancing the overall impact of the program.



Pensacola's neighborhoods feature great architecture and streetscapes

9. Demolition and Reconstruction Funding Program

- Develop a companion program to the RPIP for substantial demolition and reconstruction (for primary structures and ADUs, rehabilitated or new construction). This could be accessed by both owners as well as developers to facilitate infill in the districts.
- Applicants would need to demonstrate that preservation wasn't feasible.
- The CRA should conduct a study of contributing structures to historic character in neighborhoods to ensure that significant buildings are not demolished as part of this program.

10. ECUA Redevelopment

- Develop well-designed higher-density multi-family housing on the ECUA site, fronting Main Street, DeVilliers Street, Clubbs Street, and Government Street.
- Provide a well-lit and landscaped public walking and bicycling connection north-to-south through the site.
- Improve and install new pedestrian-actuated crossings and crosswalks along Main Street to ensure the existing and new neighborhood residents can safely walk to the retail, restaurants, entertainment, and cultural venues at Bruce Beach and Community Maritime Park.
- Incorporate West Main Plan principles to extent feasible.

11. Quality Multifamily Development

Use New Urbanist design principles in the design of multifamily housing developments. Incorporating language into the CRA's RFQs and RFPs specifying the selection of developers and/or design consultants who adhere to New Urbanist design principles will ensure alignment with best practices.





Andresr

LEARNING FROM GREAT NEIGHBORHOODS

BUILDINGS FRONT PUBLIC AREAS

If a development does not include public streets, parking drive aisles should be designed with enhancements to make them "street-like" (shade trees, non-circuitous sidewalks, street furniture such as benches, trash receptacles, and street lights).

ACCESS

Convenient access to public transit, walking and bicycling trails, and other amenities enhances access to opportunities for employment, education, and cultural experiences.

NEIGHBORHOOD-SCALE STREETS & BLOCKS

Development should be organized into blocks that are less than 3 acres each to create a walkable community. Streets should create an interconnected grid, with comfortable, shaded sidewalks.

FRONTS AND BACKS

Buildings should have discernible fronts and backs. Front facades should face other front facades and rears of buildings should face other rear facades.

PERIMETER FRONTAGE

Fronts of buildings should face publicly accessible streets (or parking lot drive aisles designed to be "street-like") or greenways. Service areas, off-street parking, and semi-private outdoor space should be located in the center of blocks or in the rear of buildings.

DIVERSE BUILDING TYPES

The objective is to build new homes in new or extended neighborhoods. A range of building types and architectural designs are required to move from building a development or apartment complex (typically with one or two repeating building designs) to a neighborhood.

MIXED-INCOME

If possible, affordable projects should aim to serve a range of incomes by offering a range of units types and sizes, or by building in long-term affordability through subsidy for a portion of the units.

HUMAN-SCALE BUILDING ELEMENTS

Architectural elements including porches, stoops, awnings, balconies, and other elements are necessary to create places where people can interact and enjoy outdoor space. The scale of buildings should be consistent with the surrounding neighborhood.

ACCESSIBLE AMENITIES

The development has a diverse range of indoor and outdoor amenities, including small parks for children, indoor community gathering space, fitness amenities, etc.

QUALITY MATERIALS

Build affordable housing with high-quality, durable materials that are comparable in quality to moderate market-rate projects to ensure affordable projects will not be easily identified or stigmatized.

TRANSPORTATION, STREETS, AND PARKING

OVERVIEW

Transportation investments are an essential component to achieving broader community goals. Streets, trees, sidewalks, bicycle lanes, public art, and parking spaces often make up the majority of the land area of communities and are the heart of the public realm. As a result, many economic development plans and community-oriented policies are contingent on their thoughtful alignment with transportation projects. Ensuring that residents feel safe and comfortable while walking, driving, biking, taking transit, using public amenities, and patronizing businesses is always an important factor for all great neighborhoods.

The transportation recommendations outlined in this section can be understood as adhering to the following three high-level goals:

- **Accessibility** Support the development of an integrated and connected multi-modal transportation system that focuses on improvements that prioritize people walking, biking, using transit, and people with disabilities, providing everyone the opportunity to reach destinations for employment, leisure, and essential services.
- **Placemaking & Public Realm** Transportation projects and site design that preserves community identity and provides welcoming spaces for civic, social, and commercial activity.
- **Safety** Provide safe and comfortable streets to support healthy and vibrant communities while improving residents' quality of life and the overall walkability of the commercial core and neighborhoods.

The recommendations detailed in this section were shaped by community feedback and build on efforts undertaken by the CRA in previous plans, the City of Pensacola, and the Westside community. Specifically, these recommendations are aligned with the Active Transportation Plan (ATP) adopted by the City in August 2023 and the Westside Community Redevelopment Area Plan adopted by the City in 2007.

In the Urban Core, transportation strategies are focused on establishing community identities, strengthening connectivity to the waterfront and Bruce Beach, and improving the safety and experience of pedestrian and bicycle facilities across streets that are seen as barriers to connectivity such as N A Street, E Wright Street, N Alcaniz Street, and E Cervantes Street.

ACTIVE TRANSPORTATION PLAN (ATP) – 2023

The goal of the ATP is to accommodate all community members and encourage alternative transportation modes outside of car travel. The plan is focused on filling gaps in the transportation network and linking key destinations such as schools, parks, and commercial areas. Three categories of pedestrian- and bicycle-focused infrastructure are established by a Future Network framework in the ATP:

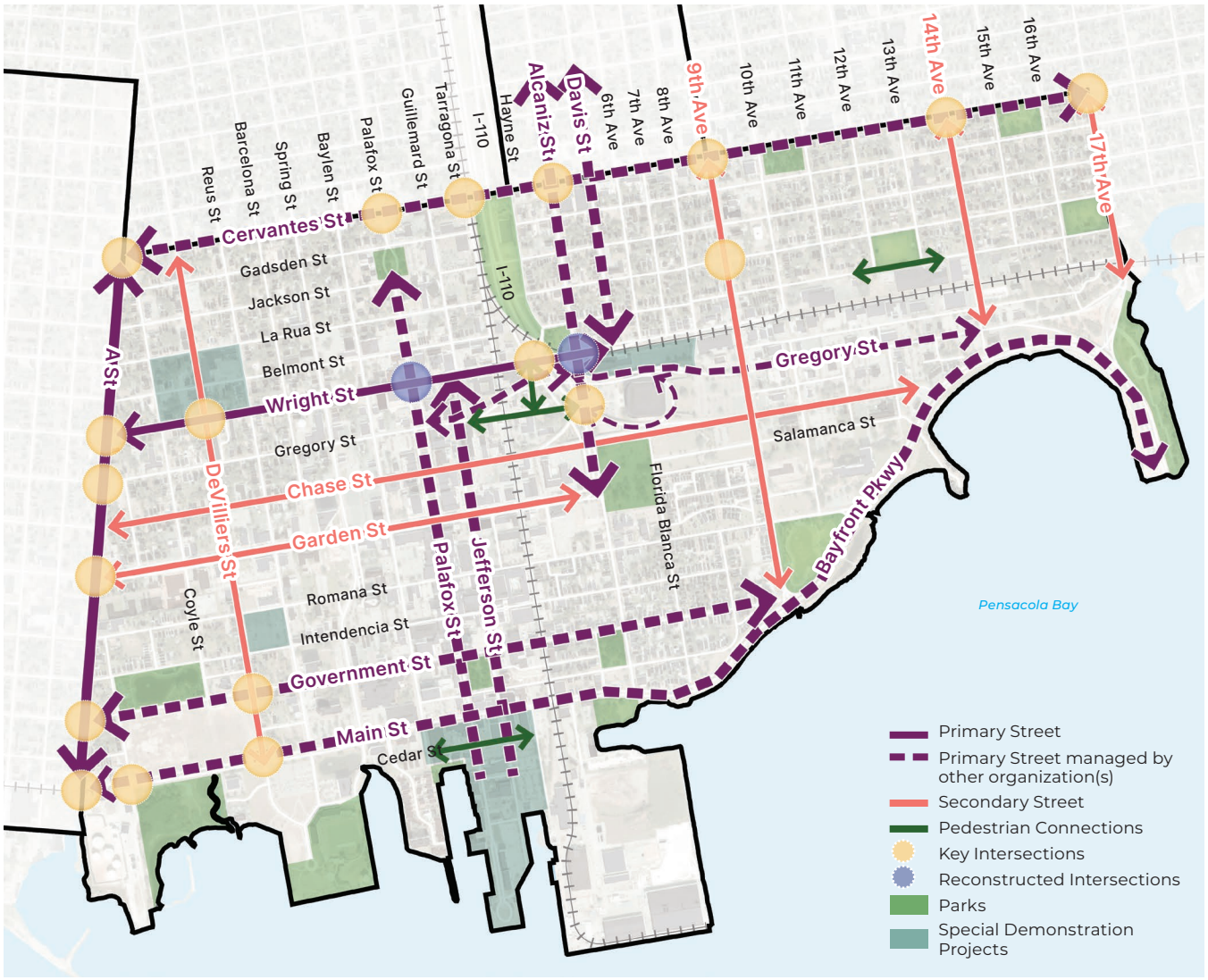
- Neighborhood Greenways
- Bike Routes
- Trails

The Future Network design recommendations include using context-sensitive designs to make streets safer and more accessible based on their location (urban, suburban, etc.), using countermeasures to calm traffic, improve crossings, and/or expanding the bicycle network.

COMMUNITY REDEVELOPMENT PLAN – 2010

This plan divided transportation-related recommendations across categories including gateways, road diets, street extensions, parking strategies, etc. Although most of the projects recommended were not completed due to significant funding and timeline constraints, many remain relevant, including:

- Redevelopment of a transit center at E Wright and Alcaniz Streets to provide an opportunity for transit expansion, including a possible Amtrak station relocation
- Removal of Gregory Street ramp
- Reconstruction of street grid from the Bay Center to Downtown



Urban Core Streets

Recommendations contained in this section are intended to improve safety, connectivity, accessibility, and navigability for all users and are focused on improvements that support and further the special demonstration projects as well as projects either under way or being done by other identities. These recommendations are focused on selective corridors that generally identified as priority streets but may also include other important secondary streets along with key intersections that provide important connectivity within the district.

Not all recommendations listed are able to be directly undertaken by the CRA, there are various roles for the CRA to play in the implementation of these projects. Some of these roles are further defined in the implementation section of this plan. Recommendations which require the CRA to play more of an advocate role are provided separately as these may be broader and more general and scope or simply not within the CRA's purview yet were identified as a need from community members throughout the engagement process of this plan update.

The goal of creating more safe, accessible, and aesthetically vibrant communities will take advocacy and partnerships across multiple agencies and city departments for transportation improvements that go above the baseline standards. Such improvements may not be routinely implemented currently, but as part of a plan that has a 20-year horizon to improve inadequate infrastructure, these upgrades could have bigger placemaking impacts and address community needs while also setting the stage for economic and neighborhood redevelopment within the Urban Core especially east of N Alcaniz Street.

RECOMMENDATIONS

1. Low-Impact Design Standards

Promote low-impact design standards for use in corridor improvement projects and parking design standards to increase landscaping opportunities and provide stormwater mitigation where necessary.

2. Partnerships

Continue and strengthen partnerships with the Florida-Alabama Transportation Planning Organization (FL-AL TPO), the Florida Department of Transportation (FDOT), the Emerald Coast Regional Council (ECRC), and Escambia County Area Transit (ECAT) to integrate CRA projects into the transportation planning process. Additionally, CRA should continue to work on providing project lists to be integrated into the Transportation Improvement Plan (TIP) and Long Range Transportation Plan (LRTP) for the region.

3. Transit First- and Last-Mile Experience

Work with the City and local developers to implement transportation infrastructure projects for pedestrian, bicycle, and micromobility services and facilities that improve transit's "first and last-mile" experience. First and last mile (getting to and from a transit stop) is often the most impactful when it comes to transit accessibility. Developing a strategy that is more comprehensive around multi-modal opportunities could make it easier for people to choose to alternative modes of transportation.

4. Downtown Circulator

- Fund a feasibility study to explore the feasibility of establishing and operating a free downtown circulator;
- Project start up and long-term operations costs;
- Quantify the economic impact.



Shaded bus shelter in Aragon neighborhood

THE CHALLENGE

Several challenges in the Urban Core were voiced by community residents. These challenges are also a common occurrence in other districts. These include:

- Intersections that are unsafe for bike/ped crossing
- Speeding vehicles
- Lack of maintenance on existing pedestrian flashing crosswalk lights
- Lack of pedestrian crosswalks
- Lack of maintenance on existing sidewalks
- Lack of protected space or roadways that accommodate pedestrians and bicycles and connect them across all districts and neighborhoods
- Flooding issues are a big challenge
- Roadways that are the most unsafe or are barriers in districts are State roads







LEARNING FROM REPURPOSED, UNDERUTILIZED SPACES

TIGHTENING TURNS

By reconstructing intersections with reduced curb radii, pedestrian safety and comfort is enhanced.

REDUCING CURB CUTS

Closing redundant driveway curb cuts, especially along commercial corridors, can improve accessibility and mobility for pedestrians and cyclists by establishing more continuous sidewalks.

ENHANCE THE PUBLIC REALM

Bringing more activity to the street improves the visibility of pedestrians to drivers. The pedestrian realm may be enhanced with landscaping, public seating, active ground floor activities, special paving/hardscaping, etc.

5. Bus Shelter Improvements

Coordinate with ECAT to support bus shelter improvements on Government Street and A Streets.

6. Water Transit Feasibility Study

- Fund a feasibility study to explore the potential of attracting and operating all forms of water transit in Pensacola (water taxi, ferry to the bay, etc.).
- Project start up and long-term operations costs.
- Quantify the economic impact of encouraging more people to come to Downtown from the beach.

7. Connect Trails

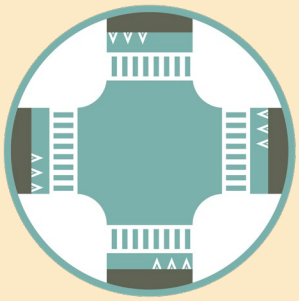
Incorporate trail corridors identified by FDOT SUN Trail, Florida Department of Environmental Protection (FDEP) Office of Greenways and Trails (OGT), and the FL-AL TPO Ped / Bike / Trail Master Plan. Investigate opportunity to reconnect E Belmont Street between N 12th and 13th Street as a trail.



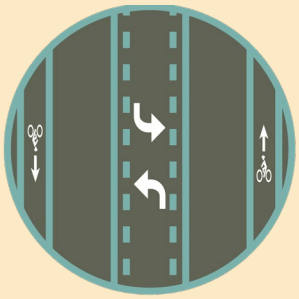
INTERSECTION RECONSTRUCTION



RAISED MEDIAN



RAISED INTERSECTION



LANE REPURPOSING



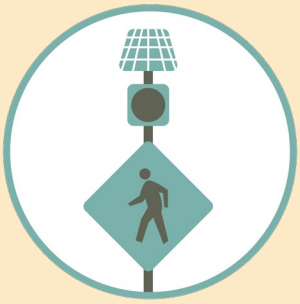
CURB RADIUS REDUCTION



NEW & ENHANCED BIKE LANES



RAISED CROSSWALK



FLASHING BEACON

COUNTERMEASURES

A countermeasure is a safety improvement that is designed to prevent or offset an issue. While the CRA is not responsible for operation and maintenance of roadways, the CRA can be great partners and advocates for the implementation of such improvements that support and further the CRA's mission and goals. In addition to advocacy for certain improvements, safety improvements should link to Emerald Coast Regional Council (ECRC) Safe Streets and Road for All (SS4A) Safety Action Plan (adopted Dec 2024). Countermeasures that could provide district-wide benefits may include:

INTERSECTION RECONSTRUCTION

Reconstructing irregular intersections provides better visibility for all road users, reduces high-speed turns, and shortens pedestrian crossing lengths.

RAISED MEDIAN

Enhancing a street to create more visually appealing and safer places can be accomplished in the middle of the roadway. Raised medians, especially when paired with beautification efforts, help to slow traffic and reduce crashes by controlling access to/from low-volume side streets and driveways.

RAISED INTERSECTION

Elevating the intersection to bring vehicles to the sidewalk level extends the pedestrian zone across the road and can provide opportunities for placemaking at intersection corners.

LANE REPURPOSING

Reallocation of roadway space dedicated to vehicles and/or revising delineations can provide room for new bicycle facilities, new/improved buffers for existing bicycle lanes, wider sidewalks, and/or any other multimodal-focused improvements. These additions can greatly enhance the walkability of a neighborhood while also improving the safety of all users.

CURB RADIUS REDUCTION

Reducing the radii of curb corners forces drivers to make tighter turns, which typically translates into lower speeds. This also has the added benefit of reducing intersection crossing distances and increasing the visibility of pedestrians. These curbs may also be mountable to allow for emergency vehicles to more easily make turns.

NEW & ENHANCED BIKE LANES

Separating bicycle lanes from other traffic (both cars and pedestrians) with physical barriers, pavement markings, and signage reduces points of conflict, which decreases crashes.

RAISED CROSSWALK

Improving driver awareness of pedestrians and maximizing street network connectivity for pedestrians is an important safety measure. This treatment not only improves safety but can also further define areas of interest with the use of pavers and other streetscape enhancement.

FLASHING BEACON

Flashing beacons paired with signage can notify motorists of an upcoming intersection or crosswalk, providing additional reaction time to slow down or come to a stop.



Palafox Street is a great example of a pedestrian-friendly street

8. Intersection and Sidewalk Improvements

The CRA should advocate for and consider funding further analysis for safety improvements that prioritize key intersections along priority corridors such as:

- N A Street at W Cervantes Street, W Wright Street, W Gregory Street, W Garden Street, W Government Street, and W Main Street;
- DeVilliers Street at W Wright Street and W Government Street;
- N 9th Avenue at E Cervantes Street and E La Rua Street.

These improvements help to prioritize pedestrian and cyclist connectivity without the need for a whole corridor reconstruction and furthers the ATP prioritization of neighborhood greenways. Additional funding towards countermeasures that go above the standard and are proven to increase safety and prioritize resident quality of life can provide improvements that are cost effective and timely. There are a variety of countermeasures to choose from such as raised crosswalks at key intersections.

9. E Cervantes Street Improvements

Corridor improvements need to reflect community needs and desires into the final construction of the enhancements. Improvements along E Cervantes Street should focus on providing continuity from the Westside to the Urban Core as well as the Eastside in order to mitigate the current disconnected conditions. Subsequently, these improvements will help to foster the integration of future developments such as the Hollice T. Williams Park in the Eastside to the rest of the districts. Such important community assets need to be accessible to all. Potential improvements to consider may include:

- Improving intersection and midblock crossings;
- Designing gateways and branding streetscape that showcases cultural centers;
- Designing corridor elements to reflect changes in character of commercial and residential;
- Studying access management along commercial zones.

10. W Garden Street Improvements

Improvements should enhance and feature the landscaped median in the urban core providing pedestrian access. Remove on-street parking to allow for improved transit connectivity. Provide additional and improved mid-block pedestrian crossings initiated by FDOT project 435178-3 . Pedestrian crossings could utilize the landscaped median for refuge and repurposed on-street parking dimension and lane width reductions could allow for passive activities in the median.

11. Secondary Street Improvements

N 14th and N 17th Avenues are additional streets where improvements could provide residents with the most connect access to the bay and park amenities. Opportunities for improvements such as lane reductions and improved pedestrian and bicycle facilities can help to connect the eastern most edge of the district to the improvements along the bay.

12. Parking Projects and Requirements

- Management strategies for vehicle parking along with parking strategies for bicycles, micromobility, and electric vehicles (EVs) would benefit the neighborhoods in accommodating a variety of transportation options.
- Repurpose edge or underutilized surface lots to improve neighborhood aesthetics, health, and safety.
- Repurpose stand-alone surface lots in strategic locations to become shared facilities for business districts.
- Multi-story parking structures should be screened from sidewalks with liner-type spaces of allowed uses such as office, apartments, retail, or landscape.

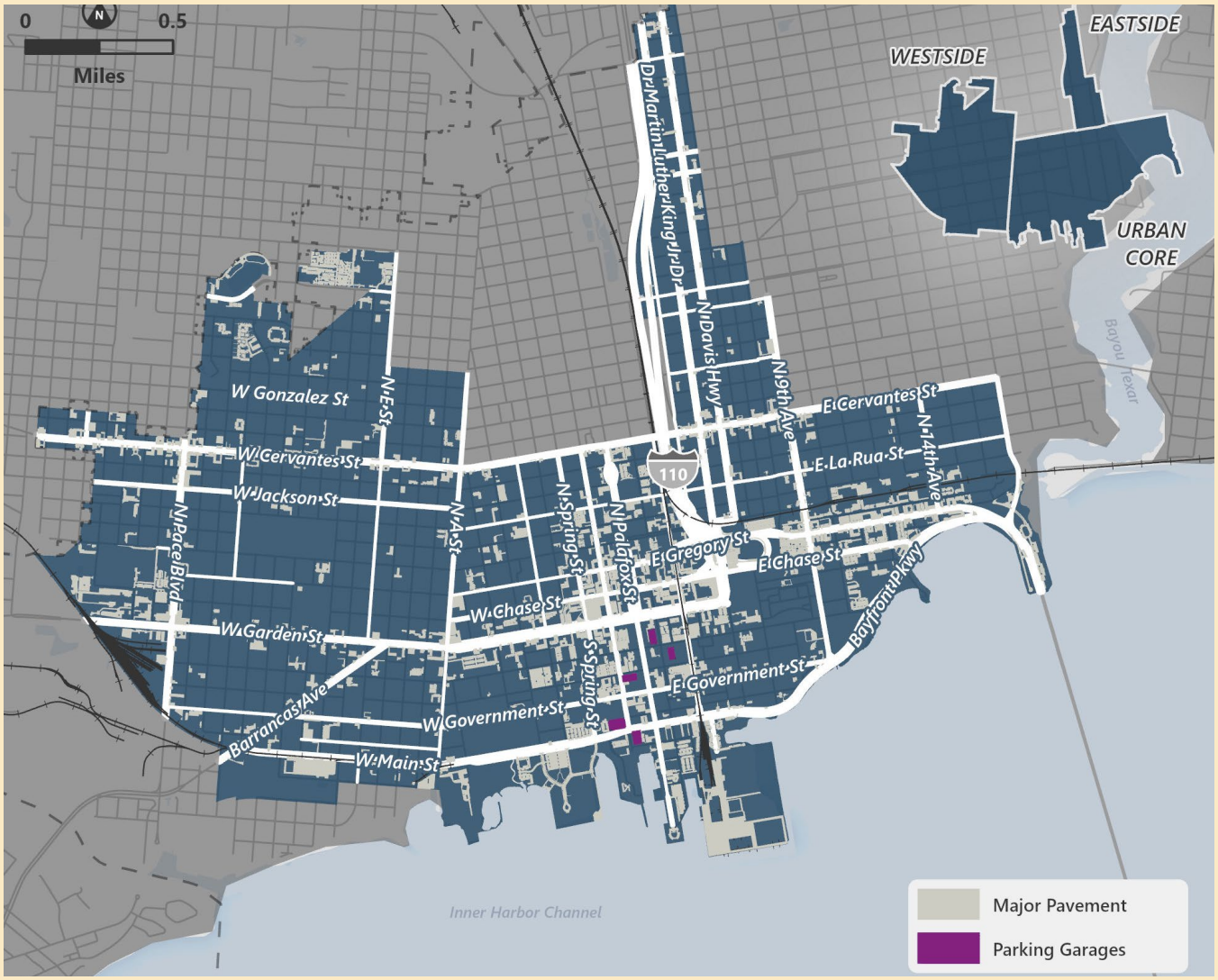
13. Street and Building Signage

Conduct an assessment to determine the locations of missing street and building signage. Establish a mechanism to track, identify, and replace signage. This is critical for emergency service, visitor, and general navigation.



Parking locations in the Urban Core


Bike rack in Belmont-DeVilliers designed to reflect the cultural history of the neighborhood



LEARNING FROM BEST PARKING PRACTICES

Parking plays a major role in an area's mobility. It can be an asset if thoughtfully located – supporting local businesses or meeting the needs of residents. But parking can be a liability when ineffective policies place a premium on parking demands; as a result, the pedestrian fabric of a community is eroded.

Requiring minimum parking standards and locating surface parking lots along street frontages lead to environments that are hostile to pedestrians. The heat island effects that are caused by large areas of asphalt without tree cover, underutilized parcels, and a lack of street definition make a huge impact on the environment and to the quality of life for residents.

Across the three CRA districts, there are approximately 333 acres of paved surface parking areas. In the Urban Core, there are 400 "Major Paved" areas for a total of 208 acres of paving. In the city's 2016 Parking study, it was calculated that the Urban Core had a total of 20,853 spaces of which 4,413 spaces (21%) are on-street parking-both marked and unmarked spaces.

PARKING GOALS

The goals of parking recommendations are to:

- Facilitate easy access to downtown while promoting transit and other modes of transportation to prioritize a more walkable and bikeable environment.
- Coordinate parking locations – surface lots or structured – with transit, micro-transit, and micromobility hubs.
- Develop parking facilities that meet parking needs through a shared parking methodology to minimize impact of parking in the district and to allow for redevelopment of underutilized areas.
- Minimize impact from surface parking on the public realm.

OPEN SPACE AND COMMUNITY AMENITIES

The Open Space & Community Amenities policy category includes recommendations that enhance the quality of life within the district by increasing access to parks, trails, recreation, community centers, and other community destinations. Examples of recommendations in the Open Space & Community Amenities category include:

- Recommendations about specific parks or open spaces;
- Recommendations for new or improved community amenities;
- Qualities that the CRA should prioritize in proposed designs, such as natural habitats or tree canopy and shade;
- Participation in the City's upcoming Parks Master Plan;
- Celebration of places with historic and cultural significance in neighborhoods and special districts through public art;
- Requirements for developers to incorporate public art into their developments;
- Walking and bicycling connections to existing or future parks and destinations;
- Recommendations for community garden, improvements to cemeteries, and other neighborhood opens space.

The policy recommendations emerged as important through the CRA Plan Update process, through a combination of community input and suggestions, conversations with CRA and City staff about challenges of the current development review and approvals process, and relevant recommendations from the previous plans. Some recommendations are location-based, while others are global and applicable to the whole district.

The Open Space & Community Amenities policy recommendations, like the Special Demonstration Projects, are intended to provide examples of appropriate CRA projects. However, policies are not limited to those listed. The policies included are not listed in order or priority. The CRA will use the evaluation tools in the Implementation chapter to prioritize projects and match projects to available funding.



Nikodash



Sasistock

RECOMMENDATIONS

1. Parks Master Plan

- Participate in the 2025 Parks Master Plan being conducted by the City Parks and Recreation Department.
- The plan should assess the existing conditions and amenities and make recommendations for enhancing existing amenities, increasing the usability of the existing open spaces and cemeteries, and transforming vacant lots into new neighborhood parks where needed.
- The planning process should engage residents, relying on community input to guide the amenities, designs, and programming of parks.
- Park designs should prioritize amenities and programming that match the desires and needs of surrounding demographics.
- All interventions in parks and public spaces should prioritize increasing shade, comfort, and usability.
- Neighborhood parks or publicly-accessible open space should be located within 1/4-mile of all neighborhood blocks.
- The CRA may explore the option to fund future specific park enhancements that relate to placemaking.

2. Art Requirement for New Development

- Require new development receiving CRA funding to meet a requirement to incorporate public art that celebrates the history, culture, or place.
- Projects would be identified, funded, and installed by private developers; also explore "in-lieu" options.
- The CRA and City should identify and help initiate a regional arts organization that would eventually facilitate the program.

3. Natural Habitats and Tree Canopies

Require the use of native plant species, the creation of natural habitats, and tree canopies to provide shade in CRA-funded projects.



Veterans Memorial Park



Public art in a neighborhood park



Pelicans in Paradise are a series of pelican statues designed by local artists. These can be found throughout Pensacola, offering a fun and interactive experience for visitors and residents



The historic Saenger Theater in downtown Pensacola

4. Cultural Venue Planning

In partnership with a cultural arts organization, the CRA should fund a study to evaluate the existing cultural assets, determine needs for and feasibility of improvements to cultural assets and/or new venues.

5. Public Restrooms

Partner with the City to identify locations, establish standards for design and maintenance, and support the construction and maintenance of public restrooms in or near public parks and highly-trafficked areas. Some potential locations may include Palafox Pier, Bruce Beach, and Bartram Park.

6. Low-Barrier Homeless Shelter

In partnership with local and regional homeless organizations, missions, shelters, and support services, the CRA should advocate for the creation of a low-barrier homeless shelter with minimal entry requirements (e.g., sobriety checks, income verification, strict identification policies, or participation in programs) to serve a wider range of individuals facing homelessness with complex needs.

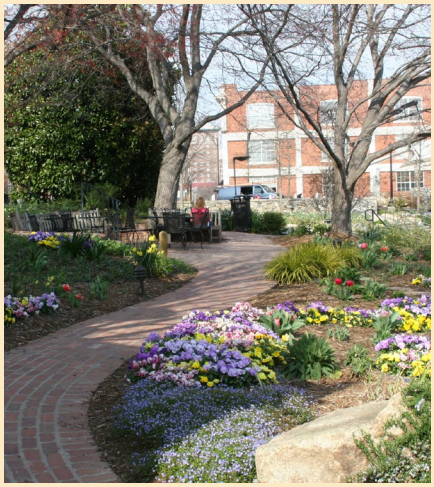








Union Bulletin, Downtown Walla Walla

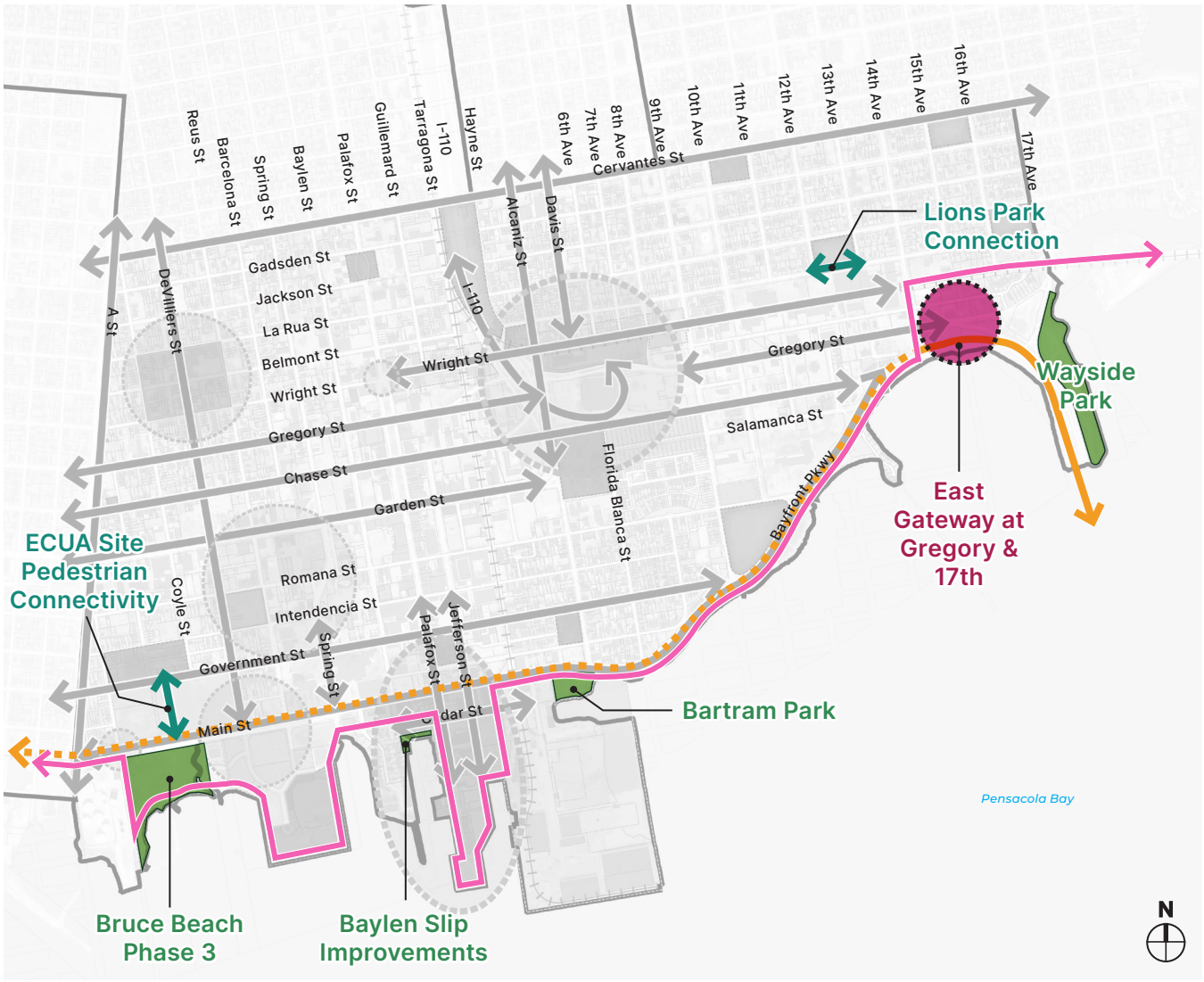


LEARNING FROM GREAT PARKS

Great parks and open spaces are sanctuaries for communities, with space for both active and passive activities, and connections to nature. The best parks are inclusive of all – no matter your age, ability, needs and wants.

Some of the ingredients that make great parks, especially in a warm, humid climate like Pensacola, could include:

- Kid-friendly play features/playgrounds
- Splash pad and/or public pool
- Public restrooms
- Walking, running paths
- Bicycle paths
- Sports fields
- Seating areas for large, medium, and small gatherings – this could be an open lawn, benches along paths, movable seats, swings, shaded pavilions, etc.
- Multi-purpose events spaces
- Water fountains
- Public art sculptures
- Landscaped gardens, with formal or informal plantings
- Shade from trees and/or structures
- Areas to observe a view of another place – this could be a view of a water body, of a different neighborhood, etc.



7. Bluffline along Bayfront Parkway

The CRA should advocate for the improvement of existing facilities of the waterside multi-use path along the southern edge of Bayfront Parkway, which is part of the proposed Bluffline, a bicycle route that is intended to provide east-west connectivity near the shoreline. Improvements to the Bayfront Parkway leg of the Bluffline could include:

- The installation of textured pedestrian crosswalks to improve the connections between the neighborhoods north of Bayfront Parkway to the path on the southern edge of the street;
- The addition of signage, public art, and/or landscaping to enhance the aesthetics of the Bluffline;
- The addition of buffers, planters, low-lying landscaping, etc. to create more separation between the sidewalk and moving traffic.

8. Continuation of the SUN Trail

The CRA should continue to advocate for and support the City's projects to extend the SUN Trail along Main Street.

9. Lions Park Connection

Connect a walking trail along the southern edge of Lions Park, outside of the ballfield, to connect East Belmont Street, between 12th and 13th Avenues.

10. ECUA Site Pedestrian Connectivity

Ensure a well-lit public walking and biking trail will connect through the ECUA site, connecting Corrine Jones Park to Bruce Beach.

11. Bruce Beach Phase 3

- Design and implement Phase 3 of the Bruce Beach plan, including the Community Cultural Center.
- Engage and involve the community in the design of the building and the honoring of significant cultures and histories (including the Native American and African American histories of the site).
- Ensure the design of the building and site are welcoming, inclusive, and culturally relevant.
- Develop sustainable district-serving stormwater in the future phases of Bruce Beach.
- Connect the trails and walking paths at Bruce Beach to regional trail amenities.

12. Wayside Park

- Improve pedestrian connectivity.
- Enhance parking lots.
- Install lighting to improve pedestrian safety.

13. Bartram Park

- Enhance Bartram Park to create a gateway into Downtown according to the SCAPE Waterfront Framework Plan, including flowering tree allees and park edge improvements.
- Activate the park with iconic furniture, hammocks, and a picnic grove.

14. Baylen Slip Improvements

- Dedicate any remaining space at the marina for non-motorized boat rentals (kayaks and paddle boards).
- Improve pedestrian and bicycle connections around Baylen Slip and between the slip and Cedar and Palafox Streets.
- Improve the public realm around Baylen Slip to be more inclusive (for the physically, visually, and hearing impaired).



City of Pensacola

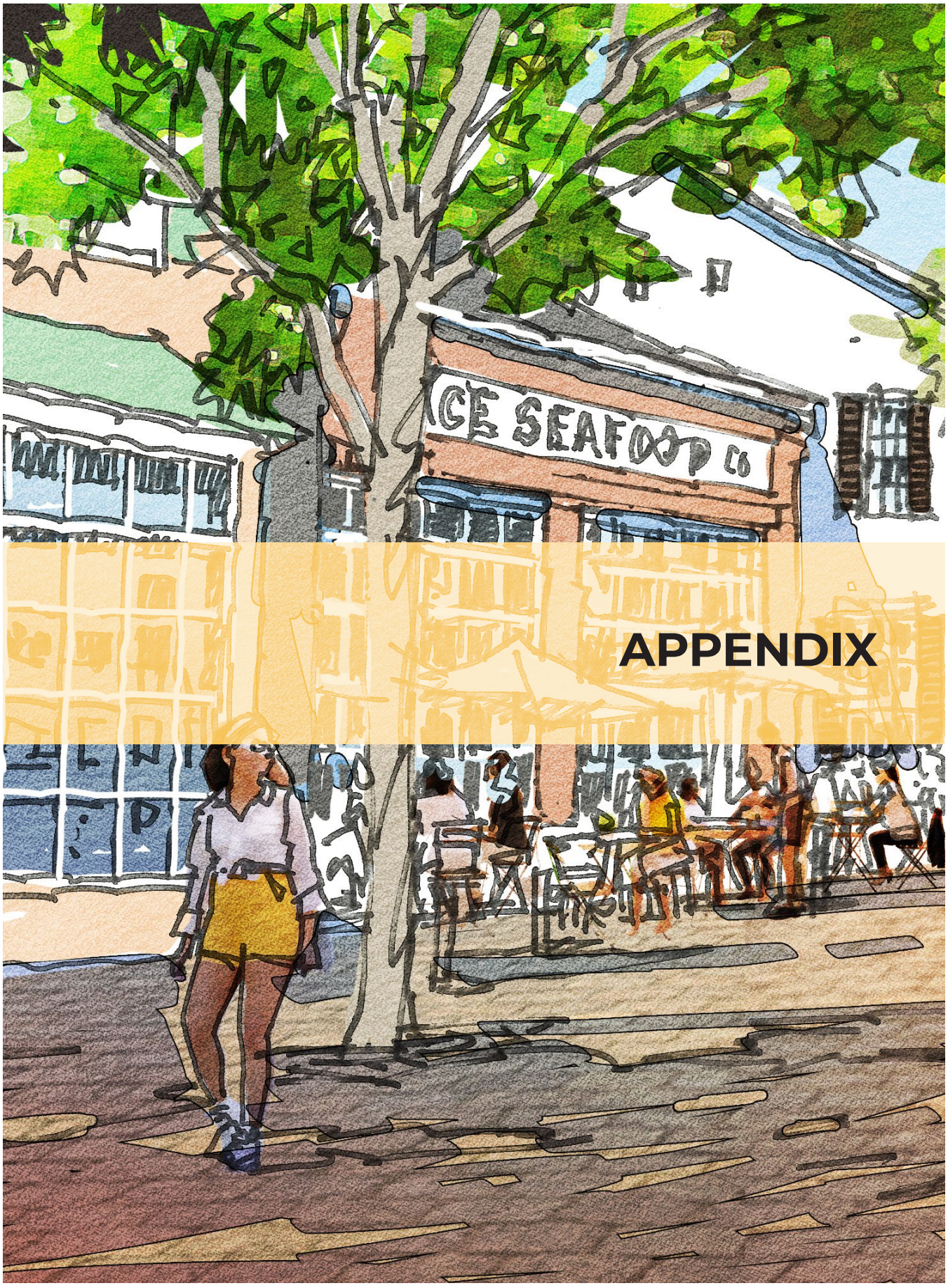


City of Pensacola



City of Pensacola

Bruce Beach



APPENDIX

SUMMARY OF STEP 1 ENGAGEMENT

LIST OF ENGAGEMENT EVENTS

During Step 1 of the planning process, several different types of community engagement were utilized:

Listening Workshops — May 29th, 11:30am (34 attendees) & 6:00pm (30 attendees)

- To explain the CRA planning process and to hear from residents about the key issues to address in the plan

Interactive Online Map (detailed on following pages) — May 28th-August 23rd

- 765 contributions from 213 contributors

Stakeholder Meetings* — May 28th-31st

- Topic-based meetings
  - Workforce & Economic Development
  - Housing
  - Community Support Organizations
  - Historic Preservation
  - Arts & Culture
  - Neighborhood Associations
  - Environment & Waterways
  - Parks & Amenities
  - Transportation
- 51 organizations attended over three days

Virtual Workshop #1* — June 11th

- To explain the CRA planning process and to hear from residents about the key issues to address in the plan
- Provided for those that could not attend in-person workshops in May

Community Conversations* — August

- Three additional CRA staff-led workshops
- 138 total attendees

Stakeholder Meetings* — August

- Smaller meeting to discuss specific tops in the three CRA districts
  - Neighborhood Associations Stakeholder Meeting (11 attendees)
  - Environmental & Waterways, Parks & Amenities, and Transportation Stakeholder Meeting (7 attendees)



Listening workshop



Stakeholder meeting



Listening workshop

** This engagement included attendees from all 3 districts*

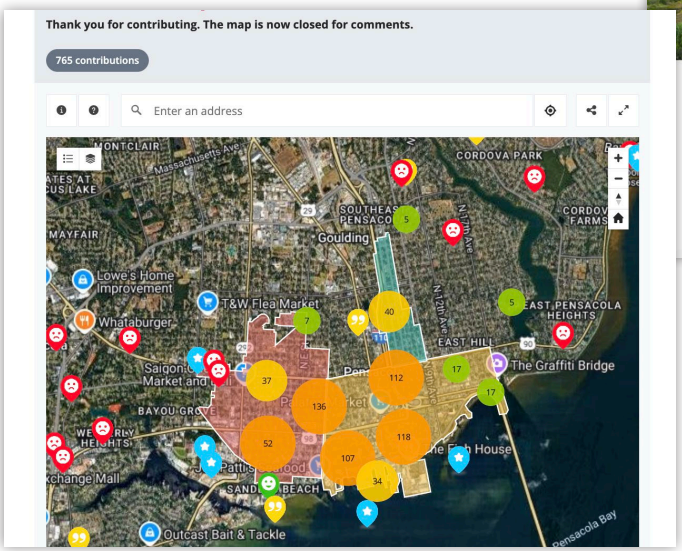
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ABOUT THE INTERACTIVE MAP

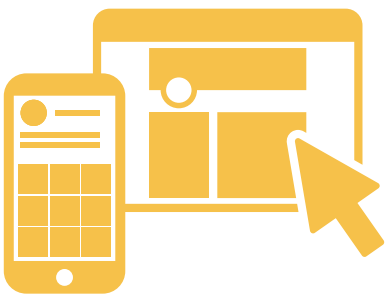
A vital part of Step 1 engagement included an online interactive map. The online interactive map served as a digital tool for place-based feedback about the planning process. Pensacola residents and stakeholder were encouraged to provide comments in at least one of four categories:

- Your Favorite Places
- Problem Areas
- Ideas for the Future
- General Comments

Respondents were able to drag one of these comment categories and pin it to a specific place on the map of Pensacola. Comments were not limited to a specific CRA District. After the interaction map closed, tabulation and organization of the comments were completed. There were 765 contributions from 213 contributors to the interactive map.







STEP 1 ENGAGEMENT SUMMARY RESULTS

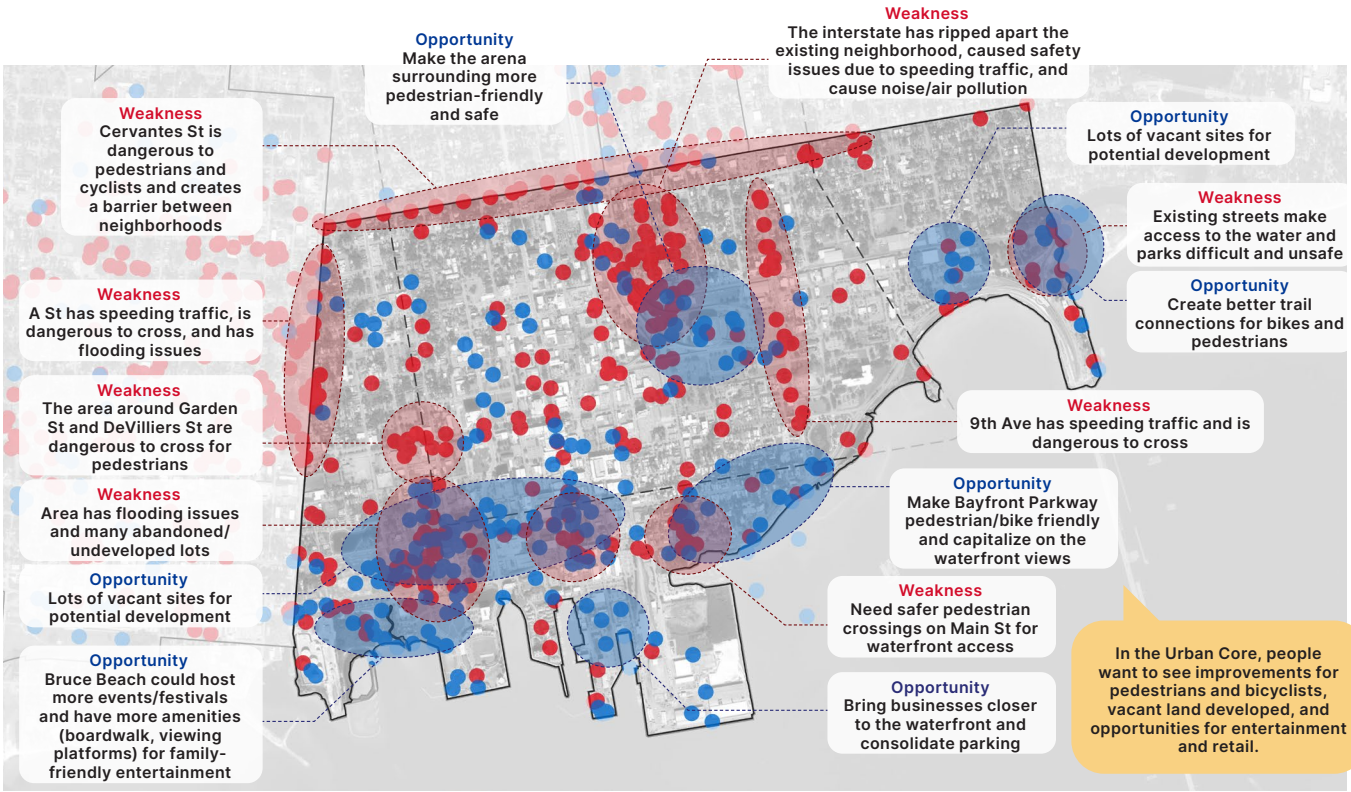
The following pages show the summarized results of the online interactive map contributions to the Urban Core CRA District with the other Step 1 engagement processes, including in-person and virtual community meetings, stakeholder groups, neighborhood workshops, and youth events. Along with identifying and summarizing Urban Core-specific strengths, weaknesses, and opportunities, six themes addressed specific concerns and comments about the Urban Core:

- Arts, Cultures, Activities, and Destinations
- Streets and Connections
- Housing and Opportunity Sites
- Community-Centered Planning
- Resilient Infrastructure
- Parks and Open Space

On the maps, community and stakeholder feedback is indicated by green (strengths), blue (opportunities), and red (weaknesses).






Weakness
Cervantes St is dangerous to pedestrians and cyclists and creates a barrier between neighborhoods
Opportunity
Make the arena surrounding more pedestrian-friendly and safe
Weakness
The interstate has ripped apart the existing neighborhood, caused safety issues due to speeding traffic, and cause noise/air pollution
Opportunity
Lots of vacant sites for potential development
Weakness
Existing streets make access to the water and parks difficult and unsafe
Opportunity
Create better trail connections for bikes and pedestrians
Weakness
A St has speeding traffic, is dangerous to cross, and has flooding issues
Weakness
The area around Garden St and DeVilliers St are dangerous to cross for pedestrians
Weakness
9th Ave has speeding traffic and is dangerous to cross
Weakness
Area has flooding issues and many abandoned/ undeveloped lots
Opportunity
Make Bayfront Parkway pedestrian/bike friendly and capitalize on the waterfront views
Opportunity
Lots of vacant sites for potential development
Weakness
Need safer pedestrian crossings on Main St for waterfront access
Opportunity
Bruce Beach could host more events/festivals and have more amenities (boardwalk, viewing platforms) for family-friendly entertainment
Opportunity
Bring businesses closer to the waterfront and consolidate parking
In the Urban Core, people want to see improvements for pedestrians and bicyclists, vacant land developed, and opportunities for entertainment and retail.


The Urban Core district's biggest strengths are its historic downtown, numerous parks, and waterfront
Historic neighborhood that has remained intact and offers shops and restaurants
Historic center of the Belmont-Devilliers community with a strong history in arts and music
This downtown area provides great shopping, food, activities, festivals/ events, and park space
Veterans Memorial Park has great walking paths and a duck pond
Bruce Beach offers a nice area to enjoy the waterfront, swim, and fish
The Maritime Park and Blue Wahoos Stadium offers great outdoor space and activities for the community
Park and pier that offers a great place to walk along the water, a splash pad, and restaurants

Strengths

- The vibrant downtown area
- Palafox Street - active and walkable
- Historical buildings with unique character
- Shops and restaurants
- Parks and open space, including the Blake Doyle skate park, Ferdinand Plaza, and Veterans Memorial Park
- The waterfront, with areas like Bruce Beach for families and activities at the Blue Wahoo Stadium
- Paved streets and street trees
- Festivals and events that promote the local arts & culture

Weaknesses

- Limited access to the waterfront
- Vacant/rundown buildings make the area feel unsafe and detract from the existing character
- Existing infrastructure does not address drainage & flooding issues
- Noise pollution caused by traffic on I-110
- Parking is expensive and difficult to access for events
- Existing parks are poorly maintained and lack shade
- Lack of crosswalks and pedestrian signals
- Existing sidewalks are poorly maintained and lack shade
- Lack of a complete pedestrian and bike network, especially when connecting to public amenities
- Speeding traffic
- Lack of trees and poor maintenance of existing trees

Opportunities

- Find funding and bring together existing organizations for more collaborative art festivals
- Bring in more retail options that provide everyday goods and services
- Improve flood mitigation
- Plant more trees along streets, in parks, and in large paved areas (parking lots)
- Provide better pedestrian access to the waterfront and offer more affordable activities for families and visitors
- Create safe, beautiful, and shaded pedestrian/bike connections
- Implement traffic calming measures
- Develop mixed-use buildings that offer affordable housing and business opportunities
- Create affordable parking in easily accessible locations

Arts, Culture, Activities, and Destinations

- Partner with non-profits to set up festivals for celebrating cultural heritage, music, dance, and art (Polynesian Luau, Arabian dance, gallery crawl, Ciclovia Festival)
- Add affordable programming to existing community centers (dance, performance)
- Provide family-friendly retail, restaurants, and destination activities to the waterfront (Blue Angels viewing platform)
- Advertise existing programs and activities (radio, better signage)
- Provide everyday services/retail options

Streets and Connections

- Slow traffic and improve safety on streets
- Provide affordable, structured parking near event spaces
- Create more pedestrian connections to the waterfront
- Provide more crosswalks for pedestrian safety
- Improve sidewalks, streetscapes, and lighting
- Improve bike connectivity

Housing & Opportunity Sites

- Identify opportunities, vacant lots, empty buildings
- Update, renovate, or tear-down vacant or run-down properties
- Provide affordable housing options
- Provide resources for those experiencing homelessness
- Preserve historic workforce housing, architectural character, and scale

Community-Centered Planning

- Reduce/mitigate noise pollution (acoustic panels, dense landscaping, garbage pick-up hours, control traffic speed)
- Use landscaping to replace unnecessary asphalt and screen unsightly areas (parking lots, utility boxes)
- Maintain existing trees and landscaping
- Provide more trash bins/cleaning service
- Plant more trees along streets and in parks and maintain existing trees
- Expand the waterfront (bigger dock, boardwalks, maintain waterfront views, preserve water/wildlife quality)

Resilient Infrastructure

- Mitigate flooding impacts (Jordan, Davis, DeSoto, Gonzalez)
- Mitigate noise pollution (I-110, generators, outdoor appliances)

Parks and Open Space

- Create more active park amenities (multi-use sport fields, pickleball courts, exercise equipment, walking paths)
- Create more scales and variety of parks and open spaces (gardens, natural areas, pocket parks)
- Improve existing parks with additional amenities, programming, and shade
- Build public amenities (bathrooms, venues)

SUMMARY OF STEP 2 ENGAGEMENT

LIST OF ENGAGEMENT EVENTS

Step 2 of the planning process included a week-long workshop that culminated in a presentation and open house. Following the presentation, surveys and additional meetings were conducted to gain valuable feedback from those unable to attend the workshop events.

1:1 Meeting with the Mayor* — September 30th, 3:00-4:00 PM

- To review opportunity sites and priorities rights-of-ways
- To receive input on developmental projects

Meetings with Councilmembers & CRA Board* — September 30th-October 1st

- To review recommendations, input on development projects, priority rights-of-way & workshop insights, and listen to input

Meetings with City Department Heads* — October 1st

- To present ideas in progress
- To discuss any alternatives or sensitive information

Testing Workshop Public Open House* — October 1st, 6:00-7:30 PM

- To share ideas for potential projects in the Eastside and get feedback from residents about potential CRA investments
- Spanish translation provided

Stakeholder Meetings with Developers* — October 2nd, 9:30-11:00 AM

- To discuss decision factors around investments

Testing Workshop Public Open House* — October 2nd, 12:00-1:30 PM

- To share ideas for potential projects in the Eastside and get feedback from residents about potential CRA investments
- Spanish translation provided

Testing Workshop Community Presentation* — October 3rd, 6:00-7:30pm

- To share ideas for potential projects in the Eastside and get feedback from residents about potential CRA investments
- Open House followed

Post-workshop Survey* — October 14th-November 4th (detailed on following pages)

- To gather feedback on the concepts presented at the public meeting on October 3rd

Debrief with the Area Housing Commission* — December 12th

- To debrief on the concepts that were developed during the Testing Workshop in October

** This engagement was conducted with all three CRA districts at once*



Tuesday open house



Thursday open house



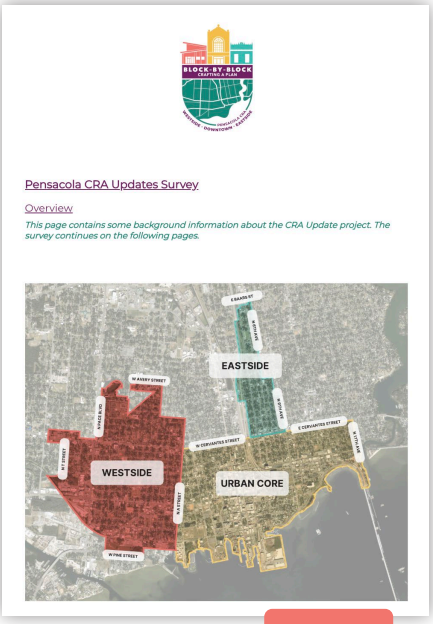
Testing workshop community presentation

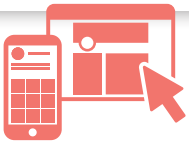
ABOUT THE SURVEY

Because workshop attendance and feedback was limited to those who could physically be there, the post-workshop survey was crucial in gaining additional feedback. To widen the engagement reach, the survey was offered both digitally and in print, with English and Spanish versions, and distributed to hundreds of Pensacola residents, the goal was to reach as many residents as possible to obtain accurate and comprehensive feedback of the ideas presented at the workshop.

The survey was made available to the public from October 14th, 2024 through November 4th, 2024 and garnered 174 responses. Over 90% of participants live in Pensacola year-round, while over 50% of participants live in the CRA District boundary. About 55% of participants had not attended any previous engagement, showing that much of the feedback and ideas given were new for the project.

The following pages show the summarized results of each survey question. Along with the overall results of the survey, the data was further examined to organize the responses from residents who live in the Urban Core. Some of the open text responses have been recorded in this document (at the bottom of the respective page); the comments that appear here have been selected for their relevancy and representativeness of the remainder of the comments.









Top Comments in the Urban Core

Of the 46 responses received from Urban Core residents, top overall comments included:

- Develop more music, dining, and entertainment opportunities in the Belmont-DeVilliers area.
- Prioritize Garden Street, Main Street, and Government Street for pedestrian and bicyclist safety and comfort.
- Activate the waterfront.
- Redevelop the Grand Hotel and Depot, along with improving access and safety in that area.
- Provide more options for affordable housing.

All respondents

Urban Core residents

1. Did you attend any of the following workshops?

166 answered, 8 skipped

No, I have not attended any of these events so far	91 resp.	54.82 %
I attended Step 1 workshops in May, June, July, or August 2024	57 resp.	34.34 %
Thursday, October 3 (Public Presentation & Open House at Sanders Beach-Corrine Jones Resource Center)	31 resp.	18.67 %
Wednesday, October 2 (Open House at the Library)	21 resp.	12.65 %
Tuesday, October 1 (Open House at the Library)	20 resp.	12.05 %
Not sure	2 resp.	1.2 %

41 answered, 5 skipped

No, I have not attended any of these events so far	16 resp.	39.02 %
I attended Step 1 workshops in May, June, July, or August 2024	16 resp.	39.02 %
Thursday, October 3 (Public Presentation & Open House at Sanders Beach-Corrine Jones Resource Center)	8 resp.	19.51 %
Wednesday, October 2 (Open House at the Library)	10 resp.	24.39 %
Tuesday, October 1 (Open House at the Library)	4 resp.	9.76 %
Not sure	2 resp.	4.88 %

50% of Urban Core residents who took this survey attended at least one previous workshop

2. What is your home zip code? If you don't live in the United States, what is your county of residence?

150 answered, 24 skipped

32502	44 resp.	29.33 %
32501	34 resp.	22.67 %
32503	29 resp.	19.33 %
32504	15 resp.	10 %
32514	7 resp.	4.67 %
32507	5 resp.	3.33 %
32505	4 resp.	2.67 %
32506	3 resp.	2 %

44 answered, 2 skipped

32502	28 resp.	63.64 %
32501	12 resp.	27.28 %
32503	3 resp.	72.72 %
32504	1 resp.	0 %
32514	0 resp.	0 %
32507	0 resp.	0 %
32505	0 resp.	0 %
32506	0 resp.	0 %

All respondents

Urban Core residents

3. What is your relationship with Pensacola?

154 answered, 20 skipped

I live here year-round	*143 resp.*	92.86 %
I work here	*46 resp.*	29.87 %
I visit places in the CRA Districts regularly	*46 resp.*	29.87 %
I live here seasonally	*8 resp.*	5.19 %
I visit here from out of town	*1 resp.*	0.65 %

46 answered, 0 skipped

I live here year-round	*44 resp.*	95.65 %
I work here	*15 resp.*	32.61 %
I visit places in the CRA Districts regularly	*15 resp.*	32.61 %
I live here seasonally	*3 resp.*	6.52 %
I visit here from out of town	*0 resp.*	0 %

4. What CRA District of Pensacola do you live in?

153 answered, 21 skipped

Urban Core	*46 resp. (30.07%)*	Westside	*29 resp. (18.95%)*	Eastside	*11 resp. (7.19%)*	Other	*60 resp. (45.76%)*

I live outside of CRA District boundaries, but in the City of Pensacola	*49 resp.*	32.03 %
I live outside of the City of Pensacola	*21 resp.*	13.73 %

5. How long have you lived in Pensacola?

154 answered, 20 skipped

Less than one year	*12 resp.*	7.79 %
1 to 2 years	*7 resp.*	4.55 %
3 to 5 years	*20 resp.*	12.99 %
6 to 9 years	*22 resp.*	14.29 %
10+ years	*89 resp.*	57.79 %
I do not live in Pensacola	*4 resp.*	2.6 %

46 answered, 0 skipped

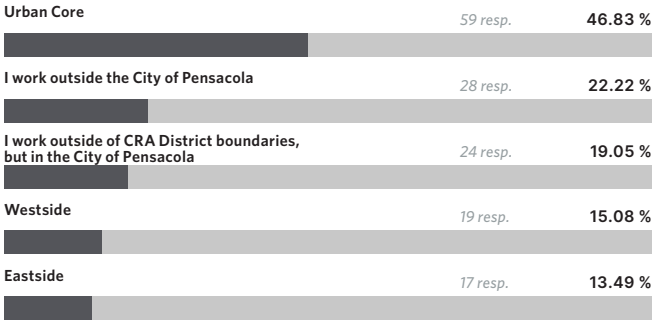
Less than one year	*6 resp.*	13.04 %
1 to 2 years	*1 resp.*	9.09 %
3 to 5 years	*7 resp.*	15.22 %
6 to 9 years	*4 resp.*	8.7 %
10+ years	*26 resp.*	56.52 %
I do not live in Pensacola	*1 resp.*	2.17 %

All respondents

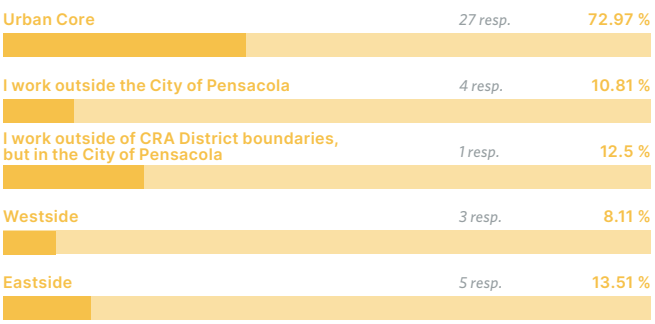
Urban Core residents

6. What CRA District of Pensacola do you work in?

126 answered, 48 skipped



37 answered, 9 skipped



7. What CRA District of Pensacola do you most often visit?

153 answered, 21 skipped

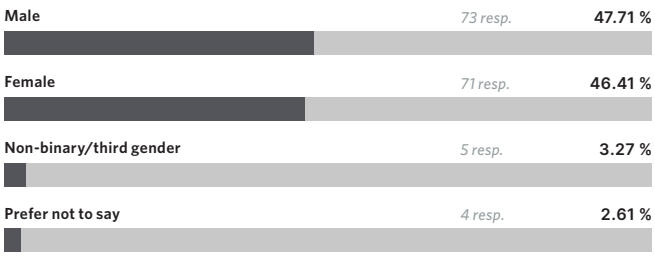


46 answered, 0 skipped

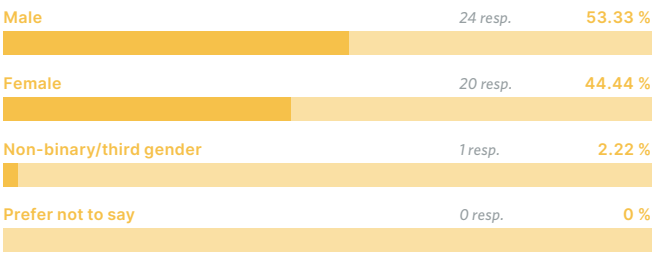


8. How do you identify your gender?

153 answered, 21 skipped



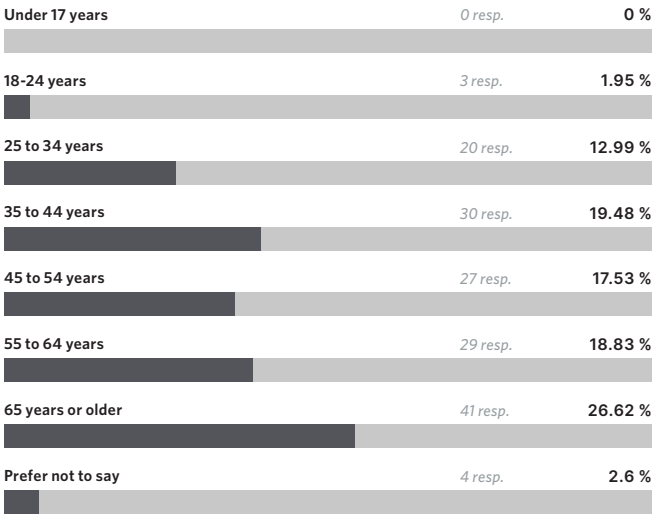
45 answered, 1 skipped



All respondents

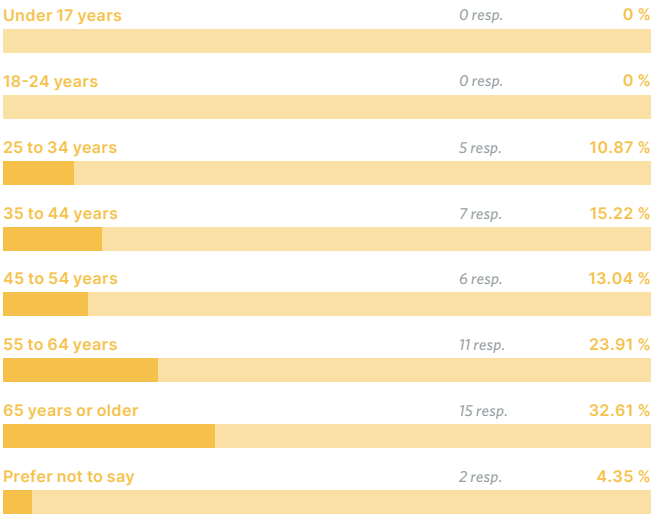
9. What is your age?

154 answered, 20 skipped



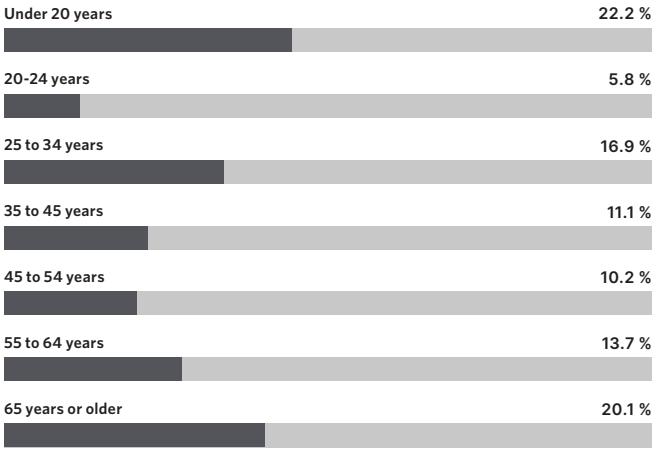
Urban Core residents

46 answered, 0 skipped



City of Pensacola Age Demographics

Data from United States Census, American Community Survey, 2022



All respondents

Urban Core residents

10. What is your race/ethnicity?

154 answered, 20 skipped

White	119 resp.	77.27 %
Black or African American	18 resp.	11.69 %
Prefer not to say	16 resp.	10.39 %
Hispanic or Latino/a	7 resp.	4.55 %
American Indian or Alaska Native	2 resp.	1.3 %
Asian or Asian American	2 resp.	1.3 %
Middle Eastern or North African	0 resp.	0 %
Native Hawaiian or other Pacific Islander	0 resp.	0 %
Another race	0 resp.	0 %

46 answered, 0 skipped

White	37 resp.	80.43 %
Black or African American	2 resp.	4.35 %
Prefer not to say	5 resp.	10.87 %
Hispanic or Latino/a	3 resp.	6.52 %
American Indian or Alaska Native	1 resp.	2.17 %
Asian or Asian American	0 resp.	0 %
Middle Eastern or North African	0 resp.	0 %
Native Hawaiian or other Pacific Islander	0 resp.	0 %
Another race	0 resp.	0 %

11. What is the combined annual income of all working adults in your household?

154 answered, 20 skipped

Less than $25,000	4 resp.	2.6 %
$25,000–$34,999	5 resp.	3.25 %
$35,000–$49,999	11 resp.	7.14 %
$50,000–$74,999	19 resp.	12.34 %
$75,000–$99,999	19 resp.	12.34 %
$100,000–$149,999	23 resp.	14.94 %
$150,000–$199,999	25 resp.	16.23 %
$200,000 or more	25 resp.	16.23 %
Retired	13 resp.	8.44 %
Prefer not to say	10 resp.	6.49 %

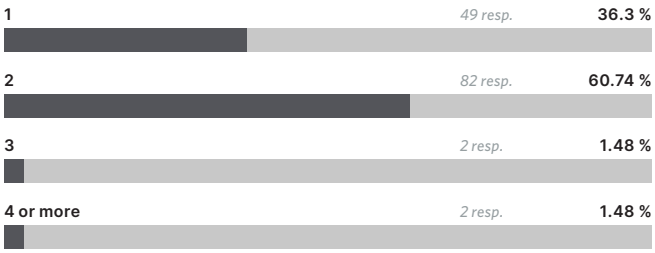
46 answered, 0 skipped

Less than $25,000	1 resp.	2.17 %
$25,000–$34,999	1 resp.	2.17 %
$35,000–$49,999	3 resp.	6.52 %
$50,000–$74,999	7 resp.	15.22 %
$75,000–$99,999	3 resp.	6.52 %
$100,000–$149,999	4 resp.	8.7 %
$150,000–$199,999	7 resp.	15.22 %
$200,000 or more	12 resp.	26.09 %
Retired	5 resp.	10.87 %
Prefer not to say	3 resp.	6.52 %

All respondents

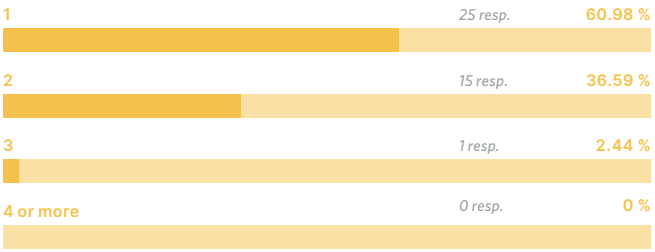
12. How many working adults live in your household?

135 answered, 39 skipped



Urban Core residents

11 answered, 0 skipped



23. Which streets are your top priority for improvements to pedestrian and bicycle safety and comfort?

119 *answered*, 55 *skipped*

Cervantes Street	59 resp.	49.58 %	DeVilliers Street	21 resp.	17.65 %
Garden Street	50 resp.	42.02 %	Jackson Street	15 resp.	12.61 %
Main Street	50 resp.	42.02 %	Spring Street	14 resp.	11.76 %
Palafox Street	39 resp.	32.77 %	14th Avenue	13 resp.	10.92 %
Government Street	33 resp.	27.73 %	*Other (please specify)	12 resp.	10.08 %
9th Avenue	31 resp.	26.05 %	Wright Street	11 resp.	9.24 %
A Street	25 resp.	21.01 %	Alcaniz Street	10 resp.	8.4 %
17th Avenue	22 resp.	18.49 %			

Top three answers from Urban Core residents are shown in yellow
Answers included: Belmont Street, N Davis Hwy, 17th Avenue, Bayfront Pkwy, Wright Street, Main Street

PENSACOLA CRA PLANS UPDATE / PENSACOLA, FLORIDA

URBAN DESIGN ASSOCIATES





Grand Hotel/Depot
This proposal corresponds with questions 24-25

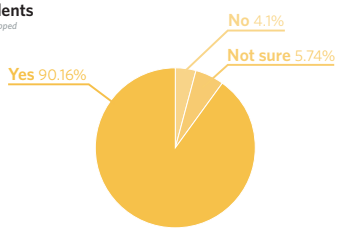
Post-Workshop Survey | October-November 2024

24. Do you think the redevelopment of this site will benefit the Urban Core CRA?

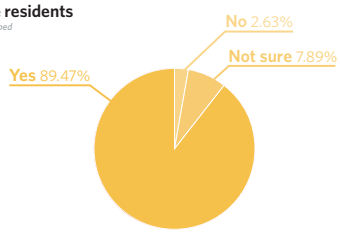
122 *answered*, 52 *skipped*

Yes	110 resp.	90.16 %
*Not sure (please specify)	7 resp.	5.74 %
No	5 resp.	4.1 %

All respondents
122 *answered*, 52 *skipped*



Urban Core residents
38 *answered*, 8 *skipped*

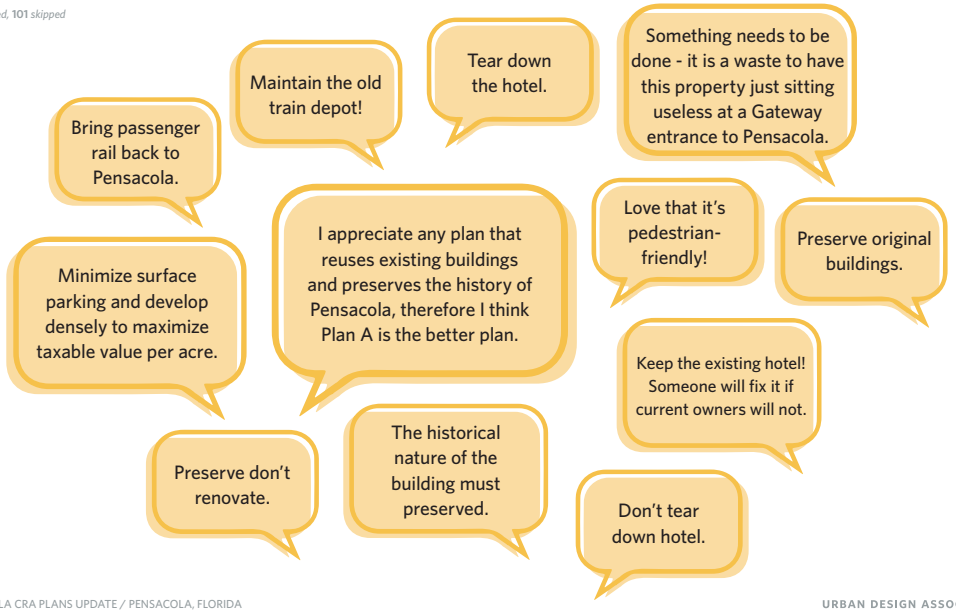


*Answers included: The Urban Core could really use a 4 star "upscale" hotel; only interested if plan A (restoring existing structure) is done; need to fix dangerous traffic on Bayfront and create more pedestrian friendly area at waterfront.

Post-Workshop Survey | October-November 2024

25. What are your thoughts about these concepts?

73 *answered*, 101 *skipped*

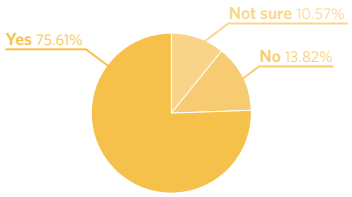


26. Do you think that adding more residential, retail, and other uses to the waterfront will benefit the Urban Core CRA?

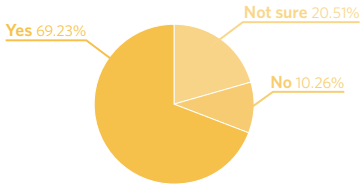
123 *answered*, 51 *skipped*

Yes	93 resp.	75.61 %
No	17 resp.	13.82 %
*Not sure (please specify)	13 resp.	10.57 %

All respondents
123 *answered*, 51 *skipped*



Urban Core residents
39 *answered*, 7 *skipped*



*Answers included: It would take a special type of business to make this a viable option; fix Bayfront first; it will benefit if it doesn't interfere with the port.

PENSACOLA CRA PLANS UPDATE / PENSACOLA, FLORIDA

URBAN DESIGN ASSOCIATES





Waterfront Development
This proposal corresponds with questions 26-27

27. What are your thoughts about these concepts?

60 *answered*, 114 *skipped*

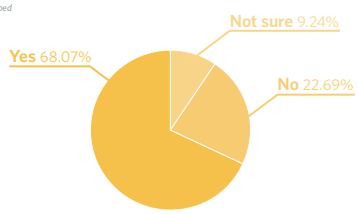


28. Do you think that adding new housing in this area will benefit the Urban Core?

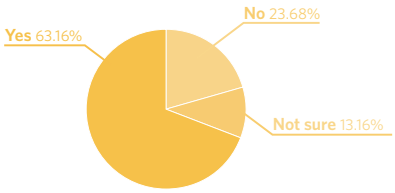
119 *answered*, 55 *skipped*

Yes	81 resp.	68.07 %
No	27 resp.	22.69 %
*Not sure (please specify)	11 resp.	9.24 %

All respondents
119 *answered*, 55 *skipped*



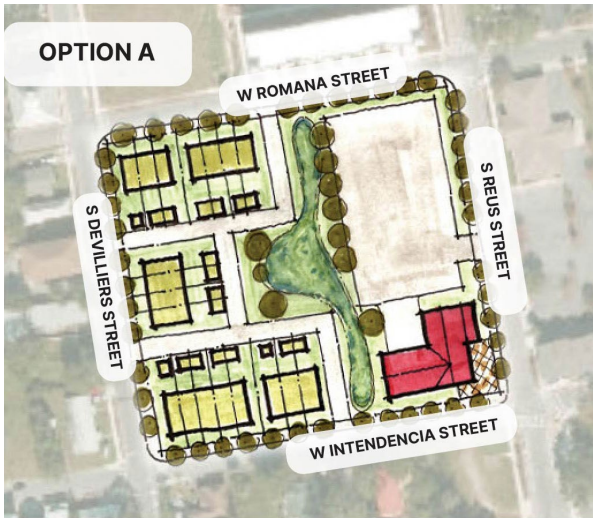
Urban Core residents
38 *answered*, 8 *skipped*

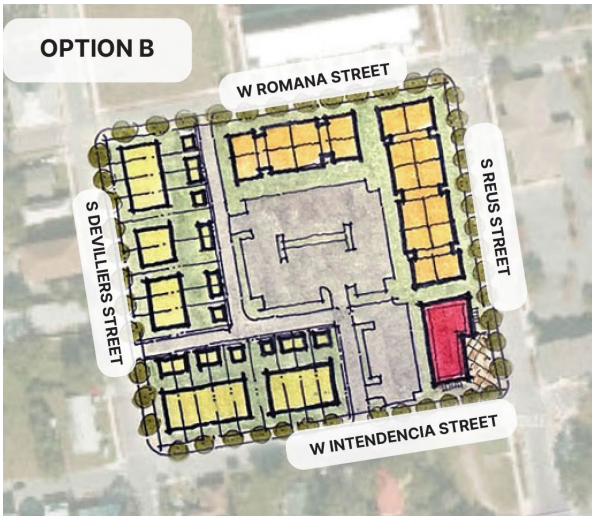


*Answers included: Retain green space; fix Bayfront first; need to be affordable for existing population; no housing is sufficient in this area.

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URBAN DESIGN ASSOCIATES

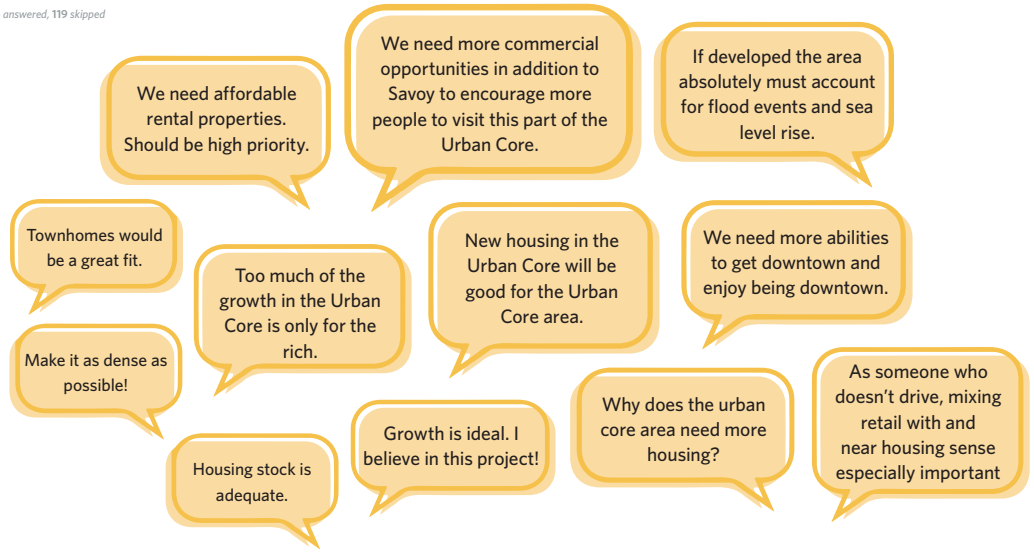




Reus Square
This proposal corresponds with questions 28-29

29. What are your thoughts about these concepts?

55 *answered*, 119 *skipped*

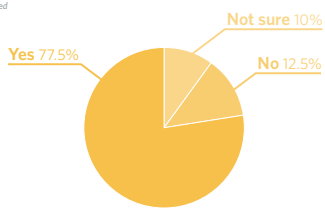


30. Do you think developing more music, entertainment, and dining uses in this area would benefit Belmont-DeVilliers and the Urban Core CRA?

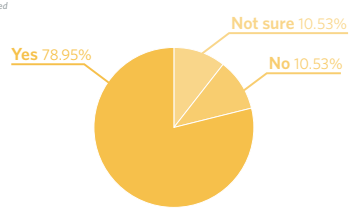
120 *answered*, 54 *skipped*

Yes	93 resp.	77.5 %
No	15 resp.	12.5 %
*Not sure (please specify)	12 resp.	10 %

All respondents
120 *answered*, 54 *skipped*



Urban Core residents
38 *answered*, 8 *skipped*



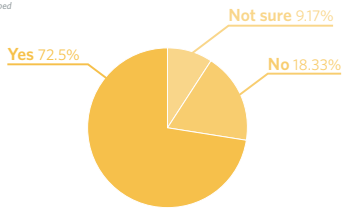
*Answers included: Everything looks like it is skewed to upper income levels; this would price out the locals; return to historical black neighborhood

31. Do you think adding housing/apartments in this area would benefit Belmont-DeVilliers and the Urban Core CRA?

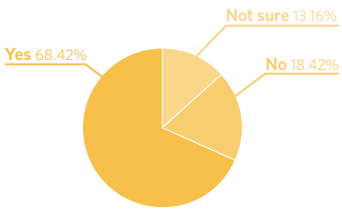
120 *answered*, 54 *skipped*

Yes	87 resp.	72.5 %
No	22 resp.	18.33 %
*Not sure (please specify)	11 resp.	9.17 %

All respondents
120 *answered*, 54 *skipped*



Urban Core residents
38 *answered*, 8 *skipped*



*Answers included: Do not overbuild; add closer to the core; this area could stand some housing redevelopment.

PENSACOLA CRA PLANS UPDATE / PENSACOLA, FLORIDA

URBAN DESIGN ASSOCIATES

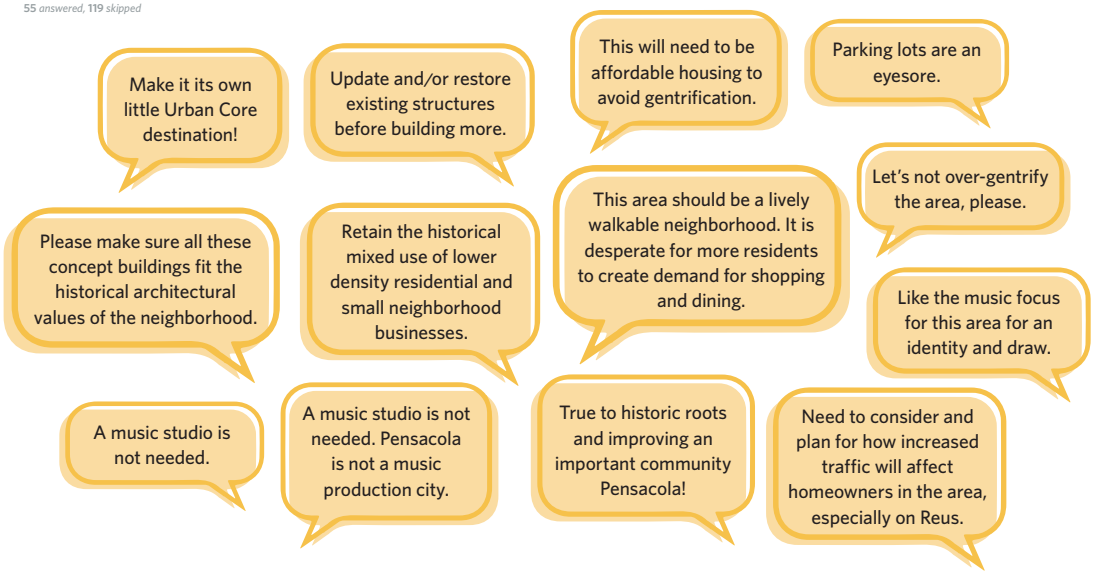




Belmont-DeVilliers
This proposal corresponds with questions 30-32

32. What are your thoughts about these concepts?

55 answered, 119 skipped



33. What other projects would you recommend in the Urban Core CRA?

56 answered, 118 skipped



49. Do you have any other comments or suggestions not covered elsewhere in this survey?

20 *answered,* **154** *skipped*

- CRA has done a great job of including public input in this project. The City's team is outstanding.
- Thank you for the opportunity to provide feedback of our lovely area.
- West Side development. There is so much potential in the historic portions of the west side. Gardening. Pensacola is almost devoid of gardening. Need flowers, shrubs, live oaks, magnolias, veg gardens, community gardens, honey bees, chickens. Get citizens outside, investing in and bonding with neighbors, homes.
- Thanks for this opportunity to be engaged.
- A city newsletter mailed out would be nice.
- Please reevaluate the W Government St as an improved collector street from Eastside to Downtown to Westside. The roadway has so much potential and needs immediate attention to traffic flows, stormwater issues and streetscaping. Thank you for this opportunity to comment.
- The West Main Master Plan x CMP, the Bluffline project, ACW, redevelopment of the Baptist Hospital site, and HTW should serve as the economic, place making, health, and environmental organizing principles for this current CRA plan revision. Start with that and make sure there's synergy then go from there.
- Propose to put Bayfront Parkway on road diet freeing up space for walkway from bridge to cedar street. Connect to Government Street at ninth ave. Upgrade Government Street to Palafox.
- Build more skate parks.
- No. This took more than an hour to complete.
- Escambia Co. has been floating around an idea for a Sportsplex up north at 10 Mile Rd. I think the land at the old Baptist Hospital would be great for that Sportsplex. Has anyone discussed this? They're talking about a 90Million dollar expenditure.
- Hey this was a fun survey I found on Reddit! I live here and figured I'd give my two cents! I really liked the ideas proposed and am rooting for you to get them done! Good luck!
- Should be working to maintain and preserve the history and heritage of the downtown area, not flooding it with high density housing that will only strain the resources and jam up traffic. Use the underutilized terminal area for industrial and business spaces.
- Lakes and more trees are much needed where possible. Moving above ground utility lines to below ground and removing the utility poles with street lamps. First start with the 300 block of W. Govt St and move west. Thank you for this opportunity to comment.
- For years I have thought that we should amp up the landscaping for the median on Garden Street. Like Fairhope, I think we could really do a phenomenal job with landscaping this and really play into the "Garden" street name and put rotating seasonal florals that are tasteful and impressive to tourists and locals alike. Garden Street is the first impression for most who travel into the heart of Pensacola and it has always looked so tired, weak and not prioritized but it could be so delightful and do wonders for the first impression for Pensacola tourists.
- Who will provide upkeep of proposed tree installs and other proposed projects — roads, lighting, parks, etc.
- Shut down the polluting paper mill, it makes Pensacola stink and drives away people, business's and jobs, while lowering our quality of life
- Too much "affordable" housing is mentioned. How about mentioning buried utilities? Mentioning round-a-bouts instead of all these four way stops?
- Is there anyway to make parking on Gregory Street between A Street and Rues? Donelson Street between Gregory and Chase street?
- Yes when you have a diverse economic shopping store front need always consider a Dollar General.

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DEMOGRAPHIC AND MARKET ANALYSIS

OVERVIEW

This analysis of existing demographics & market conditions was conducted across all three CRA Districts simultaneously, but also narrowed in on each district to identify specific conditions per district. The analysis was conducted primarily using data collected in 2023 and was published in September 2024.

The intent of this analysis was to:

- Analyze demographics of each CRA District;
- Identify primary community stressors;
- Identify opportunities in the market;
- Determine the potential impacts of development in each district in order to prevent the displacement of residents and businesses;
- Provide priorities for designers and policymakers to make positive impacts and avoid negative impacts on the community.

CRA Existing Conditions

Demographic, Real Estate Market, and Displacement Trends

JLP+D

Prepared For: PENSACOLA COMMUNITY REDEVELOPMENT AGENCY



STEP 1 | September 2024

Contents

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PENSACOLA CRA PLAN UPDATE / PENSACOLA, FLORIDA / JLP+D

1.0
SOCIO-ECONOMIC DEMOGRAPHICS + TRENDS

STEP 1 | September 2024

1.1
POPULATION CHARACTERISTICS

PENSACOLA CRA PLAN UPDATE / PENSACOLA, FLORIDA / JLP+D

Population Growth

Minor changes in total population since 2000, with high density in CRA districts

The population trends across all three Community Redevelopment Agency (CRA) boundaries indicate stagnant or slightly negative growth from 2000 to 2023. The Westside CRA and Urban Core CRA have experienced population declines, with the Westside CRA losing 602 residents and the Urban Core CRA losing 309 residents since 2000. Overall, the Citywide population has also decreased by over 2,200 residents in 2023 compared to 2000.

In terms of population density, all three CRAs exhibit higher densities than the City of Pensacola. While density does not represent the exact population count (see table at right) density helps compare the districts to each other in terms their relative sizes.

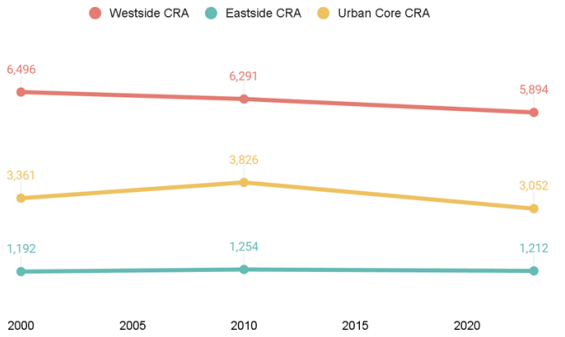
Population Density

- **Citywide:** 1,598 residents per square mile
- **Urban Core CRA:** 1,935 residents per square mile
- **Eastside CRA:** 3,127 residents per square mile
- **Westside CRA:** 3,474 residents per square mile

KEY TAKEAWAYS

Escambia county is growing modestly while Pensacola is losing population. Declining population doesn't match resident perceptions about population growth, but it may impact the city's competitive edge within the region.

Population Change, 2000 - 2023



Population by CRA District

	2000	2010	2023	% change, 2000 - 2023
Westside CRA	6,496	6,291	5,894	-9.27%
Eastside CRA	1,192	1,254	1,212	1.68%
Urban Core CRA	3,361	3,826	3,052	-9.19%
Pensacola City	56,288	51,923	54,059	-3.96%
Escambia County	294,410	297,619	321,905	9.34%

Data source: US Census Bureau, 2023 Data - Visualized by JLP+D

Aging

The population is trending older

Median age can provide additional detail about population trends in Pensacola. Both the Urban Core and Westside CRA populations have a higher median age, with the Westside CRA at 42.7 years old and the Urban Core CRA at 47.5 years old. In contrast, the Eastside CRA and Citywide median age stand at 40 years old (Median age in the United States is 39.0 years). In Pensacola, these median ages have been relatively steady since 2000.

Trends of aging can also be viewed by comparing the elderly and working age populations. Pensacola also has an elevated old-age dependency ratio at 34.2, meaning that for every 100 workers, there are 34.2 residents 65 and older, which is nearly four more residents than the national ratio of 28.5. This ratio has jumped 5 points in Pensacola since 2010 when it was 27.5.

KEY TAKEAWAYS

An aging population can indicate broader economic challenges caused by a shortage of younger residents available to enter the workforce.



Image: Bayview Senior Resource Center, www.cityofpensacola.com

Military Presence

Naval Air Space Pensacola

The United States Department of Defense exerts a significant economic influence on Northwest Florida, particularly in the Greater Pensacola region, where it **contributes over $7.8 billion annually to the local economy.**

DoD activity generates over **80,000 jobs in the Pensacola Metropolitan Statistical Area (MSA)** region, with an **average wage of $82,890 for military and defense-related positions**. Moreover, the area hosts **more than 35,000 military retirees, representing the second-largest concentration in the nation**, providing a skilled workforce that may seek opportunities to transition into civilian careers.

Additionally, the region benefits from **substantial defense procurement spending, totaling $340.7 million annually**, which further stimulates economic activity. Military installations such as Naval Air Station (NAS) Pensacola play a crucial role in training personnel in advanced fields such as aviation, aerospace, informatics, and cybersecurity, contributing to the development of a highly skilled alumni network across various sectors.

KEY TAKEAWAYS

The nearby military base brings jobs, military families, and some economic stability in the area. The military is a key economic driver for Pensacola.

Pensacola Naval Air Station and Surrounding Area

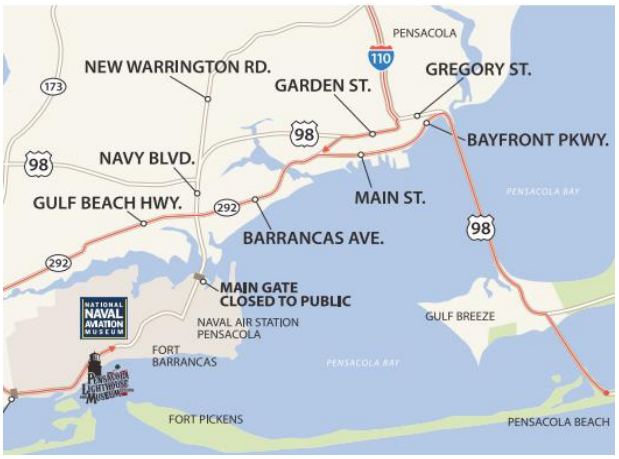


Image Source: Greg Disch Photography

Income and Poverty

Poverty rates are elevated in the CRA districts, a consistent trend since 2000

Though income in Pensacola is slightly lower than the US average based on dollar amounts, incomes in Pensacola have risen over the last 20 years, following national trends. This is a good sign that Pensacola's economy is active, and wages slightly lower than the national average may simply indicate lower cost of living.

More notably, variations are visible in the lowest income households within the three CRA districts. Both the Westside and Eastside CRAs exhibit wealth indices of 30, while the Urban Core has a wealth index of 75, and the broader Citywide population has a wealth index of 67. This index serves as a gauge of an area's economic prosperity relative to the national standard. Any index above 100 is above the national average.

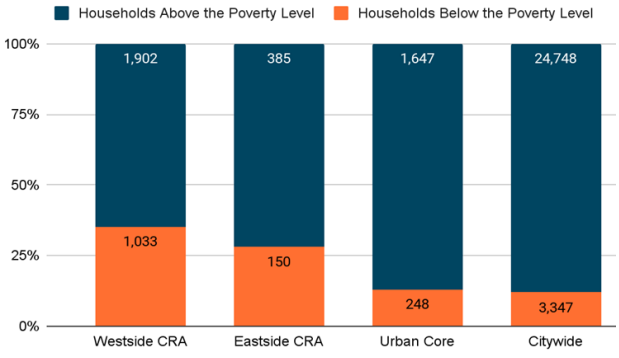
These indices are reinforced by median household incomes, which depict a significant contrast:

- **Citywide:** $52,884
- **Urban Core CRA:** $59,901
- **Eastside CRA:** $35,124
- **Westside CRA:** $23,551

US Median Household Income: $74,580 (US Census)

Disparities are further highlighted by poverty rates; both the Westside and Eastside CRAs have higher proportions of households living below the poverty line at 39.5% and 27.5%, respectively. In contrast, the Urban Core CRA and the Citywide population have lower percentages of impoverished households, standing at 17% and 15%, respectively. Over the last 20 years,

Share of Households in Poverty in 2021, by Geography



Data Source: US Census, Esri Business Analyst, 2021 - Visualized by JLP+D

KEY TAKEAWAYS

There is a disproportionately high share of households below the poverty line within the Eastside CRA, and even more so in the Westside CRA. The districts may benefit from wider economic development efforts beyond CRA investments focused on workforce development, housing affordability, or social services.

Race and Ethnicity

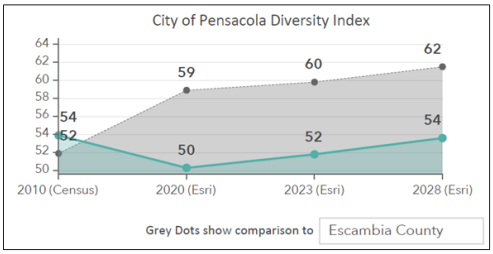
Diversity has shifted in all districts

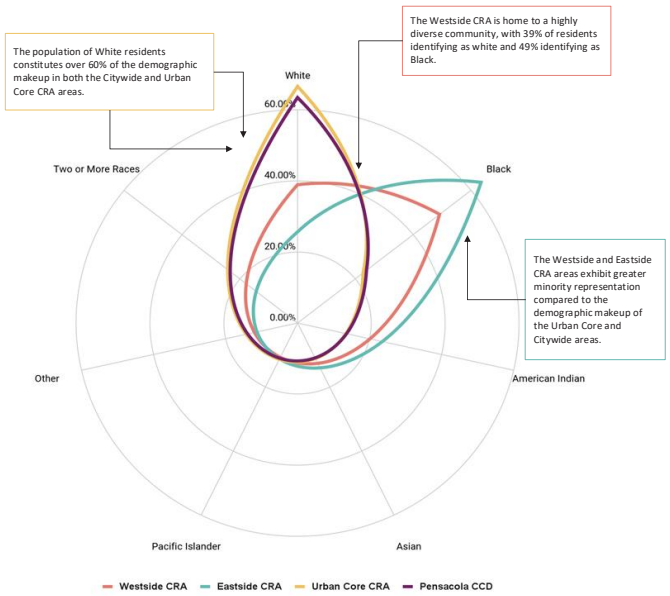
The Eastside CRA stands out as the most diverse among all three CRAs, boasting a diversity index of 60.5 in 2023, predicted to rise to 61.2 by 2028. Following closely is the Westside CRA, with a 2023 diversity index of 59.4 and an anticipated increase to 60.2 by 2028. The Urban Core exhibits the lowest diversity performance, registering a diversity index of 51.8 in 2023, projected to reach 53.6 by 2028.

However, despite these distinctions, **all three CRAs fall short of the citywide diversity performance index**; Pensacola has a diversity index of 62.9 in 2023 and is projected to reach 64.4 by 2028. Pensacola's citywide diversity has seen a notable uptick, rising from 55.3 in 2010 to 62.9 in 2023.

Similarly, **the Westside and Eastside CRAs have experienced significant improvements in diversity performance from 2010 to 2023**, with the Eastside CRA's diversity index soaring from **34.4 to 60.5**, and the Westside CRA's increasing from **51.9 to 59.4**.

The **Urban Core has witnessed a decline in diversity**, with its index dropping from **53.9 in 2010 to 51.8 in 2023**.





ESRI's Diversity Index: *captures the racial and ethnic diversity of a geographic area in a single number, from 0 to 100. The Diversity Index allows for efficient analysis and mapping of seven race groups that can be either of Hispanic or non-Hispanic origin—a total of 14 separate race/ethnic groupings.*

Data Source: Esri Business Analyst, 2023 - Visualized by JLP+D

STEP 1 | September 2024

1.2
WORKFORCE TRENDS

Employment Concentration

The Urban Core is a large job center, while the Westside is a dispersed employment area

As a whole, the urban core of Pensacola looks similar to other US cities; jobs are concentrated there, and jobs drop significantly in the Eastside and Westside districts. The following section will discuss commute patterns and key industry trends in Pensacola, excluding military employment. The map at right shows the density of jobs among the three CRA districts, with dark blue indicating the highest density.

Density and Size of Employers in Pensacola CRA Districts

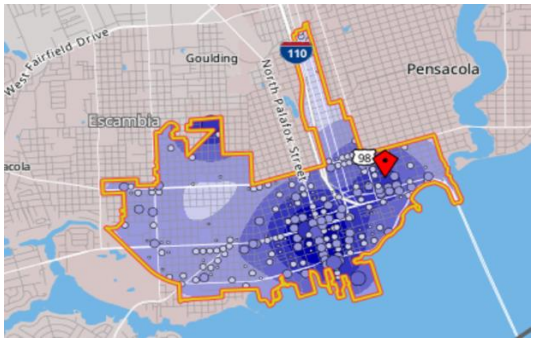


Image Source: US Census OnTheMap

2021	Worker Age			Earnings			Worker Educational Attainment				
	Age 29 or Younger	30 - 54	Age 55 or Older	$1,250 per month or Less	$1,251 - $3,333	More than $3,333 per Month	Less than High School	High School or Equivalent, No College	Some College or Associate Degree	Bachelor's Degree or Advanced Degree	Educational attainment not available (workers aged 29 or younger)
Westside CRA	1,180	3,631	1,726	731	2,684	3,122	743	1,538	1,782	1,294	1,180
Eastside CRA	104	193	80	56	154	167	42	93	80	58	104
Urban Core CRA	4,209	11,224	5,693	2,747	7,122	11,257	2,042	4,450	5,471	4,954	4,209
City of Pensacola	1,180	3,631	1,726	731	2,684	3,122	743	1,538	1,782	1,294	NA

Data source: US Census Bureau, 2022 Data - Visualized by JLP+D

Industry Drivers

Very few people work and live in the same district in Pensacola.

By reviewing data from the U.S. Census, we can analyze the flow of commuters and workers in and out of the CRAs on a daily basis. Commuter data show distinctions between the three districts. The Urban Core increases its daily population with over 20,000 employees commuting into the district. Only 400 residents work in the Urban Core.

Though it has a higher population, the Westside population similarly has nearly 7,000 employees commuting into the area, while less than 100 live and work there.

In the Eastside, the reverse is true. While the Eastside has the fewest residents of all three districts, there are fewer employees commuting into the Eastside than workers who reside in the Eastside and commute to work outside of the area.

2021	Employment Commute		
	Employed in & commuting to Area	Residing in Area, commuting elsewhere	Employed and Live in Area
Westside CRA	6,757	2,059	98
Eastside CRA	394	484	1
Urban Core CRA	21,994	1,238	425

Data source: US Census Bureau, 2021 Data

Data derived from both ESRI Business Data analysis, census data, and open data sources to enhance the accuracy of the findings

KEY TAKEAWAYS

- The Urban Core CRA is a clear job center for commuters, but has relatively few residents who work within the area.
- In general, Pensacolians commute out of their neighborhood for work.

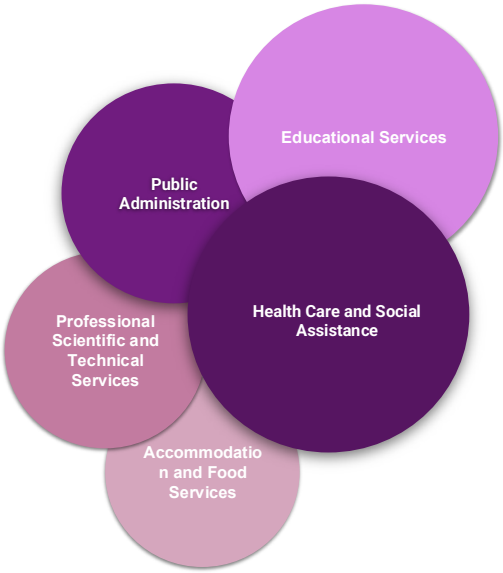
Industry Drivers

For those that work in the Urban Core, key industry drivers are mostly in-person jobs

Key industry drivers in 2021 were: Professional, Scientific, and Technical Services, Educational Services, Health Care and Social Assistance, Accommodation and Food Services, and Public Administration

There have been overall declines to jobs in the Information and Educational Services sectors, suggesting a decline in retention for knowledge industry jobs.

Jobs in Finance and Insurance experienced growth until 2009, went through a sharp drop in 2012, and have been stagnant in the years since. Administrative & Support jobs doubled between 2015 and 2021. The CRAs experienced steady growth in Accommodation and Food Services before a shop drop off following COVID-19.



KEY TAKEAWAYS

- Longstanding in-person jobs downtown include Public Administration and Healthcare services.
- Professional, Scientific and Technical Services jobs are growing.

Data source: US Census Bureau, 2022 Data - Visualized by JLP+D

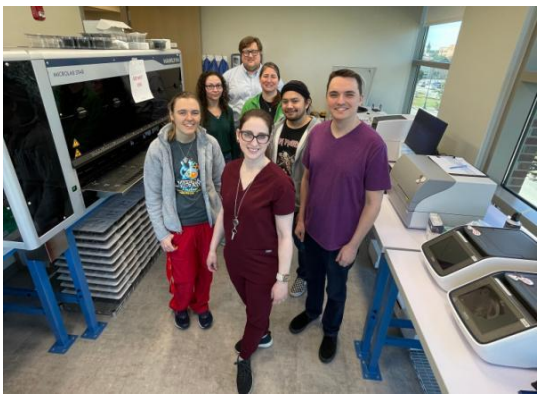
Industry Drivers

Some emerging Industry drivers are more likely to accommodate remote work

The Professional, Scientific, and Technical Service sector experienced sharp growth between 2015-2021, with jobs growing by 47.5% during that time period (from 223 to 330 jobs). Administration & Support, Waste Management and Remediation jobs grew more modestly at 20% (from 321 to 399 jobs).

Some in person industries also experienced significant declines between 2018 and 2021. Accommodation and Food Services experienced a 31% decrease in workers during that period. Retail experienced a 16% decrease.

Some industries better accommodate remote work because of their outsized use of digital tools, which allow tasks to be performed from anywhere.



KEY TAKEAWAYS

A higher proportion of remote workers indicates a need for diverse amenities close to home, especially for the urban core, which has a concentration of office space.

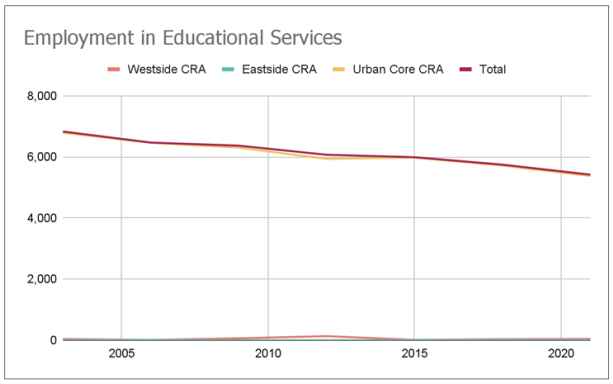
Data source: US Census Bureau, 2022 Data - Visualized by JLP+D

Declining Industries

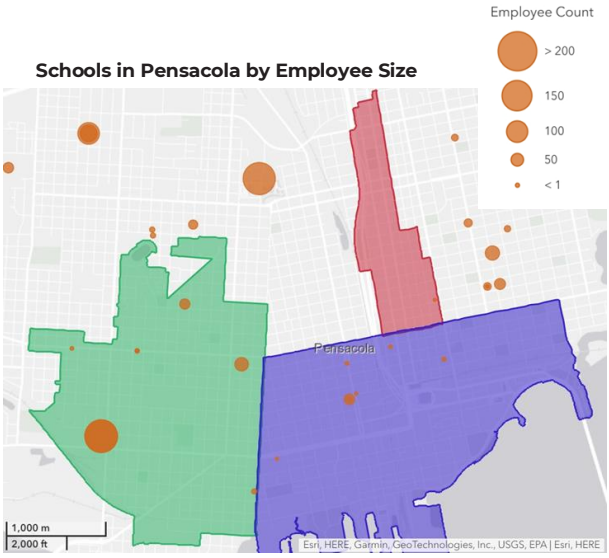
Educational services have been in decline since 2003

Education workers have been leaving the CRA districts steadily over the past two decades. After 2003, workforce data shows a 40% decline in Education workers that live in the district. Since that same year, Education jobs in the district have also experienced a steady decline, with a 20% decline in the number of Educational Service workers and the vast majority of those losses occurring in the Urban Core.

These findings suggest that Educational services are no longer located in these three districts. These declines mirror a string of public school closures within the study area since 2003.



Schools in Pensacola by Employee Size



Very few large schools remain in the three CRA districts, notably in the urban core.

Data source: US Census Bureau, 2022 Data - Visualized by JLP+D

New Business Growth

Large employers remain steady while small businesses are growing in Escambia County

The number of new establishments in Escambia County with less than 5 employees has grown steadily between 2018 (3,658) and 2021 (4,104).

The number of establishments with 1,000 employees or more dropped from 7 in 2019 to 6 in 2020. Steady at 6 in 2021. Non-Employer firms (sole proprietorship) has grown from 21,040 (2016) to 24,608 (2020). Local stakeholders focused on workforce development have differing views on economic development: some want a more equity focused approach while others want to attract large employers. These two strategies can both be successful but require different focus and partnerships.

KEY TAKEAWAYS

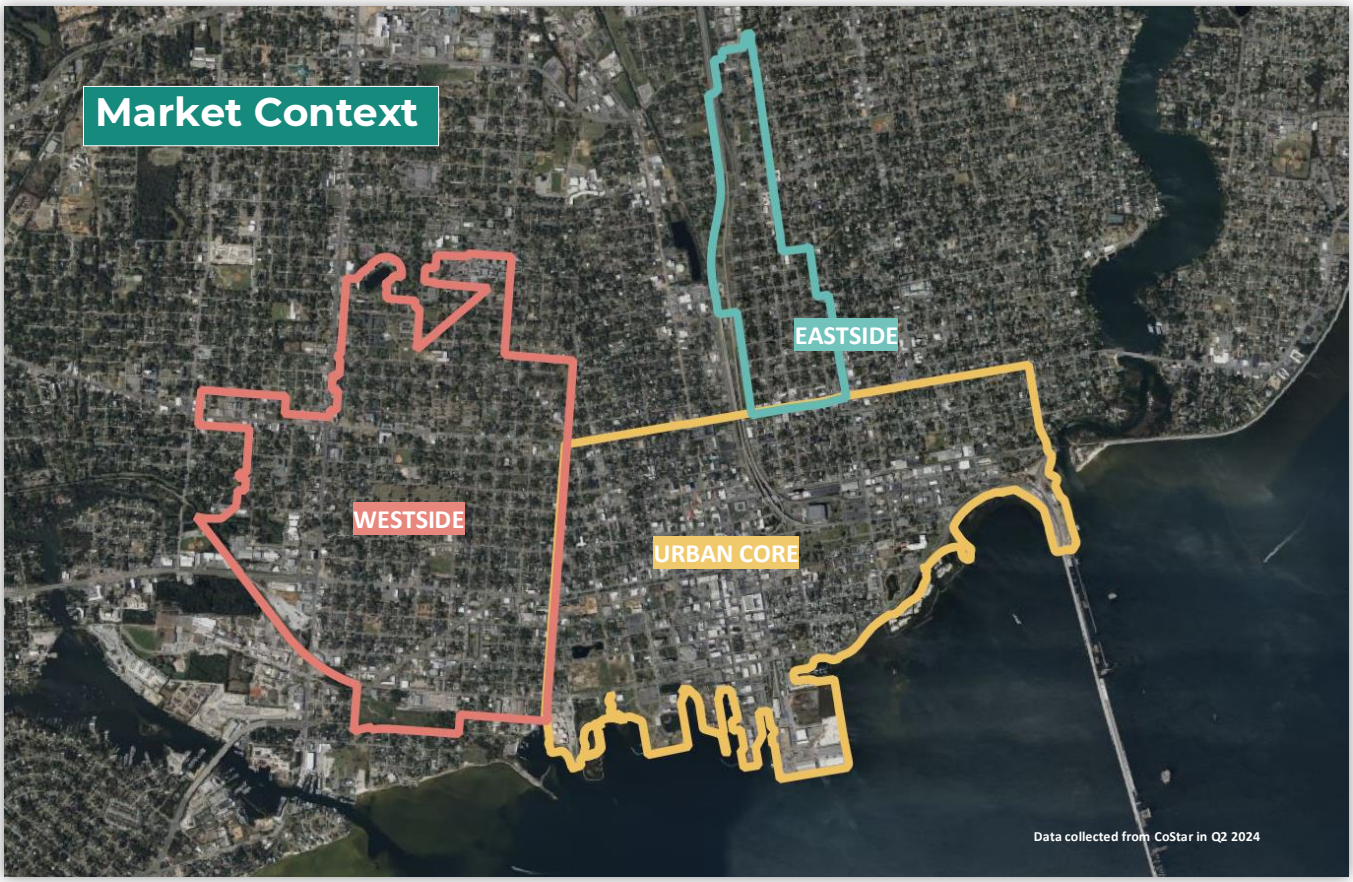
Escambia County has relatively few large employers, but small businesses of 5 or more employees show promise; anecdotally, many have been focused within the tech industry.



Image Source: SILive

Data Source: Census Business Builder Escambia County Business Profile

2.0
REAL ESTATE MARKET PERFORMANCE



Housing Statistics

BENCHMARKING	TOTAL POPULATION	POPULATION DENSITY / SQMI	MEDIAN AGE	TOTAL HOUSEHOLDS	TOTAL HOUSING UNIT VACANCY %	OWNER OCCUPIED HOUSING %	% OF HOUSING WITH 1 UNIT IN STRUCTURE	HOUSING AFFORDABILITY INDEX
Urban Core CRA	3,052	1,935	47.5	1,895	15.8%	45.0%	64.29%	63
East Side CRA	1,212	3,127	38.9	535	20.9%	53.3%	82.84%	58
West Side CRA	5,894	3,474	42.7	2,935	17.9%	59.6%	59.11%	68
Citywide	232,785	1,598	38.8	102,517	13.0%	42.7%	68.05%	94

Data source: US Census Bureau, 2023 Data - Visualized by JLP+D

The Housing affordability index measures the likelihood of obtaining a mortgage at the average home price given the average income.

KEY TAKEAWAYS

- Housing is relatively affordable in Pensacola, with a housing affordability index at 94, but the CRA districts are all significantly less affordable than citywide.
- The Eastside and Westside CRA districts have much denser population than the Urban Core or the City as a whole - nearly double. Both Eastside and Westside districts exceed 3,000 residents per square mile while the Urban Core CRA and Citywide population densities are both below 2,000 residents per square mile
- Single-family homes dominate all of these areas, especially the Eastside district, which has over 80% single-unit structures.
- The Eastside and Westside districts have higher rates of home ownership with both exceeding 50% of homes. Nationally, 65.2% of homes are owner-occupied.
- The Eastside CRA appears to have the least affordable housing whilst also consisting of the highest housing unit vacancy percentage in 2023. This may be due to a misalignment in housing cost and resident socioeconomic status.

Q2 2024 Multi-Family Residential Market

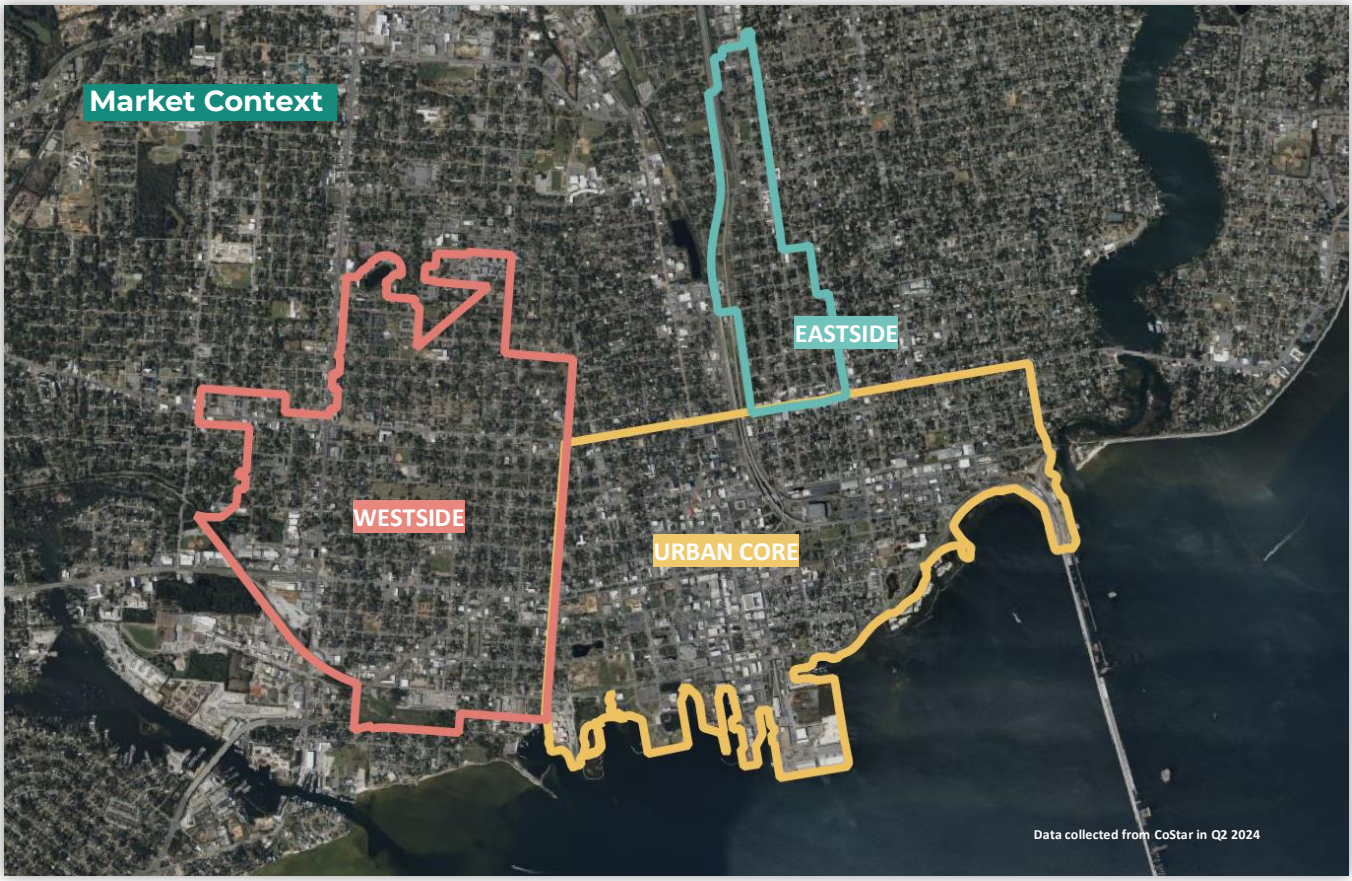
BENCHMARKING	INVENTORY UNITS	INVENTORY UNITS/ ACRE	UNDER CONSTRUCTION UNITS	12 MONTH NET ABSORPTION UNITS	VACANCY RATE	MARKET ASKING RENT/ UNIT	MARKET SALE PRICE/ UNIT	MARKET CAP RATE
Urban Core CRA	658	0.5	0	143	7.70%	$1,901	$254,000	6.50%
East Side CRA	12	0.05	0	0	7.60%		$134,000	7.90%
West Side CRA	724	0.6	0	-12	5.60%	$869	$85,600	7.40%
Citywide	23,585	0.9	1,122	673	13.10%	$1,384	$142,000	6.50%

Data source: US Census, Quarterly Residential Vacancies and Homeownership, First Quarter 2024
CoStar, Sourced in Q2 2024

KEY TAKEAWAYS

- There is limited multi-family housing in Pensacola, which is defined as structures with more than 4 housing units. The metrics in the table above **represent less than 15% of all housing units**. Citywide, 1-unit structures (single-family homes) represents 68% of all housing units.
- Some development stagnation is visible within the Eastside CRA, characterized by a lack of new construction or absorption and a vacancy rate of 7.60%, higher than the Q1 2024 national rental residential vacancy of 6.6%[1]. Additionally, the Eastside district has the lowest property values among CRAs, with units sales averaging $134,000 each, indicating a less dynamic market.
- The Westside CRA's multi-family housing sector shows a lowest vacancy rate of 5.6%, yet its real estate performs below par compared to other market areas in terms of sale price and rent. Moreover, it stands as the sole geography with a negative 12-month absorption rate.
- The three CRAs rent out more places than the rest of Pensacola combined. Although they only make up 6% of all the rental properties in the city, they're responsible for 19% of the places where people have moved in the last year.
- The Urban Core surpasses Pensacola in market rent and sale price per unit, boasting almost half the vacancy rate of the citywide average at 7.7%.

COMPARING CAP RATES: *Many analysts consider a "good" cap rate to be around 5% to 10%, while a 4% cap rate indicates lower risk but a longer timeline to recoup an investment.*



STEP 1 | September 2024

Q2 2024 Office Market

BENCHMARKING	INVENTORY SF	INVENTORY SF/ ACRE	UNDER CONSTRUCTION SF	12 MONTH NET ABSORPTION SF	VACANCY RATE	MARKET ASKING RENT/ SF	MARKET SALE PRICE/ SF	MARKET CAP RATE
Urban Core CRA	3,900,000	3078	0	26,800	2.30%	$27.35	$139	9.90%
East Side CRA	21,500	84	0	0	0.00%	$24.33	$135	9.60%
West Side CRA	516,000	445	0	2,200	0.00%	$23.64	$100	10.40%
Citywide	15,200,000	584	0	193,000	2.30%	$25.37	$134	9.90%

Data source: CoStar, Sourced in Q2 2024

KEY TAKEAWAYS

- Despite national trends of low demand for office space, Pensacola's Urban Core district has relatively low vacancy but high concentration: the **Urban Core district holds 26% of all office space** and this concentration of office inventory is five times the citywide rate of square feet of office space per acre.
- Pensacola has limited office availability citywide with no office space under construction and and limited or no vacancy. If office jobs increase in the urban core, supply for office space would likely need to increase in turn.
- Though both have limited office space, the Eastside and Westside CRA each have 0% reported vacancy, suggesting demand meets or exceeds supply.
- Office space has the highest market asking rent and sale price per square foot when measured against the industrial and retail market comparables, likely contributing to the property value of the Urban Core area.
- The three CRAs together account for 15% of the citywide absorption totals. Specifically, the Eastside CRA shows no absorption, while the Westside CRA has absorbed 2,200 square feet, and the Urban Core CRA has absorbed 26,800 square feet.
- Market value and asking prices are lower for Westside CRA office space, with sale prices roughly 30% below the other districts.



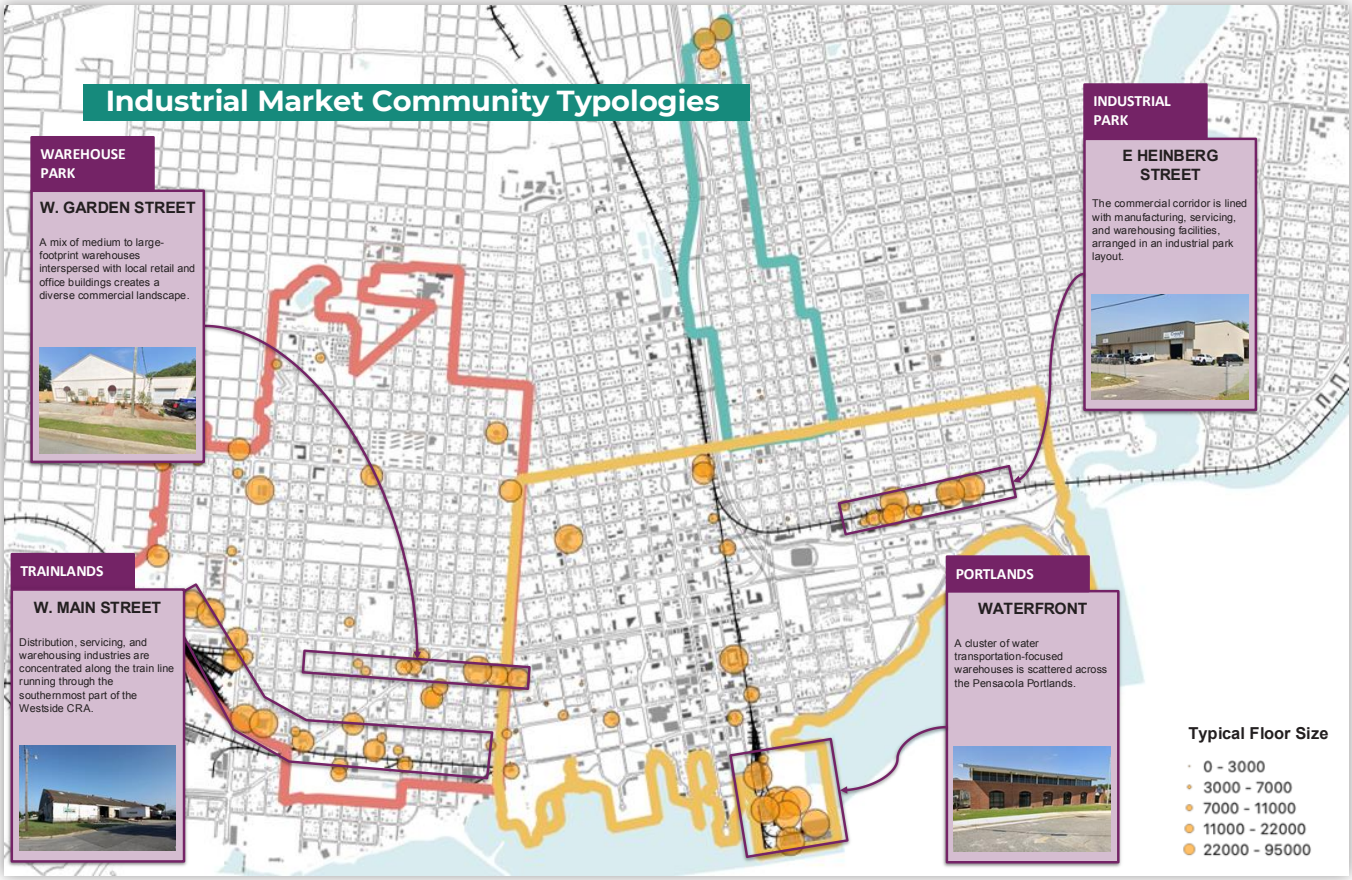
Q2 2024 Industrial Market

BENCHMARKING	INVENTORY SF	INVENTORY SF/ ACRE	UNDER CONSTRUCTION SF	12 MONTH NET ABSORPTION SF	VACANCY RATE	MARKET ASKING RENT/ SF	MARKET SALE PRICE/ SF	MARKET CAP RATE
Urban Core CRA	904,000	713	0	251,000	0.00%	$7.19	$73	8.70%
East Side CRA	48,900	191	0	0	0.00%	$8.55	$48	9.60%
West Side CRA	556,000	480	0	-3,500	0.60%	$8.58	$55	9.20%
Citywide	14,900,000	572	0	160,000	2.50%	$8.95	$69	8.80%

Data source: CoStar, Sourced in Q2 2024

KEY TAKEAWAYS

- The industrial properties in Pensacola range from 3,486 to 26,886 square feet, encompassing uses such as offices, warehouses, and flex spaces, with lot sizes varying from 0.28 to 1.64 acres (LoopNet Property Search, May 2024).
- All three CRA districts outperform the City of Pensacola in industrial real estate vacancy; all three have less than a 1% vacancy rate.
- There is no current industrial real estate under construction in any of the studied geographies
- The Westside CRA industrial real estate market appears to be stagnant with negative 3,500 net absorption square footage and a vacancy rate under 1%.
- The Eastside and Westside CRAs have higher market asking rents per square foot than the Urban Core CRA, although their market sale prices are lower compared to the Urban Core.



APPENDIX

Q2 2024 Retail Market

BENCHMARKING	INVENTORY SF	INVENTORY SF/ ACRE	UNDER CONSTRUCTION SF	12 MONTH NET ABSORPTION SF	VACANCY RATE	MARKET ASKING RENT/ SF	MARKET SALE PRICE/ SF	MARKET CAP RATE
Urban Core CRA	1,400,000	1105	0	3,300	3.70%	$19.24	$199	6.90%
East Side CRA	129,000	504	0	0	0.00%	$15.50	$162	7.40%
West Side CRA	566,000	489	0	-2,900	2.30%	$12.49	$132	7.20%
Citywide	22,400,000	860	66,300	166,000	2.60%	$16.90	$154	7.30%

Data source: CoStar, Sourced in Q2 2024

KEY TAKEAWAYS

- The retail market has the highest volume of commercial real estate inventory square footage, when compared to the industrial and office real estate markets in Pensacola
- However, disposable income is relatively limited for residents of the CRA districts, reducing the viability of significant new retail.
- Despite comprising 9.4% of citywide retail inventory, CRAs only absorbed 2% of square footage in the past year, with no ongoing construction.
- Economic development professionals in the city highlight a shortage of retail options at higher price points, such as luxury brands, yet the urban Core district has higher vacancy than Citywide.
- While the East and Westside both outperform the Citywide vacancy rate at 0% and 2.3%, their lower inventory suggests that demand for more retail may be weak.
- The Urban Core has the highest market rent and sale prices per square foot among all CRA districts, exceeding citywide averages, indicating that lowering prices could reduce current vacancy rates.



Q2 2024 Hotel Market Analysis

COUNTY BENCHMARKING	INVENTORY ROOMS	UNDER CONSTRUCTION ROOMS	12 MO OCC RATE	12 MO ADR
Urban Core CRA	790	0	66.10%	$146
East Side CRA	-	-	-	-
West Side CRA	26	0	50.70%	$80
Citywide	6,565	649	60.50%	$126

Data source: CoStar, Sourced in Q2 2024

PLANNED + PERMITTED HOSPITALITY PROJECTS

- **Tristan Hotel - Hilton Tapestry Boutique Hotel (East Garden District, LLC):** Construction start - Oct 15, 2024 (No permit app yet though)
- **Hotel Pensacola (SMP Architecture):** Planning (May be discontinued)
- **Tempo by Hilton: Permitting – Demo, Site & Building**
- **Homewood Suites by Hilton (Kerioth):** Permitting
- **Hard Rock Reverb Hotel @ CMP:** Planning
- **Valencia Hotel Group @ CMP:** Pre-Planning

Data source: City of Pensacola

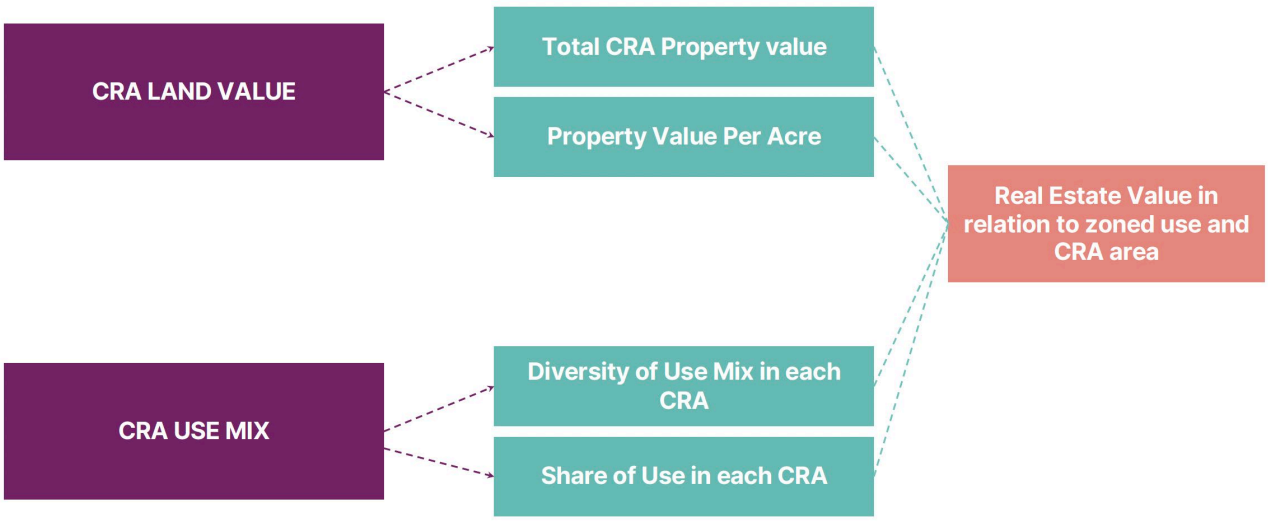
KEY TAKEAWAYS

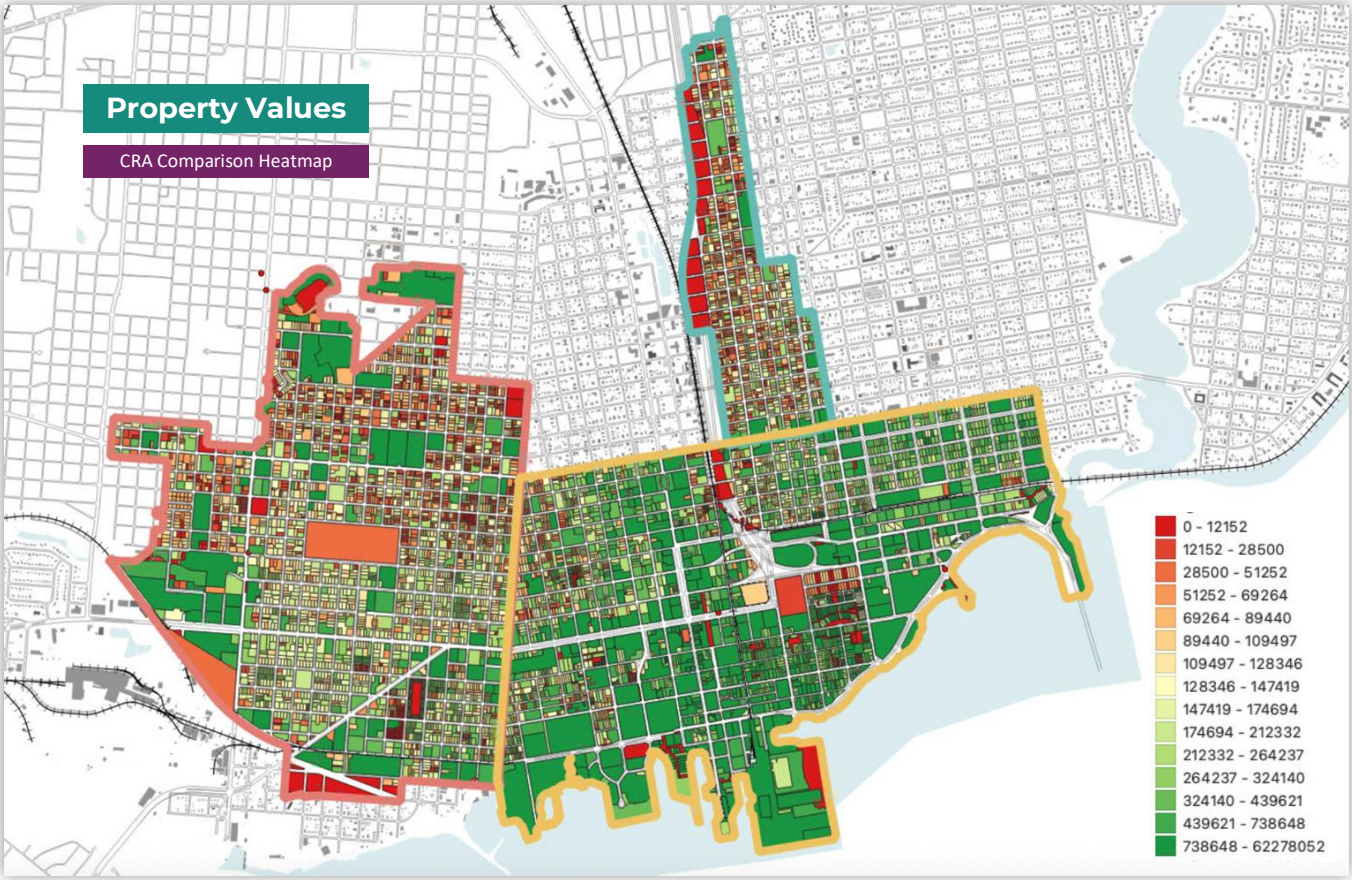
- Most hospitality establishments are concentrated in the Urban Core CRA, likely due to its attractions, amenities, and waterfront access. Currently, no hotel rooms are under construction in any of the three CRAs, possibly due to rising interest rates.
- The hospitality sector shows limited growth, with Citywide occupancy rates declining since Q2 2023. In 2023, Citywide hotel occupancy reached 73%, exceeding the AHLA's Florida projection of 70.5%. However, in 2024, Citywide occupancy dropped to 60.5%, with CRA occupancy below 70%. Industry experts, including Julian Macqueen of Innisfree Hotels, attribute this to rising interest rates, which have led to the cancellation of $250 million in projects on Pensacola Beach.
- The average daily rate (ADR) has remained steady, with 2023 room rates at $140, down from $141 in 2022, and current Citywide ADR at $126. Hoteliers in the area cite consistent ADRs as a sign of strength in the industry.
- Despite middling occupancy rates and no recent construction, planned and proposed projects in the Urban Core suggest growth opportunities for the hospitality industry, though they are not yet reflected in CoStar's real estate assessment.
- Notably, the Urban Core also outperforms the Eastside and Westside CRAs in room inventory, occupancy rates, and revenue per available room, slightly exceeding Citywide averages.

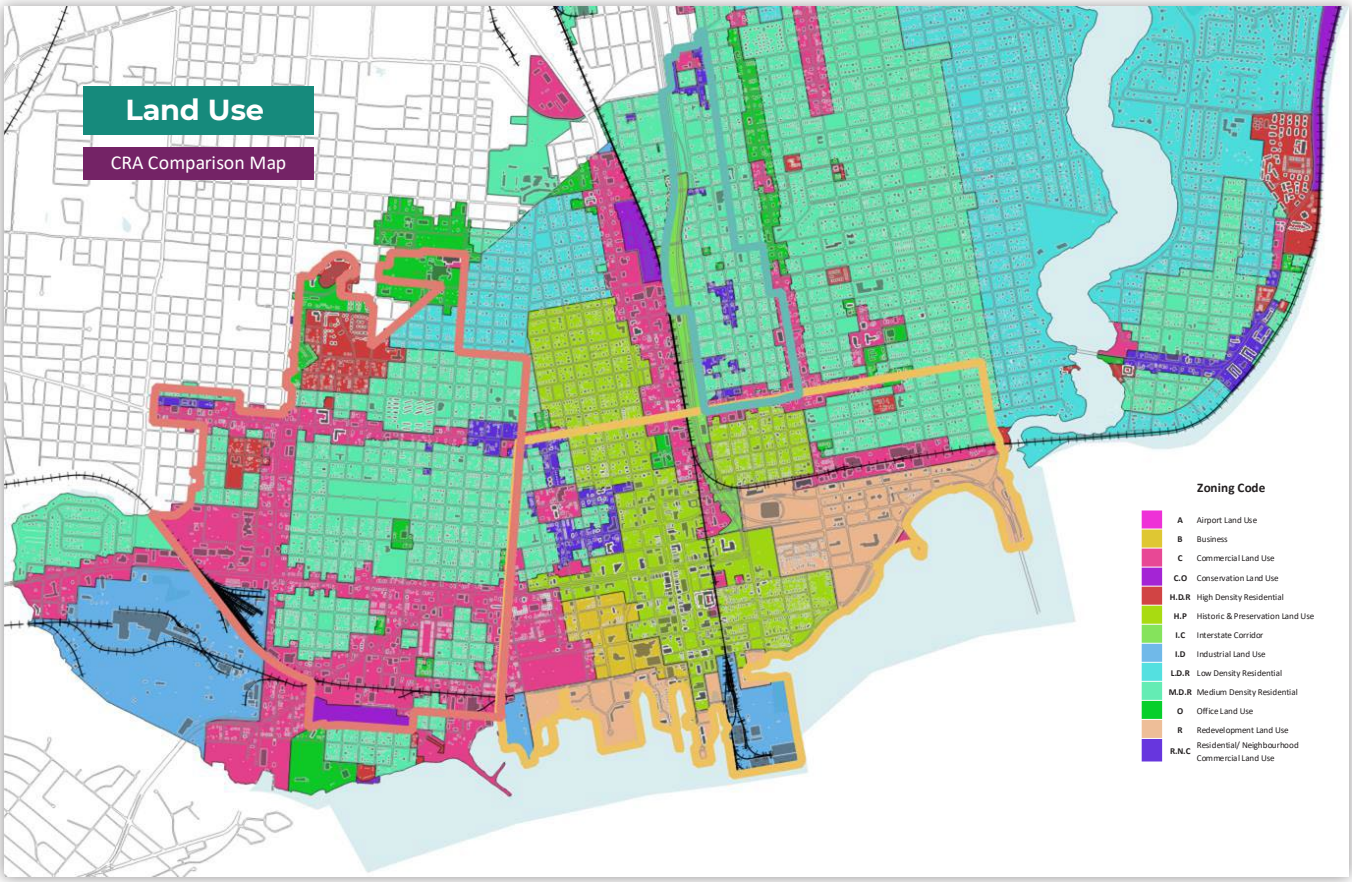
3.0
CRA PERFORMANCE REVIEW

CRA Analysis

Introduction

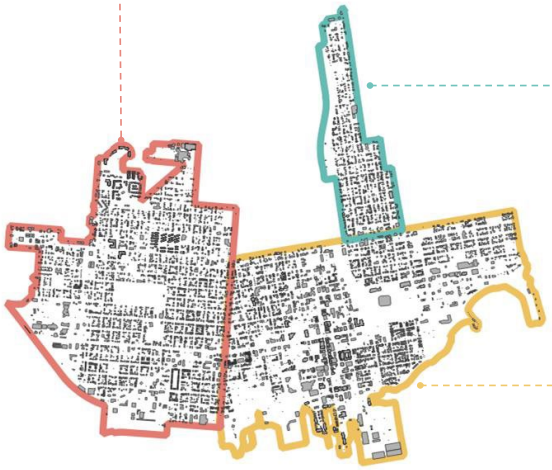


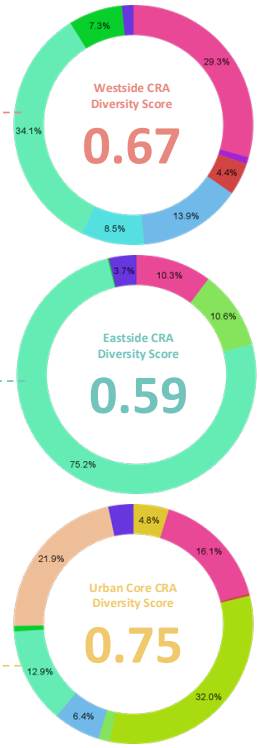

Property Values
CRA Comparison Heatmap
0 - 12152
12152 - 28500
28500 - 51252
51252 - 69264
69264 - 89440
89440 - 109497
109497 - 128346
128346 - 147419
147419 - 174694
174694 - 212332
212332 - 264237
264237 - 324140
324140 - 439621
439621 - 738648
738648 - 62278052


Land Use
CRA Comparison Map
Zoning Code
A Airport Land Use
B Business
C Commercial Land Use
C.O Conservation Land Use
H.D.R High Density Residential
H.P Historic & Preservation Land Use
I.C Interstate Corridor
I.D Industrial Land Use
L.D.R Low Density Residential
M.D.R Medium Density Residential
O Office Land Use
R Redevelopment Land Use
R.N.C Residential/ Neighbourhood Commercial Land Use

Land Use Diversity

A broad mix of land uses means more daily needs like work, housing, and retail can be in close proximity to each other







The Urban Core and Westside CRA benefit from **a broader diversity of land uses**. Both the Westside and Urban Core CRAs outperform the Eastside CRA in their entropy scoring, a metric where a higher score indicates a greater mix of uses. Communities with that mixture are generally more walkable, and because daily needs are more accessible, these communities become more economically diverse and resilient. Additionally, the diversity of uses allows the Urban Core and Westside CRA to apply a wider range of incentives and catalytic policies.

In contrast, medium-density residential land uses dominate **75%** of the Eastside CRA. This heavy reliance on residential real estate means the CRA depends significantly on its residential population and property values to fund the CRA TIF. Such dependence may affect the CRA's resilience to economic or demographic changes, like population relocation, residential blight, or mortgage foreclosure.

Entropy: *A measurement of land use mix. The higher the Entropy, the higher the mix. The Entropy Index varies from 0 to 1.*

Land Use Diversity

Several land uses contribute to the overall property value of CRA districts. The combination of total land area in each district, and the total value of the land area, shows wide variations. Some land uses thus have greater potential to impact the overall revenue received by the Community Redevelopment Agency.

			EASTSIDE CRA TOTAL VALUE	URBAN CORE CRA TOTAL VALUE	WESTSIDE CRA TOTAL VALUE
	A	Airport Land Use		$1,005,755.88	
	B	Business		$107,871.78	
	C	Commercial Land Use	$39,742.58	$302,170.07	$653,521.25
	C.O	Conservation Land Use			$4,624.51
	H.D.R	High Density Residential		$6,999.99	$287,362.38
	H.P	Historic & Preservation Land Use		$179,820.28	
	I.C	Interstate Corridor	$1,626.13	$16,765.55	
	I.D	Industrial Land Use		$12,248.92	$4,250.82
	L.D.R	Low Density Residential			$54,855.86
	M.D.R	Medium Density Residential	$597,186.15	$291,758.12	$1,493,877.36
	O	Office Land Use	$1,889.35	$9,627.17	$116,757.35
	R	Redevelopment Land Use		$353,707.77	
	R.N.C	Residential/ Neighbourhood Commercial Land Use	$70,568.23	$182,498.66	$48,122.45
		TOTAL CRA LAND VALUE	**$711,012.44**	**$2,469,224.19**	**$2,663,371.98**

Land Value Compared to Land Use

When viewing land valuation per acre, residential uses stand out in all three CRA districts, while industrial land has very low value, particularly in the Westside, where it makes up 14% of land use. Strategies to activate industrial uses could bring values up quickly.

			EASTSIDE CRA VALUE SHARE	URBAN CORE CRA VALUE SHARE	WESTSIDE CRA VALUE SHARE
	A	Airport Land Use		$0.44	
	B	Business		$0.37	
	C	Commercial Land Use	$0.14		$0.27
	C.O	Conservation Land Use			$0.06
	H.D.R	High Density Residential		$0.45	$0.78
	H.P	Historic & Preservation Land Use		$0.11	
	I.C	Interstate Corridor	$0.01	$0.21	
	I.D	Industrial Land Use		$0.04	$0.004
	L.D.R	Low Density Residential			$0.08
	M.D.R	Medium Density Residential	$0.30	$0.44	$0.52
	O	Office Land Use	$0.45	$0.25	$0.19
	R	Redevelopment Land Use		$0.32	
	R.N.C	Residential/ Neighbourhood Commercial Land Use	$0.71	$1.05	$0.37

Projects

2022 CRA Projects

EASTSIDE CRA

COMMUNITY WELLBEING AND SERVICES
- Hollice T. Williams Greenway & Skatepark Improvements
- General Daniel "Chappie" James Jr. Museum and Flight Academy - Phase II

HOUSING
- Affordable Housing Initiatives
- Residential Property Improvement Program
- Residential Resiliency Program

REVITALIZATION
- CRA Urban Design Standards
- Redevelopment Plan Update

URBAN CORE CRA

COMMUNITY WELLBEING AND SERVICES
- Bruce Beach Park Improvements
- Community Maritime Park Day Marina
- Hollice T. Williams Greenway & Skatepark Improvements
- Community Policing

HOUSING
- Affordable Housing Initiatives
- Residential Property Improvement Program
- Residential Resiliency Program

COMMERCIAL
- Commercial Facade Improvement Program

REVITALIZATION
- CRA Urban Design Standards
- Downtown Improvement District Initiatives
- Redevelopment Plan Update

WESTSIDE CRA

HOUSING
- Affordable Housing Initiatives
- Residential Property Improvement Program
- Residential Resiliency Program

COMMERCIAL
- Commercial Facade Improvement Program

REVITALIZATION
- CRA Urban Design Standards
- Redevelopment Plan Update

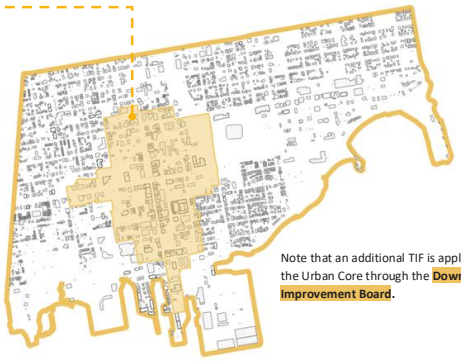
Source: *City of Pensacola Community Redevelopment Agency Annual Work Plan, 2022*

Millage Rates

Annual Rate

A County and City millage rate is applied to properties located within each CRA. The millage rate, also known as the mill rate, is a tax rate used to calculate local property taxes. It represents the amount of tax payable per $1,000 of a property's assessed value. For example, a millage rate of 10 means $10 in tax for every $1,000 of property value.

	County	City	Urban Core Downtown Improvement Board
2010	6.9755	4.5395	2.0
2011	6.9755	4.2895	2.0
2012	6.9755	4.2895	2.0
2013	6.6165	4.2895	2.0
2014	6.6165	4.2895	2.0
2015	6.6165	4.2895	2.0
2016	6.6165	4.2895	2.0
2017	6.6165	4.2895	2.0
2018	6.6165	4.2895	2.0
2019	6.6165	4.2895	2.0
2020	6.6165	4.2895	2.0

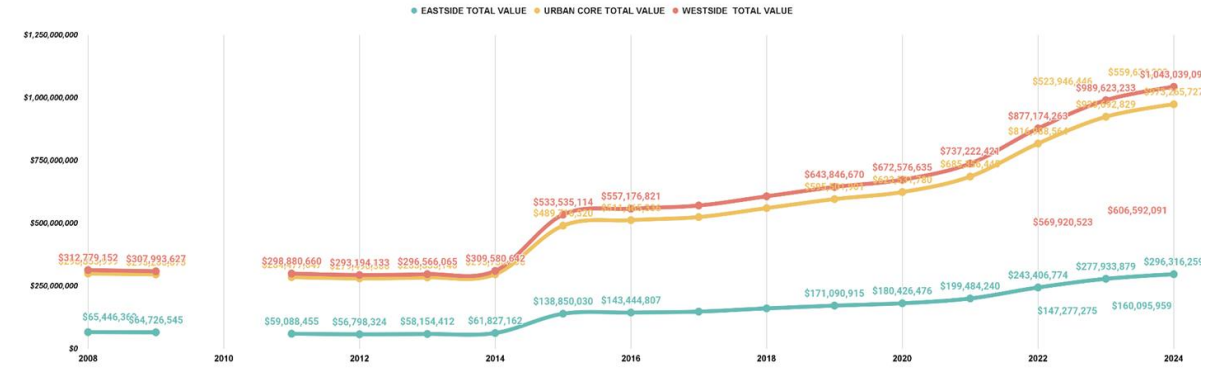


Note that an additional TIF is applied to the Urban Core through the **Downtown Improvement Board**.

Property Value over Time

by CRA District

The Urban Core and Westside CRA are both higher than the Eastside CRA in total property value. All three CRA districts are demonstrating year-over-year growth with the Urban Core showing the greatest growth, followed by the Westside CRA, then the Eastside CRA.



Property Value over Time

Property value per acre by CRA District

The Urban Core has greater value per acre property than both the Westside and Eastside CRA districts. The magnitude is significant; the Urban Core shows nearly exponential growth compared to the two other CRA districts.



Property Value over Time

Property value per parcel count by CRA District



TIF Revenue Annually

Total TIF Payments

The TIF revenue reveals historical is derived from the Urban Core CRA while the Westside CRA collected no revenue from 2010 - 2013. All three CRAs have seen an overall increase in revenue between 2010 and 2020.

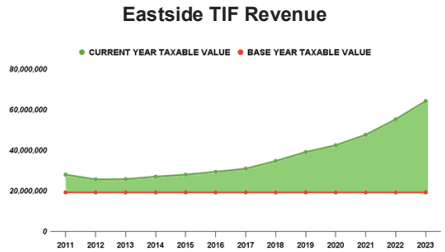
	Eastside CRA	Urban Core	Westside CRA
2010	$40,356	$1,535,329	$0
2011	$35,380 ↓	$1,441,891 ↓	$0
2012	$25,872 ↓	$1,381,489 ↓	$0
2013	$26,356 ↑	$1,424,671 ↑	$0
2014	$31,356 ↑	$1,529,281 ↑	$26,537 ↑
2015	$35,474 ↑	$1,662,929 ↑	$36,293 ↑
2016	$41,066 ↑	$1,807,608 ↑	$76,658 ↑
2017	$47,393 ↑	$1,983,688 ↑	$120,764 ↑
2018	$62,630 ↑	$2,221,033 ↑	$169,983 ↑
2019	$81,808 ↑	$2,539,504 ↑	$250,353 ↑
2020	$92,207 ↑	$2,785,600 ↑	$319,997 ↑

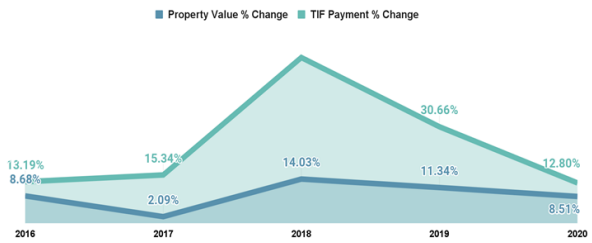
Continual decrease in total TIF payments across all three CRAs, due to nationwide economic decline

TIF Revenue

Eastside CRA

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
EASTSIDE CRA | Total Acres: 218											
Total Payment	$40,356	$35,380	$25,872	$26,356	$31,356	$35,474	$41,066	$47,393	$62,630	$81,808	$92,207
Payment Per Acre	$185	$162	$119	$144	$121	$144	$163	$188	$287	$375	$423
Total Property Value	N/a	N/a	N/a	N/a	N/a	$56,994,857	$61,941,871	$63,235,471	$72,104,387	$80,277,360	$87,111,463
Property Value Per Acre	N/a	N/a	N/a	N/a	N/a	$261,444	$284,137	$290,071	$330,754	$368,245	$399,594

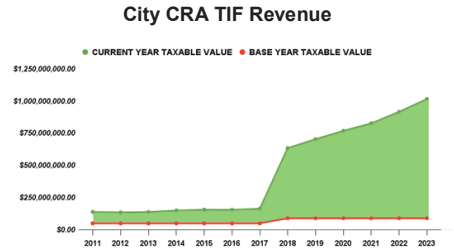


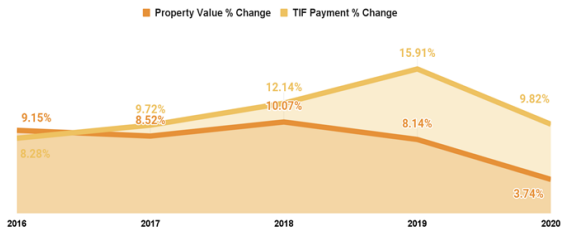


TIF Revenue

Urban Core CRA

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
URBAN CORE CRA | Total Acres: 1,283											
Total Payment	$4,063,003	$3,953,997	$3,788,221	$3,787,966	$4,075,806	$4,427,771	$4,794,187	$5,260,081	$5,898,476	$6,837,207	$7,508,831
Payment Per Acre	$3,167	$3,082	$2,953	$2,952	$3,177	$3,451	$3,737	$4,100	$4,597	$5,329	$5,853
Total Property Value	N/a	N/a	N/a	N/a	N/a	$575,840,293	$628,528,322	$682,092,327	$750,758,186	$811,833,232	$842,213,147
Property Value Per Acre	N/a	N/a	N/a	N/a	N/a	$448,823	$489,890	$531,639	$585,158	$632,762	$656,440

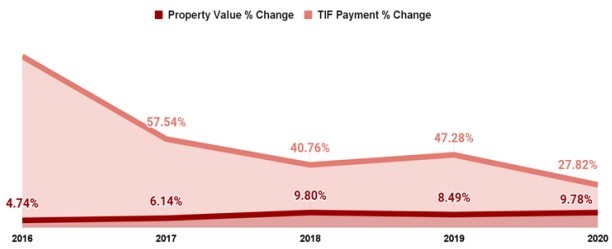


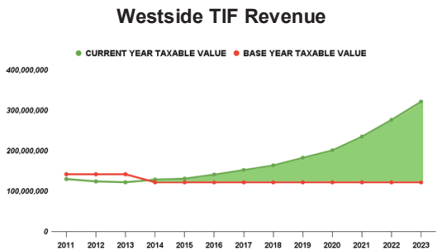


TIF Revenue

Westside CRA

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
WESTSIDE CRA | Total Acres: 1,125											
Total Payment	-$43,892.21	-$48,505.55	-$72,262.97	-$80,972.30	$26,536.55	$36,292.99	$76,657.94	$120,764.46	$169,983.01	$250,352.67	$319,997.41
Payment Per Acre	-$39.02	-$43.12	-$64.23	-$71.98	$23.59	$32.26	$68.14	$107.35	$151.10	$222.54	$284.44
Total Property Value	N/a	N/a	N/a	N/a	N/a	$274,452,545	$287,469,547	$305,115,998	$335,014,607	$363,456,488	$399,017,359
Property Value Per Acre	N/a	N/a	N/a	N/a	N/a	$243,958	$255,528	$271,214	$297,791	$323,072	$354,682





Outstanding Questions

Identifying Potential Causality



APPRAISAL PROCESS

Could potential changes in appraisal policy play a role in increasing TIF revenue?



MARKET CONDITIONS

Could a change in real estate typology or volume be impacting the annual CRA revenue?



MAJOR ECONOMIC SHIFTS

Could demographic, industry, or workforce changes be impacting the TIF revenue?

STEP 1 | September 2024

4.0 GENTRIFICATION + DISPLACEMENT

PENSACOLA CRA PLAN UPDATE / PENSACOLA, FLORIDA / JLP+D

Definitions

Gentrification

The process of change in an neighborhood or community that is seen by increased prices for basic needs, increased economic investments, and demographic or cultural shifts, typically resulting in displacement of residents.

- Methodology: Definitions were compared against each other through the lenses of:

Social Change | Economic Change | Cultural Change | Physical/Built Change

Displacement

A force that relocates people from where they are living or running a business. This can be either physical or economic, and it is often experiences as a slow accumulation of pressure or acute actions that change stay-or-go tradeoffs for individuals.

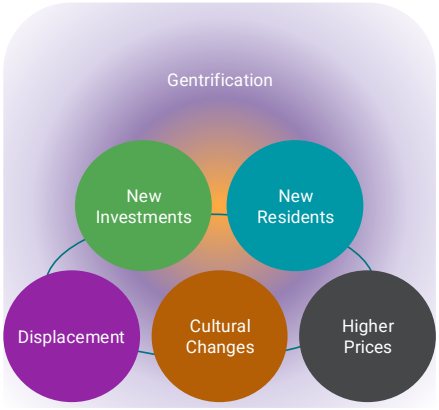
- Methodology: Definitions were compared against each other through the lenses of:

Degraded Housing | Rising Costs | Resident Income | Small Business Changes | Migration

Discussion

Displacement vs. Gentrification

- Displacement and Gentrification are related but not the same.
- **Displacement is defined by** the ***movement*** of residents and businesses. It is measurable and consistent. It is often witnessed in gentrifying areas.
- **Gentrification is a process** that often ***creates the set of factors*** that lead residents and businesses to move, and can also cause other changes. It is multi-faceted, and more complex to measure.



When is it gentrification vs. economic growth?

- ➔ Economic growth is positive for any community, and especially for low-income communities. However, when that growth is not inclusive or accessible to certain groups, it is not equitable.
- ➔ The **negative impacts** of economic growth **are often associated with gentrification**, such as increasing rents reducing affordability for residents
- ➔ **Equitable economic development** aims to ***minimize the negative impacts*** of economic growth

Gentrification & Displacement: Overall Trends

Pensacola shows a mix of factors that indicate vulnerability to future gentrification and displacement, as well as some factors that limit gentrification and displacement

Risk Factors

Incomes

- Median incomes, when lower than the median income of surrounding areas, can be a predictor of gentrification and displacement.
- High poverty rates when compared to the national average also signify potential risk.

Housing

- The affordability index is low, meaning that incomes are too low to qualify for mortgages
- The rental percentage is higher than County and national averages, suggesting homeownership is consistently out of reach
- Change in rental vacancy rates indicates changes in affordability for renters

Possible strengths

Population Flows

- Fast growth can incite displacement of existing communities. Within Escambia county, **migration has been net neutral** over the last 10 years.

Diversity

- Diverse communities are less likely to experience displacement than areas with high concentrations of communities of color.

Incomes

- Extremely fast income growth is often a sign of gentrification for communities

Signals to watch for

Incomes & Earning Power

- Stakeholders should be sensitive to an increase in proportion of high incomes indicating wealthier residents displacing lower income residents
- Stakeholders should also look for an Increase in the percentage of residents with a bachelor's degree or higher, who generally have higher earning potential

Rents & Evictions

- Greater increase in median rent and subsequent increases in eviction rates

Housing Supply

- Observing total housing units constructed to understand if it is lower than the population growth

Gentrification & Displacement: Risk Factors

Housing and Incomes create challenges for residents

Today all three CRA districts present some risk factors of economic vulnerability and displacement. The median household income is lower in these districts than city and county averages. The affordability index, which measures the likelihood of obtaining a mortgage at current average home prices given the current average income, is also below 60 for all districts, despite variation in the average home price of each area.

The share of renters is higher in the CRA districts than the county and the national average. The rental rate for nationally is 35% while the Westside (59%), Eastside (53%), and the Urban Core (42%) are all significantly higher. Renters are likely to be more quickly displaced than homeowners due to fluctuating rent prices.

When looking at vacancy, total vacant housing units have increased citywide and in every CRA district, though vacancy is projected to decrease slightly. This vacancy combined with increase in housing units could be explained in part by housing quality; better housing has entered the market while less attractive housing still exists.

Additionally, density of housing units has increased in all CRA districts, supported by lot splitting and conversions or additions of accessory dwelling units In a mpre promising trend, total Housing units are increasing in the Westside and Eastside CRA districts, and have been steadily since 2000. This growth outpaces the City of Pensacola overall.

Present Risk Factors				
	Median Income	% Households Below Poverty	# Households Below Poverty Level	*Affordability Index*
Westside CRA	$23,551	39.5%	1,033	*51*
Eastside CRA	$35,124	27.9%	150	*58*
Urban Core CRA	$59,901	16.9%	248	*57*
Pensacola	$67,722	14.1%	7,534	*90*
Escambia County	$61,642	12.7%	18,030	*87*

Housing Unit Totals				
	2000	2010	2023	*2028*
Westside CRA	2,925	3,074	3,577	*3,710*
Eastside CRA	683	669	676	*684*
Urban Core CRA	1,793	1,832	2,251	*2,430*
Pensacola	26,948	27,892	28,111	28,111
Vacant Housing Unit Totals				
	2000	2010	2023	*2028*
Westside CRA	381	177	642	*645*
Eastside CRA	120	73	141	*138*
Urban Core CRA	304	105	356	*343*
Pensacola	3,115	3,256	3,129	*3,114*

Gentrification & Displacement: Possible Factors

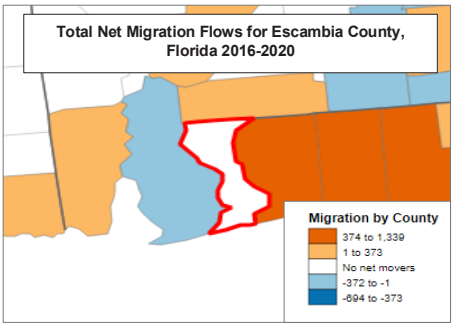
A few factors indicate a complex set of trends for and against active displacement

There are several factors that may not demonstrate direct gentrification and displacement for Pensacolians. First, within Escambia county, migration has been net neutral - while some movement has occurred, the movers out have roughly equalled movers in. There is no visible evidence of rapid population growth contributing to displacement.

next, the CRA districts all have fairly high diversity, which can be a strength against swift displacement for communities of color. That said, the Eastside CRA district has a higher concentration of black households than the other areas, while the urban core CRA has a higher concentration of while residents.

Income growth, though low for many households, has increased at a steady rate, mirroring the national averages for that last 20 years. Sharp increases in income are often caused by higher earners moving to an area and lower income earners leaving.

Additionally, density of housing units has increased in all CRA districts, supported by some new construction and lot splitting and conversions or additions of accessory dwelling units.



	Population By Race 2021 %						
	White	Black	American Indian	Asian	Pacific Islander	Other	Two or More Races
Westside CRA	38.97%	49.16%	0.00%	0.52%	0.22%	1.13%	10.00%
Eastside CRA	25.59%	63.53%	0.00%	0.00%	0.00%	3.92%	6.96%
Urban Core CRA	66.55%	22.75%	0.00%	0.16%	1.89%	1.01%	7.65%

Gentrification & Displacement: Signals to Watch in the Future

Changes to the population and rental prices are indicators of potentially fast shifts

Both gentrification and displacement can shift from risks to reality quickly. Changes to the median rent act as a signal of shifting demand by higher income renters, and the current asking rent of $1,800 for new units across the city should be watched to identify increases. The current range of rental prices clusters around $1,500.

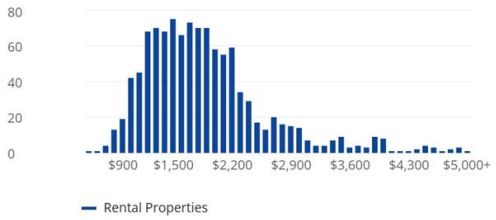
Similarly, changes to high income earners or populations with college degrees (and thus, potentially higher earning power) should be monitored as well. These indicators are already elevated in the Urban Core CRA, but could increase in the Eastside CRA quickly too, given its small population overall.

Lastly, the CRA is familiar with planned housing projects, and the total units of housing added to the Pensacola market wll have the least impact if they are not outpaced by population growth. Thus, greater population growth, if it becomes a steady trend is also a sign to monitor changes to the number of housing units in the area.

Potential Indicators of Future Displacement			
	Median Rent	Households Earning > $150k	Households with Bachelor's or Higher
Westside CRA	$869	113 (4.0%)	16.3%
Eastside CRA	-	29 (5.3%)	27.4%
Urban Core CRA	$1.901	338 (21%)	45.5%
Pensacola	$1,150	3,812 (15.7%)	40.5%
Escambia County	$1,394	15,757 (12.5%)	31.8%

Price Range

The price range for all bedrooms and all property types is $600 to $5,500.



What Else Impacts Gentrification Trends?

Factors to consider in Pensacola



SAFETY & PERCEPTION OF SAFETY



OVERALL COST OF LIVING



ATTRACTIVENESS FOR DEVELOPMENT



ECONOMIC DRIVERS



MILITARY INVESTMENT

JLP+D

CRA FUNDING RESOURCES

FEDERAL FUNDING

Grant Name	Awarding Entity	Website	Typical Projects Funded	Notes of interest
Rebuilding American Infrastructure with Sustainability and Equity (RAISE)	USDOT	https://www.transportation.gov/RAISEgrants/raise-nofo	Surface transportation projects that have significant local or regional impact; could include projects with a safety component.	https://www.transportation.gov/sites/dot.gov/files/2022-09/RAISE%202022%20Award%20Fact%20Sheets_1.pdf
Infrastructure for Rebuilding America Discretionary Grant Program (INFRA)	USDOT	https://www.transportation.gov/grants/infra-grants- program	Primarily freight related.	For projects that improve safety, generate economic benefits, reduce congestion, enhance resiliency, and hold the greatest promise to eliminate freight bottlenecks and improve critical freight movements.
Reconnecting Communities Pilot Program (RCP)	USDOT	https://www.transportation.gov/grants/reconnecting-communities	Highway removal projects, through disadvantaged communities. Would fund replacement infrastructure and includes safety components.	
Safe Streets and Roads for All (SS4A)	USDOT	https://www.transportation.gov/grants/SS4A	Transportation safety projects.	Projects must be identified in a comprehensive safety action plan to receive implementation funding.
Federal Transit Administration Capital Funds (FTA)	Federal Transit	https://www.transit.dot.gov/funding/grants/urbanized- area-formula-grants-5307	Funds safe access to transit projects	See Bicycles and Transit, Flex Funding for Transit Access, the FTA Final Policy Statement on the Eligibility of Pedestrian and Bicycle Improvements Under Federal Transit Law, and FTA Program & Bicycle Related Funding Opportunities
Areas of Persistent Poverty Program (AoPP)	Federal Transit	https://www.transit.dot.gov/grant-programs/areas- persistent-poverty-program	Funds projects that provide access to transit in disadvantaged communities, including safety improvements.	
Carbon Reduction Program (CRP)	FHWA	https://www.fhwa.dot.gov/environment/sustainability/energy/	Planning, bicycle and pedestrian facilities, bike share programs, road diets, etc.	Project must be part of the state TIP and consistent with LRSTP and Metropolitan Transportation Plan; does not fund recreational trails
Congestion Mitigation and Air Quality Improvement Program (CMAQ)	FHWA	https://www.fhwa.dot.gov/ environment/air_quality/ cmaq/	Projects, including bicycle and pedestrian facilities, that reduce emissions.	Project for planning, feasibility analyses, and revenue forecasting associated with the development of a project that would subsequently be eligible to apply for assistance under the BIP
Highway Safety Improvement Program (HSIP)	FHWA	https://highways.dot.gov/safety/hsip/shsp	Safety projects on the highway system.	Projects must be consistent with a state's Strategic Highway Safety Plan, funding is only for Highway projects, public transportation, and port facilities, Small local agencies also eligible
Railway-Highway Crossings(-Section 130) Program (RHCP)	FHWA	https://highways.dot.gov/safety/hsip/xings/railway-highway-crossing-program-overview	Railroad crossing improvements.	Set aside from HSIP, Small local agencies also eligible
National Highway Performance Program (NHPP)	FHWA	Implementation Guidance for the National Highway Performance Program (NHPP) as Revised by the Bipartisan Infrastructure Law (dot.gov)	Could include safety improvements as part of other improvements.	Only for Highway projects; Administered by the State
Promoting Resilient Operations for Transformative, Efficient, and Cost Saving Transportation (PRO TECT)	FHWA	https://www.fhwa.dot.gov/environment/sustainability/resilience/	Protecting transportation facilities from flooding.	Funds can only be used for activities that are primarily for the purpose of resilience or inherently resilience related. With certain exceptions, the focus must be on supporting the incremental cost of making assets more resilient.
Surface Transportation Block Grant Program (STBG)	FHWA	https://www.fhwa.dot.gov/specialfunding/stp/	Planning, bicycle and pedestrian facilities, bike share programs, road diets, etc.	If called a bicycle facility, it must be primarily for transportation instead of recreation, but recreational trails are also permitted, Small local agencies also eligible
Transportation Alternatives (TA) Set-Aside	FHWA	https://www.fhwa.dot.gov/ environment/transportation_alternatives/	Planning, bicycle and pedestrian facilities, bike share programs, road diets, etc.	Part of STBG; Administered by the State, Local agencies also eligible
Recreational Trails Program (RTP)	FHWA	https://www.fhwa.dot.gov/ environment/recreational_ trails/	Recreational trails	Part of STBG; Administered by the State
Safe Routes to School Program (SRTS)	FHWA	ttps://www.fhwa.dot.gov/environment/safe_routes_to_school/	Projects that improve safety for students going to school	Part of STBG; Administered by the State

FDOT FUNDING

Grant Name	Awarding Entity	Website	Typical Projects Funded	Notes of interest
Transportation Alternatives Program (TAP)	FDOT	https://www.fdot.gov/planning/ systems/tap/default.shtm	Bicycle/pedestrian facilities recreational trails, SRTS projects	Part of the Federal TA set aside of the STBG https://fdotwww.blob.core. windows.net/sitefinity/docs/default-source/planning/systems/systems- management/document-repository/tap/ta_set-aside-program_fl_ overview-highlights_2015-2021.pdf?sfvrsn=7c0d8522_2
Shared-Use Nonmotorized (Sun) Trail Program	FDOT	https://www.fdot.gov/planning/ systems/suntrail/guidance.shtm	Shared use trails	Project must be within the Suntrail network, a priority of the applicable jurisdiction, and consistent with applicable plans. Local agency must commit to operation and maintenance of trail. Separate Request for Funding, but must be included in FDOT Work Plan https://fdotwww. blob.core.windows.net/sitefinity/docs/default-source/planning/systems/ suntrail/guidance/suntrail_guidanceforsubmittal-offundingrequest_ppt. pdf?sfvrsn=3ac9b7ba_2
Highway Safety Improvement Program	FDOT	Reports and Plans (fdot.gov)	Transportation safety projects	Must show how project improves safety; part of FHWA HSIP funding
Safe Routes to School	FDOT	https://www.fdot.gov/Safety/programs/safe-routes.shtm	Transportation safety projects that improve safety for student going to/from school	Funded through HSIP

SIDEWALK PRIORITIZATION

RANKING CRITERIA

Step 1

Separate candidate projects into two tiers:

Tier 1: Projects with no existing sidewalks

Tier 2: Projects with existing sidewalks on one side of the street

Step 2

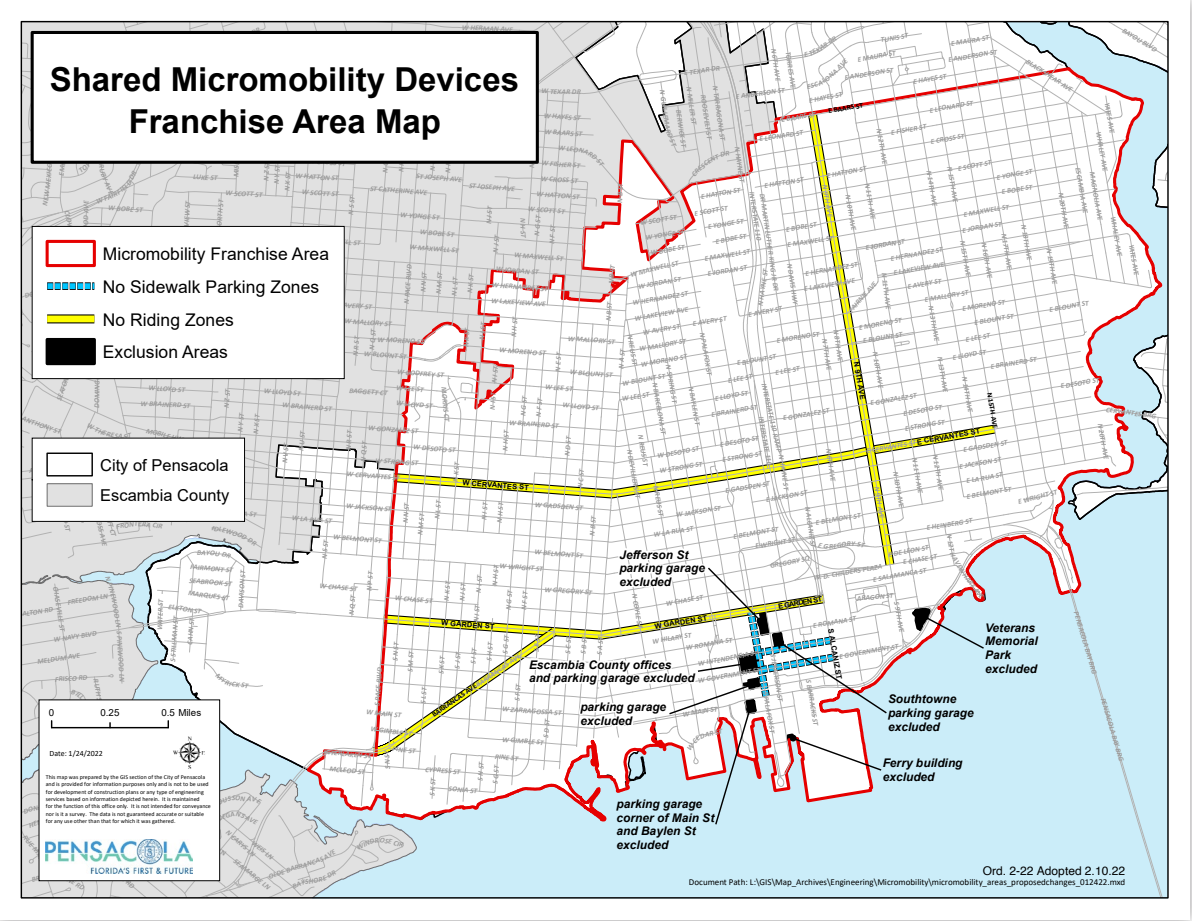
Rank Projects based upon the following criteria:

#	Quantifiable Criteria	Max Points
1	Safety (Roadway conditions, width, bike lanes, existing sidewalk)	6.5
2	School Proximity (Using EscCo Bus Eligible criteria) – Elem School @ 1 mile (15 points) – Middle School @ 1.5 miles (10 points) – High School @ 2 miles (5 points)	15
3	New Access on Arterials and Collectors	10
4	Latent Demand (using either census tract data or City data) – DUs within 1/4 mile to sidewalk project – Residents using transit or walking to work	15
5	Connectivity / This criterion will award points based on the following: – Connects to sidewalk on arterial roadway (15 points) – Connects to sidewalk on collector roadway (10 points) – Connects to sidewalk on local streets (5 points) – Does not connect to other sidewalks (0 points)	15
6	Existing Demand / This criterion will assess scores based on access to: – Transit Stops – Parks/Community Centers – Greenways & Trails – Transportation Disadvantaged Housing – Employment Centers – University/College Campuses (PCS) – Shopping Centers – Placemaking Areas (1/4 mile radius from: Palafox St from Wright Street to terminus and Belmont-DeVilliers intersection)	40
	Total Max Points	101.5

If the totals for the subcategories exceed the maximum for the category, only the maximum value shall be assigned.

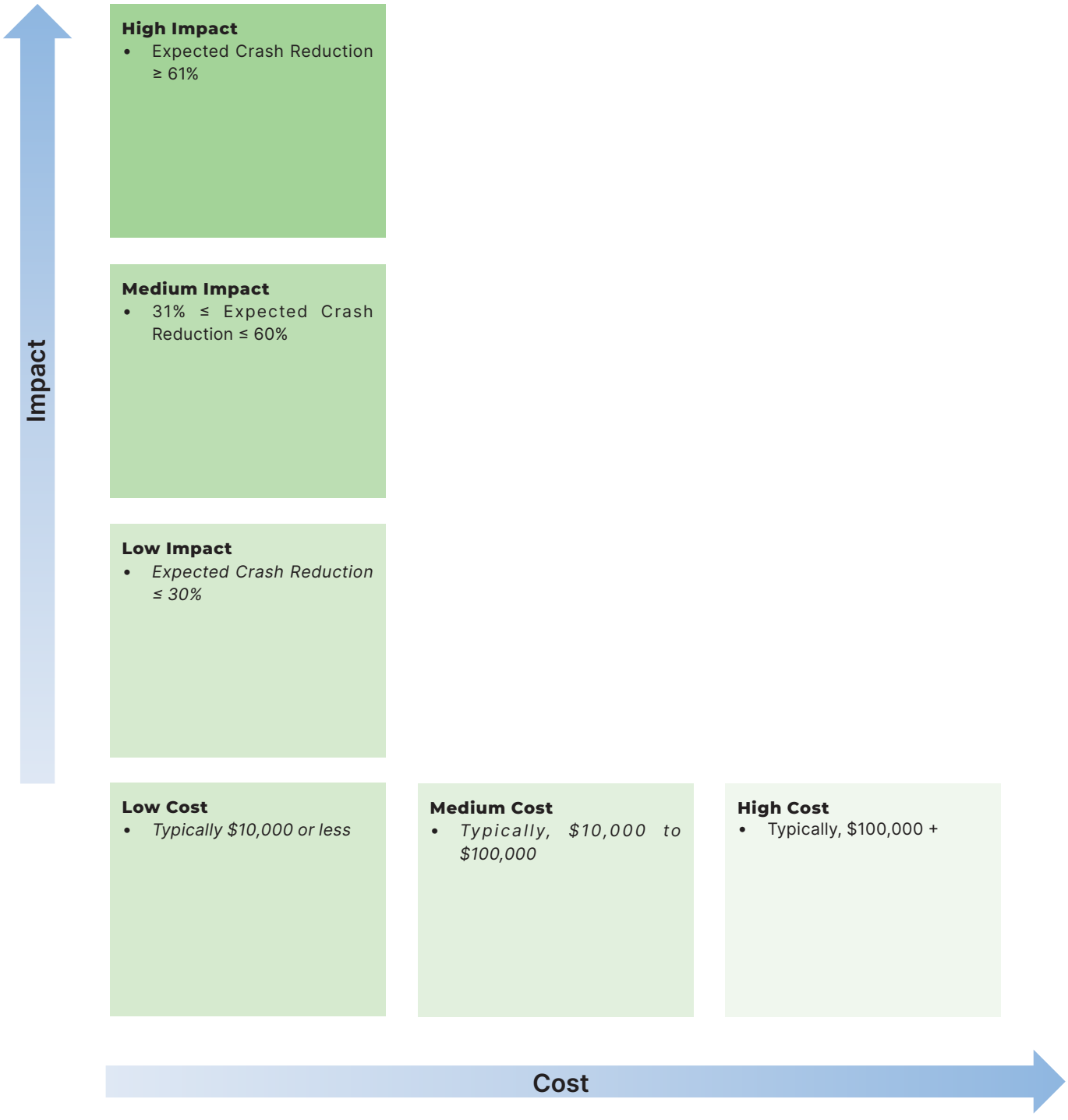
Data used will be from either City data (roadway classification, building footprints, pavement width, bike lanes, parks/community center locations, school locations), US Census data (worker transportation, DUs), and ECAT data (transit stops).

MICROMOBILITY AREA MAP



COST AND IMPACT COUNTERMEASURES

COUNTERMEASURE IMPACT AND COST DEFINED



Unknown Impact = No quantitative date is available

COUNTERMEASURE SELECTION GUIDE



Note:
Countermeasures may not apply to all modes, roadways, or crash severities.
Countermeasures may apply to more crash types.

* FHWA Proven Safety Countermeasure

COUNTERMEASURE SELECTION GUIDE (CONT.)

Low Cost/ Unknown Impact

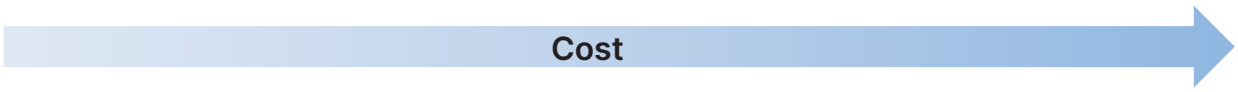
- Extend green time for bikes
- Extend time pushbutton
- Prohibit right-turn-on-red
- Prohibit turns during pedestrian phase
- Time-based turn restriction
- Upgrade intersection pavement markings
- Bicycles may use full lane sign
- Mixing zone
- High-visibility crosswalk
- Restripe crosswalk
- Centerline hardening
- Enhanced daylighting/slow turn wedge
- Paint and plastic median

Medium Cost/ Unknown Impact

- Bike detection
- Pedestrian detection
- Supplemental signal heads
- Flashing beacon as advance warning
- Curb extensions
- Paint and plastic mini circle/ mini roundabout

High Cost/ Unknown Impact

- Separate right-turn phasing
- Close slip lane
- Intersection reconstruction and tightening
- Protected intersection
- Raised intersection



Note:
Countermeasures may not apply to all modes, roadways, or crash severities.
Countermeasures may apply to more crash types.

* FHWA Proven Safety Countermeasure

COUNTERMEASURE SELECTION GUIDE (PEDESTRIAN AND BIKE FOCUSED)

Low Cost/ Unknown Impact

- Audible push button upgrade extend time push-button
- Prohibit right-turn-on-red
- Prohibit turns during pedestrian phase
- Shorten cycle length
- Advance stop bar
- Advance yield markings
- Pavement speed legends
- Time-based turn restriction
- Upgrade intersection pavement markings
- Wayfinding
- Co-locate bus stops and pedestrian crossings
- High-visibility crosswalk
- Restripe crosswalk
- Centerline hardening
- Enhanced daylighting/slow turn wedge
- Gateway treatments
- Paint and plastic median
- Partial closure/diverter
- Straighten crosswalk
- Lane narrowing
- Far-side bus stop
- Extend green time for bikes
- Bicycles may use full lane sign
- Mixing zone
- Parking buffer
- Two-stage turn queue bike box
- Bike box

Medium Cost/ Unknown Impact

- Pedestrian detection
- Signal interconnectivity and coordination/green wave
- Signal preemption
- Flashing beacon as advance warning
- Floating transit island
- Curb extensions
- Widen sidewalk
- Crosswalk density
- Chicane
- Landscape buffer
- Speed sensitive rest on red
- Upgrade lighting to LED
- Bike detection

High Cost/ Unknown Impact

- Separate right-turn phasing
- Shared use path
- Close slip lane
- Intersection reconstruction and tightening
- Protected intersection
- Raised intersection

Cost

Note:
Countermeasures may not apply to all modes, roadways, or crash severities.
Countermeasures may apply to more crash types.

* FHWA Proven Safety Countermeasure

TRANSPORTATION ANALYSIS

OVERVIEW

Existing transportation conditions were documented throughout Pensacola and provided a foundation for understanding the needs and possible improvements for the CRA planning process.

Documenting the existing transportation conditions included three main categories:

- Roadway Characteristics (e.g., street type, character, and dimensions);
- Mobility Characteristics (e.g., pedestrian/bicycle facilities, and safety);
- Equity and Transportation (e.g., communities overburdened by lack of transportation investment).



Existing Transportation – Related Conditions and Planned Transportation Improvements

Technical Memorandum

Community Redevelopment Agency Plan Update for Westside, Urban Core, and Eastside

October 8, 2024

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1 Introduction and Project Purpose

The Pensacola Community Redevelopment Agency (CRA) is updating all three CRA district plans after more than 15 years. The CRA districts are comprised of the Westside, the Eastside, and the Urban Core. Each of the districts have distinct characteristics pertaining to transportation. The existing conditions highlighted in this report are based on city data, previous studies, current programs, site and desktop observations, and community input. Understanding the existing conditions provides the basis to develop near-, medium-, and long-term recommendations to improve mobility and accessibility of all the residents within the area.

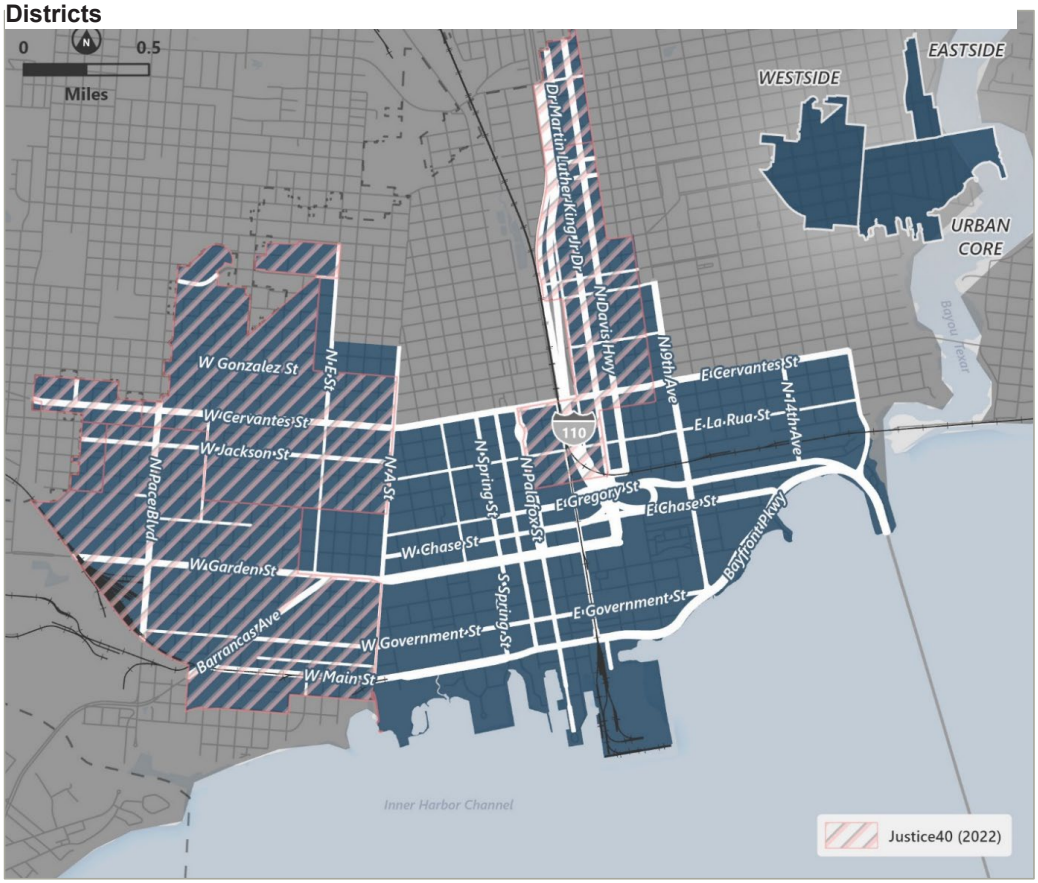
Documenting the existing transportation conditions includes three main categories:

- Roadway Characteristics (e.g., street type, character, and dimensions)
- Mobility Characteristics (e.g., pedestrian/bicycle facilities, and safety)
- Equity and Transportation (e.g., communities overburdened by lack of transportation investment)

The CRA Districts, along with the United States Department of Transportation (USDOT) Disadvantaged Community boundaries,[1] and major roadways[2] are shown in **Figure 1.**

[1] The USDOT Disadvantage Communities are defined as those communities that have a higher burden of underinvestment in transportation, in the following five components: Transportation Insecurity, Climate and Disaster Risk Burden, Environmental Burden, Health Vulnerability, and Social Vulnerability.
[2] Major roadways are defined as those that have interstate, arterial, or collector functional classification by the Florida Department of Transportation (FDOT).

Figure 1 Major Roadways and USDOT Disadvantaged Community Boundaries in CRA Districts



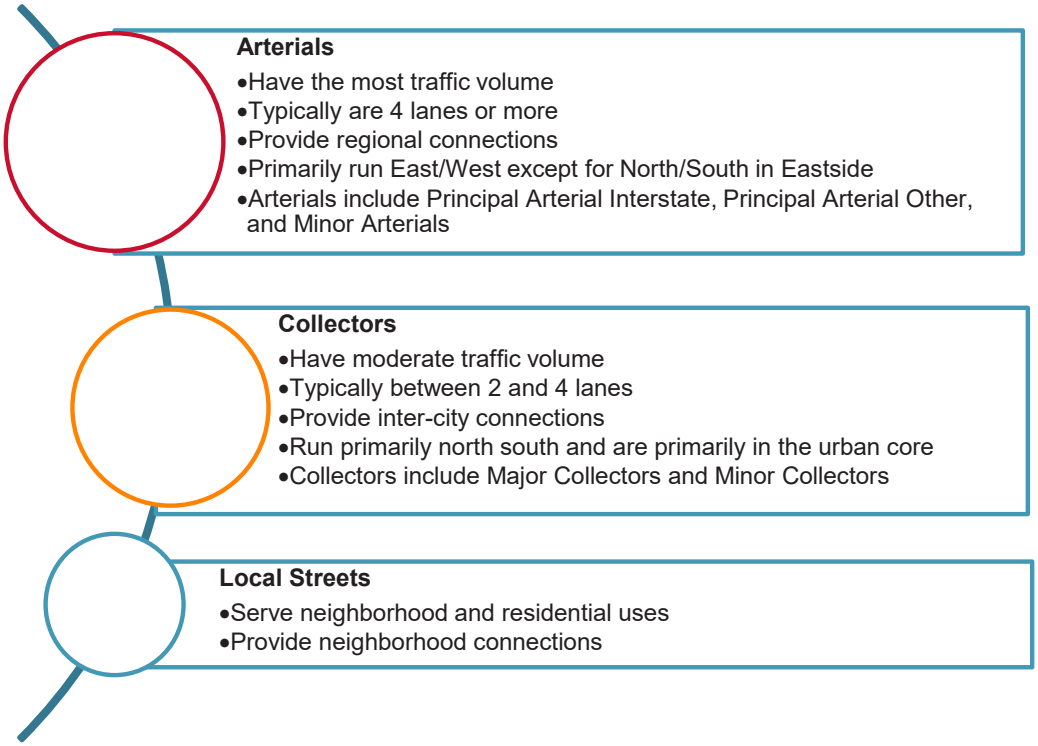
2 Roadway Characteristics

Roadway Characteristics include all the ways in which one understands a street or road. These characteristics include looking at the type or function of the road, the physical attributes of the road (speed, width, how many lanes, type of connectivity or network) and neighborhood character surrounding the road.

2.1 Street Types and Networks

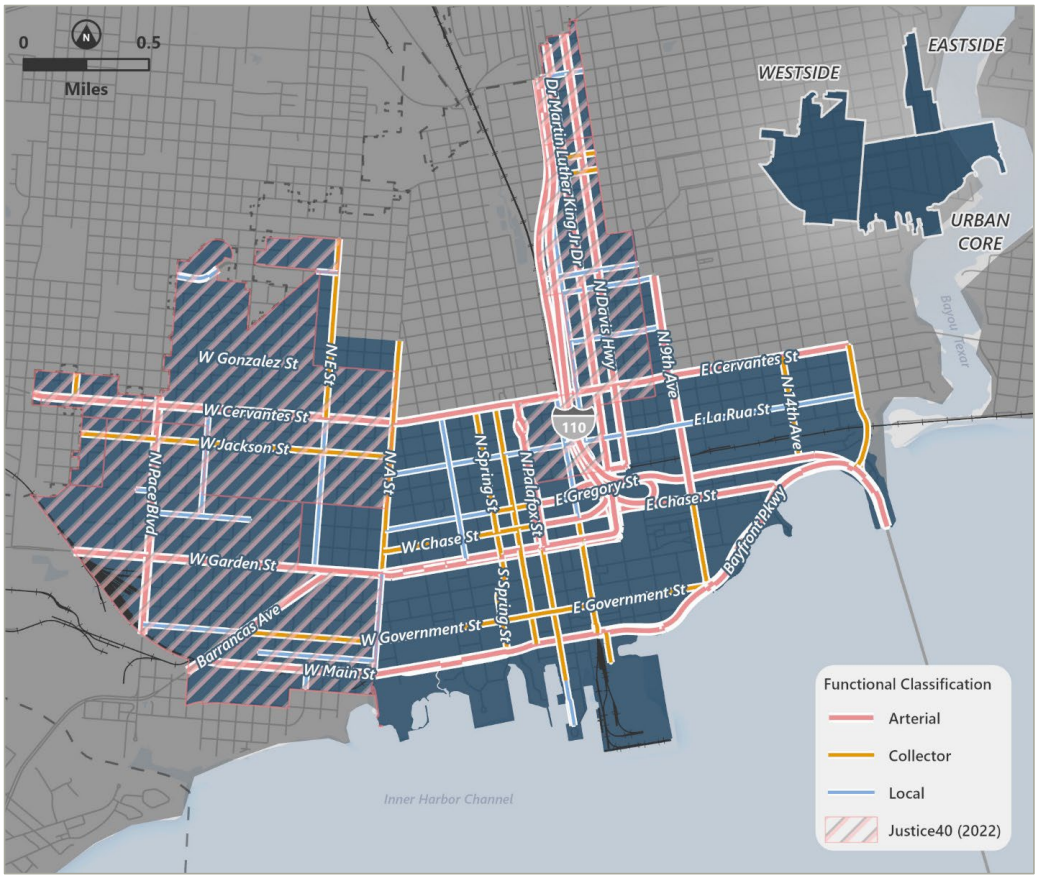
There are three major roadway types that make up the street network within the CRA districts. These major roadways are defined by FDOT and further qualified in the City of Pensacola 2023 Active Transportation Plan (ATP) as shown in **Figure 2**:

Figure 2 Roadway Functional Classification



Total roadway miles within the three CRA districts is 112 miles. Of the 112 miles of roadway, there are a total of 37.8 roadway miles having a functional classification of arterial or collector. While the roadway miles within the CRA districts represent 5% of the total City of Pensacola roadways yet the CRA districts are comprised of 33% and 28% of the total arterial and collector roadway miles respectively in the City. **Figure 3** shows the block structure which results from these major roadways.

Figure 3 FDOT Roadway Functional Classification Location



WESTSIDE

Arterials

The location of the arterial roadways split the Westside district into five pockets which lack connectivity and are spaces where vehicles are given priority over pedestrians. As regional connectors, these high traffic volume roadways are very wide and support development patterns that do not foster a sense of place; rather it is a place to simply move through as quickly as possible. Such conditions make it extremely difficult for the neighborhood residents of Sanders Beach, Tanyard, and Westside Garden District to have easy access to amenities within and outside of the district.

Westside district has five roadways identified as arterial:

- W Cervantes Street
- N Pace Boulevard
- W Garden Street
- W Main Street
- Barrancas Avenue

Figure 4 Westside – Arterial Road

W. Garden Street – Looking East
Source: HDR



Figure 5 Westside – Arterial Road

Barrancas Avenue – Looking North
Source: HDR

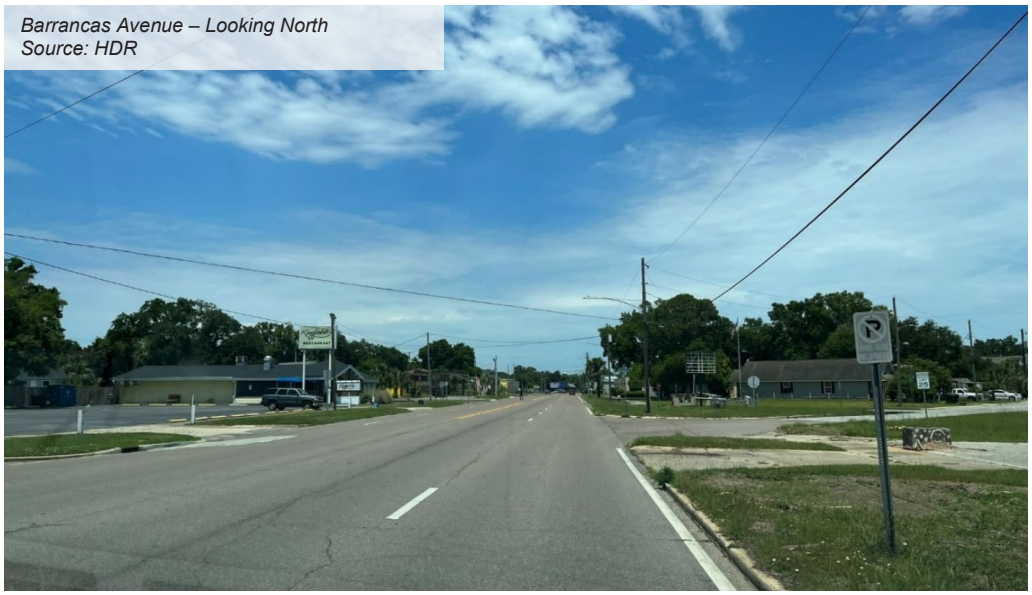
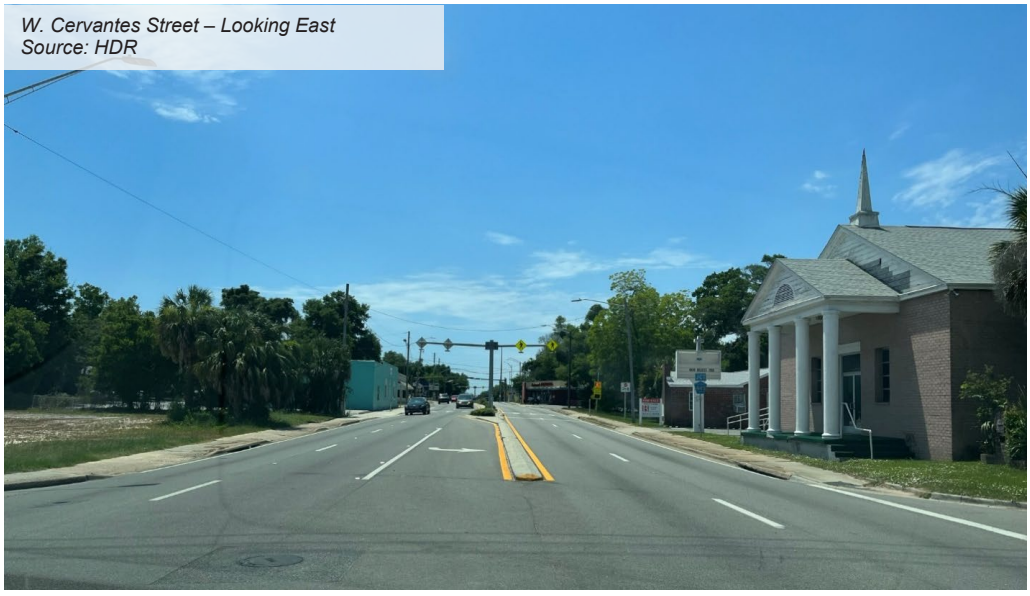


Figure 6 Westside – Arterial Road

W. Cervantes Street – Looking East
Source: HDR



Collectors

These roadways usually provide more connections via cross streets, may have on-street parking, typically have more continuous building frontage, and if not designed well can still present challenges for non-vehicular modes of transportation (pedestrian and cyclist). These challenges may be a relatively high traffic volume, excessive curb cuts, or lack of separated pedestrian and bike infrastructure.

Westside district has five roadways identified as collector:

- W Government Street
- W Jackson Street
- N T Street
- N E Street
- N A Street

Figure 7 Westside – Collector Road

W. Jackson Street – Looking East
Source: Google

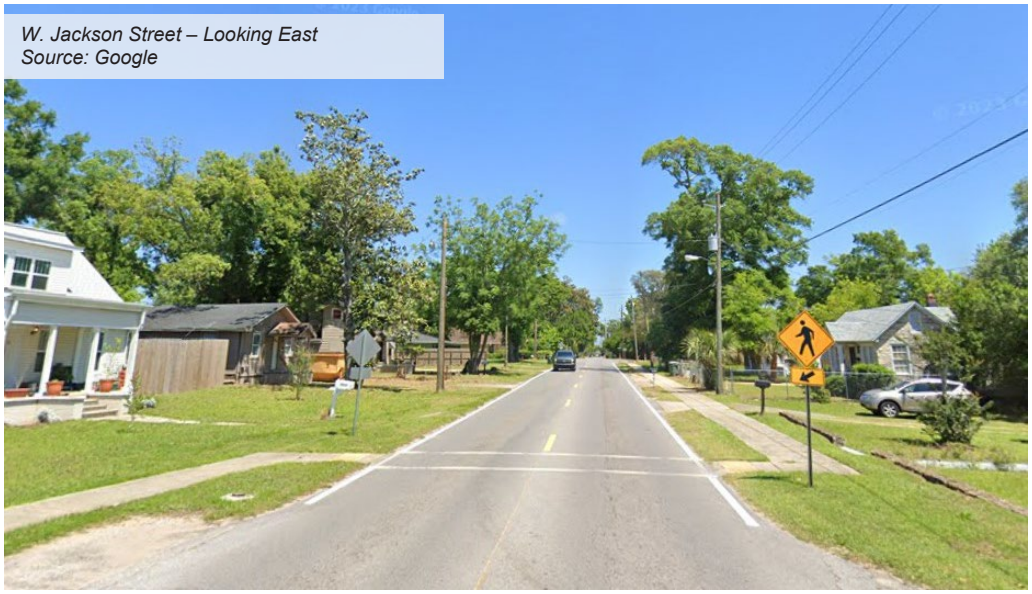


Figure 8 Westside – Collector Road



Local Roads

These roadways usually provide the most connections via cross streets, will have on-street parking (marked or unmarked), and typically will have numerous driveways given the prevalence of residential uses. FDOT's functional classification specifically identifies seven local roadways in the Westside District:

- W Gregory Street
- W Wright Street
- N L Street
- W Government Street
- W Zarragossa Street[3]
- S E Street and N E Street
- S A Street

Figure 9 Westside - Local Road

N E Street – Looking South
Source: Google



[3] This street has different spellings in different locations including Zarragossa, and Zaragoza

Figure 10 Westside - Local Road

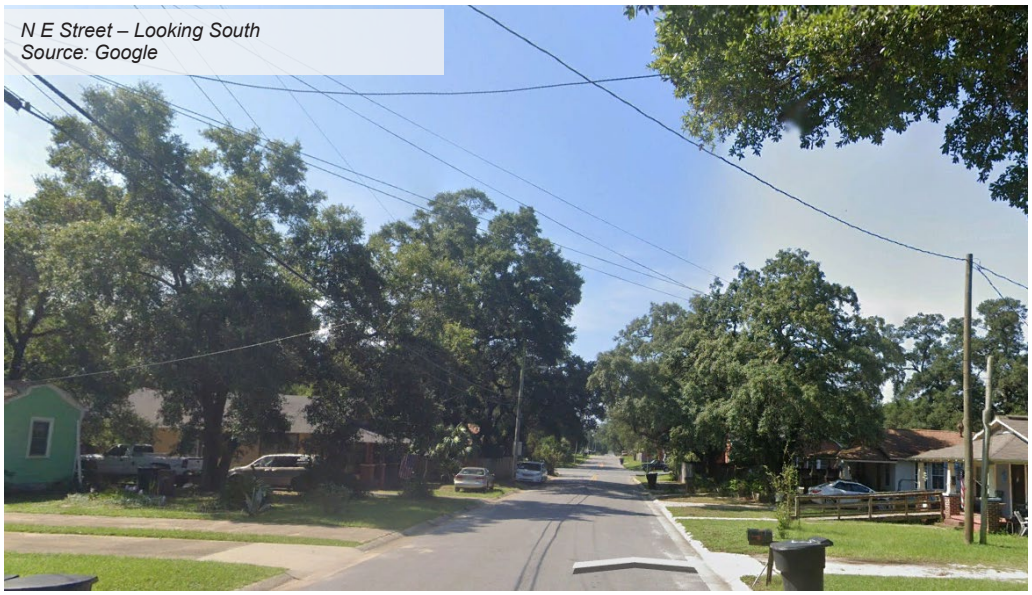


Figure 11 Westside - Local Road



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URBAN CORE

Arterials

The location of these roadways create a core that is fragmented and become major barriers to the connectivity of the district with the eastern neighborhoods of Old East Hill and East Hill, as well as the Eastside district.

Urban Core district has eight roadways identified as arterial (some are shared with other districts):

- E and W Cervantes Street
- N 9th Ave
- E Gregory Street
- E Chase Street
- Bayfront Parkway
- E and W Garden Street
- N Palafox Street
- E and W Main Street

Figure 12 Urban Core – Arterial Road

W Main Street – Looking East
Source: HDR



Figure 13 Urban Core – Arterial Road

E Chase Street – Looking East
Source: Google

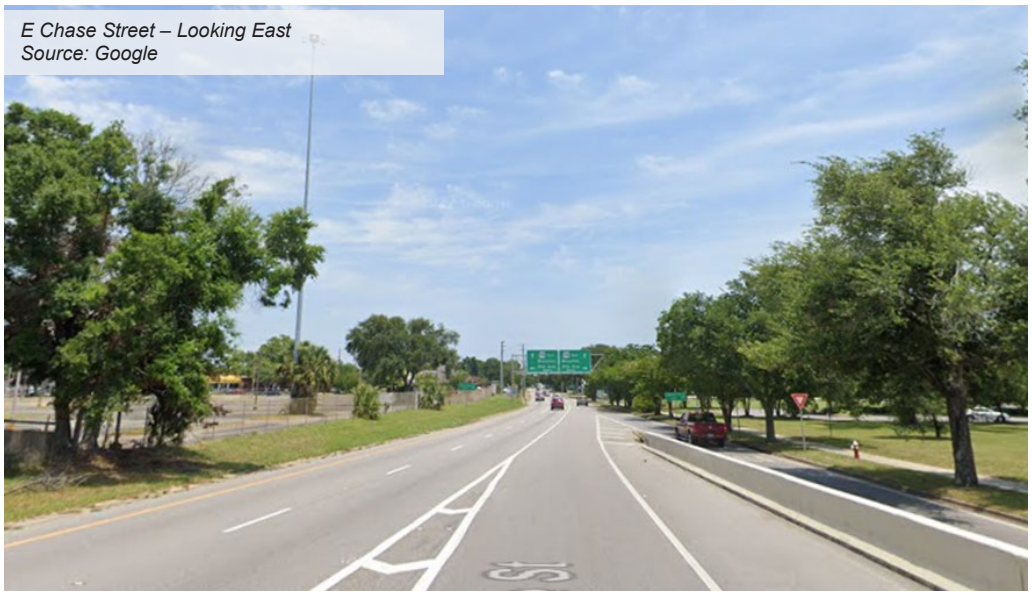
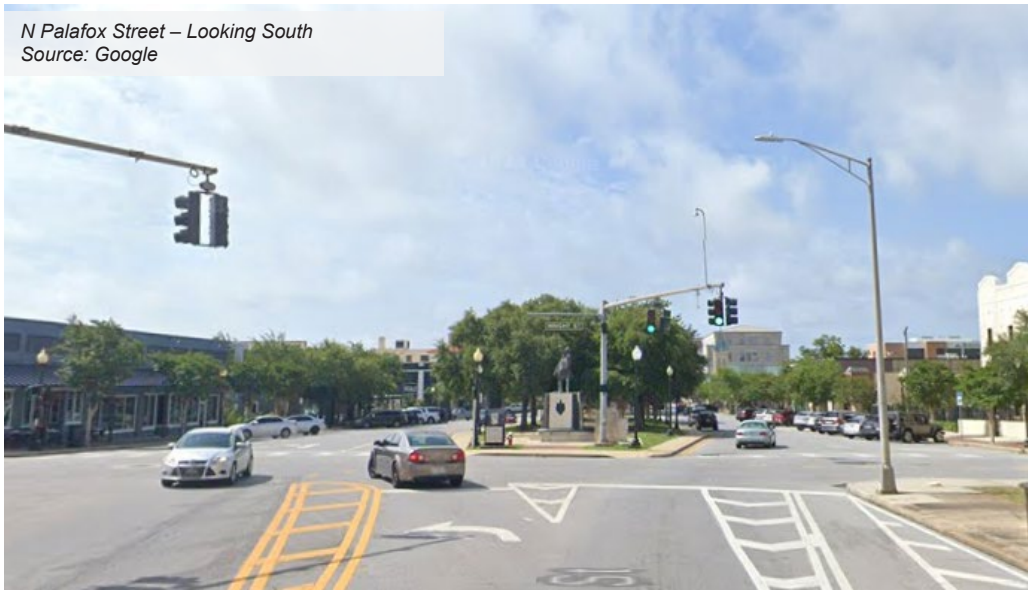


Figure 14 Urban Core – Arterial Road

N Palafox Street – Looking South
Source: Google



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Collectors

These roadways are primarily north/south in direction and are generally in very close proximity to arterials and to each other. This condition creates an environment that prioritizes vehicles and places a high level of discomfort for all other modes of transportation. However, there are other areas throughout the district where collectors have been well designed and are providing environments for pedestrians to enjoy and feel comfortable walking, such as N Palafox Street seen in **Figure 15**.

Urban Core district has twelve roadways identified as collector (the most of any district):

- W Chase Street
- W Gregory Street
- N 14th Avenue
- N A Street
- W and E Government Street
- S and N Spring Street
- S and N Baylen Street
- Palafox Place
- S Tarragona Street
- N Palafox Street
- S Barracks Street
- S and N 9th Avenue

Figure 15 Urban Core – Collector Road

N Palafox Street – Looking North
Source: Google

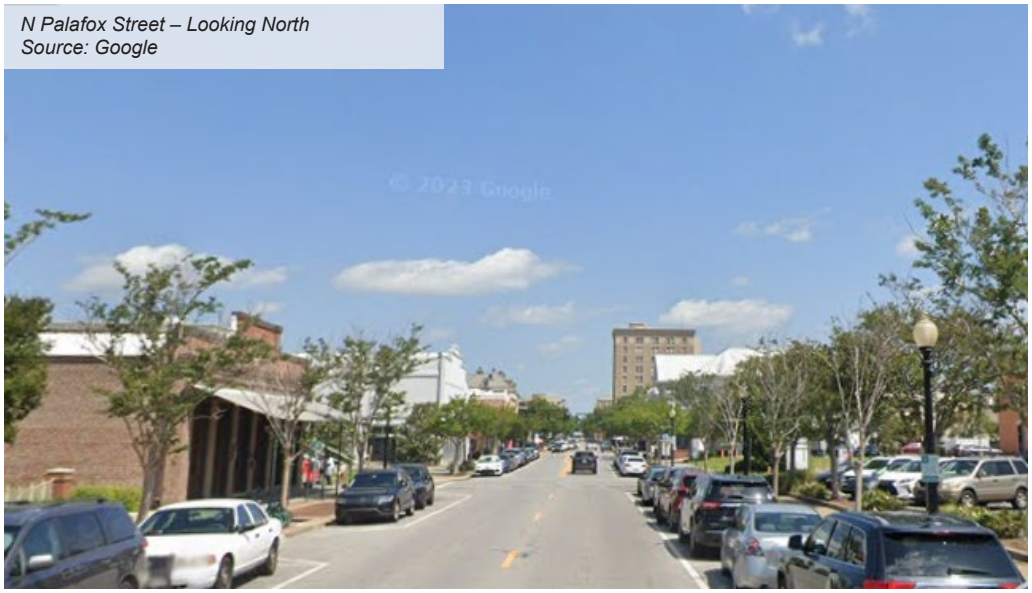


Figure 16 Urban Core – Collector Road

W Chase Street – Looking East
Source: Google



Figure 17 Urban Core – Collector Road

W Gregory Street (East of N Spring Street – Looking East
Source: Google



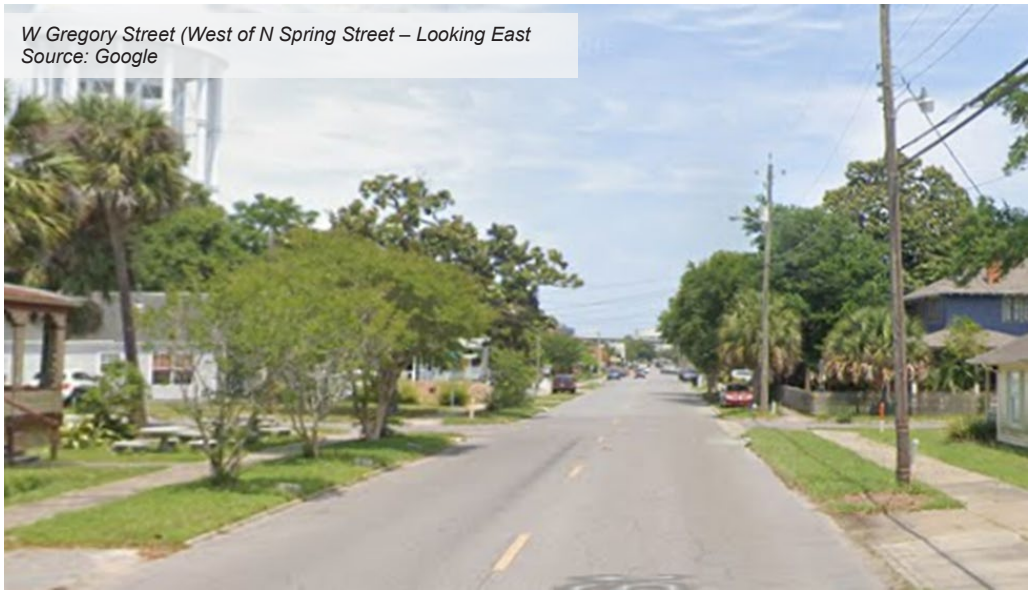
Local Roads

These roadways usually provide the most connections, will have on-street parking (marked or unmarked), and will typically have numerous driveways given the prevalence of residential uses. These roadways provide for neighborhood trips and become the prevalent roadway type that defines walkability by way of block spacing. FDOT's functional classification specifically identifies four local roadways in the Urban Core district:

- S Palafox Street
- W Gregory Street (west of N Spring Street)
- S and N Baylen Street
- Palafox Place

Figure 18 Urban Core – Local Road

W Gregory Street (West of N Spring Street – Looking East
Source: Google



EASTSIDE

Arterials

The location of these roadways along with the area and shape of the Eastside district creates an environment that is dominated by a high volume of traffic that is entering or leaving downtown, or connecting to the Interstate. Thus, the narrow sliver is divided into small blocks that are more like islands in a sea of traffic most likely going above the posted speed limit. Additionally, Dr. MLK, Jr. Drive and N Davis Highway are one-way couplets further amplifying a car-centered community and I-110 is an elevated highway that further separates and isolates the Eastside from the neighborhoods to the west and south. As an arterial along I-110, Dr. MLK, Jr. Drive is double the width of most other arterials to accommodate two single-direction southbound lanes and parking on both sides of the street. The lack of transition into areas that are primarily residential neighborhoods is very abrupt and reinforces the hierarchy of vehicles vs. pedestrians.

The Eastside district has five roadways identified as arterials:

- N. 9th Avenue
- N Davis Highway
- Dr. MLK, Jr. Drive
- I-110
- E Cervantes Street

Figure 19 Eastside – Arterial Road

Dr. MLK, Jr. Drive – Looking South
Source: Google



Figure 20 Eastside – Arterial Road

N Davis Hwy. – Looking North
Source: HDR

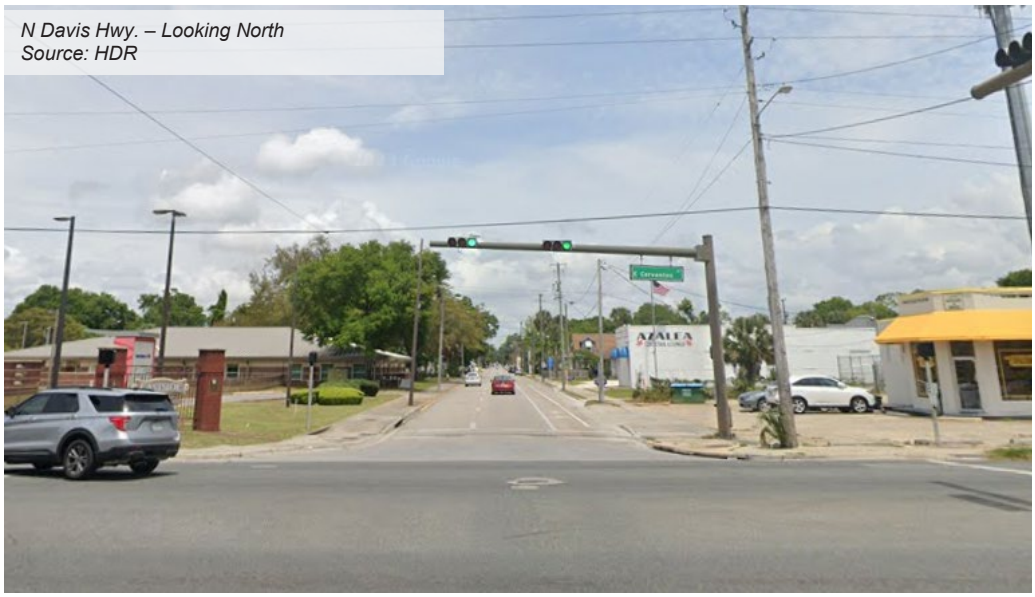


Figure 21 Eastside – Arterial Road

E Cervantes Street – Looking West
Source: Google



Collectors

These roadways are primarily east/west direction and are in very close proximity to arterials and to each other. These are also one-way couplets.

Eastside district has only two roadways identified as collector (the least of any district):

- E Jordan Street
- E Maxwell Street

Figure 22 Eastside – Collector Road

E Jordan Street – Looking East
Source: Google

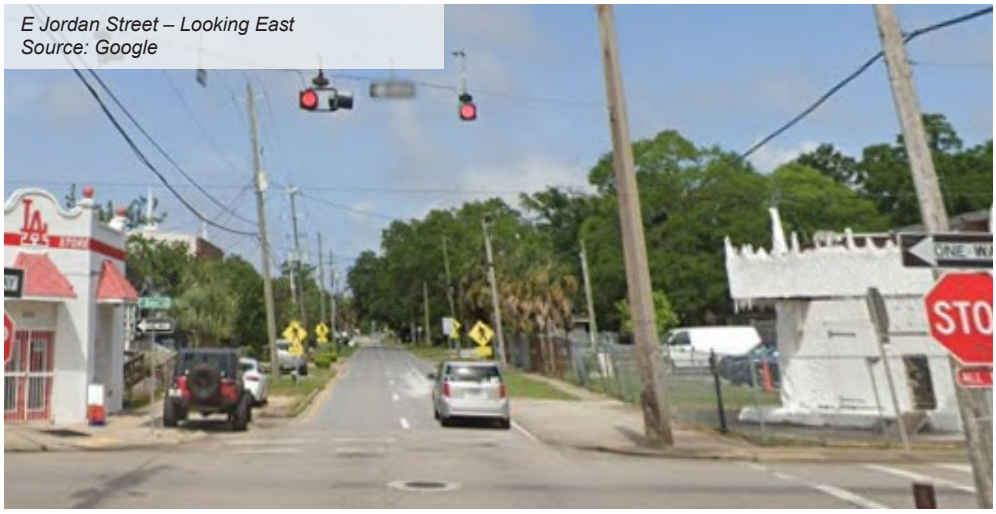


Figure 23 Eastside – Collector Road

E Maxwell Street – Looking West
Source: Google



Local Roads

These roadways in the Eastside district run east/west and do not offer on-street parking due to the width of the road. Residential land uses dominate the frontage along the road. FDOT's functional classification specifically identifies five local roadways in the Eastside district:

- E Gonzalez Street
- E Lee Street
- E Blount Street
- N Hayne Street
- E Cross Street

Figure 24 Eastside – Local Road

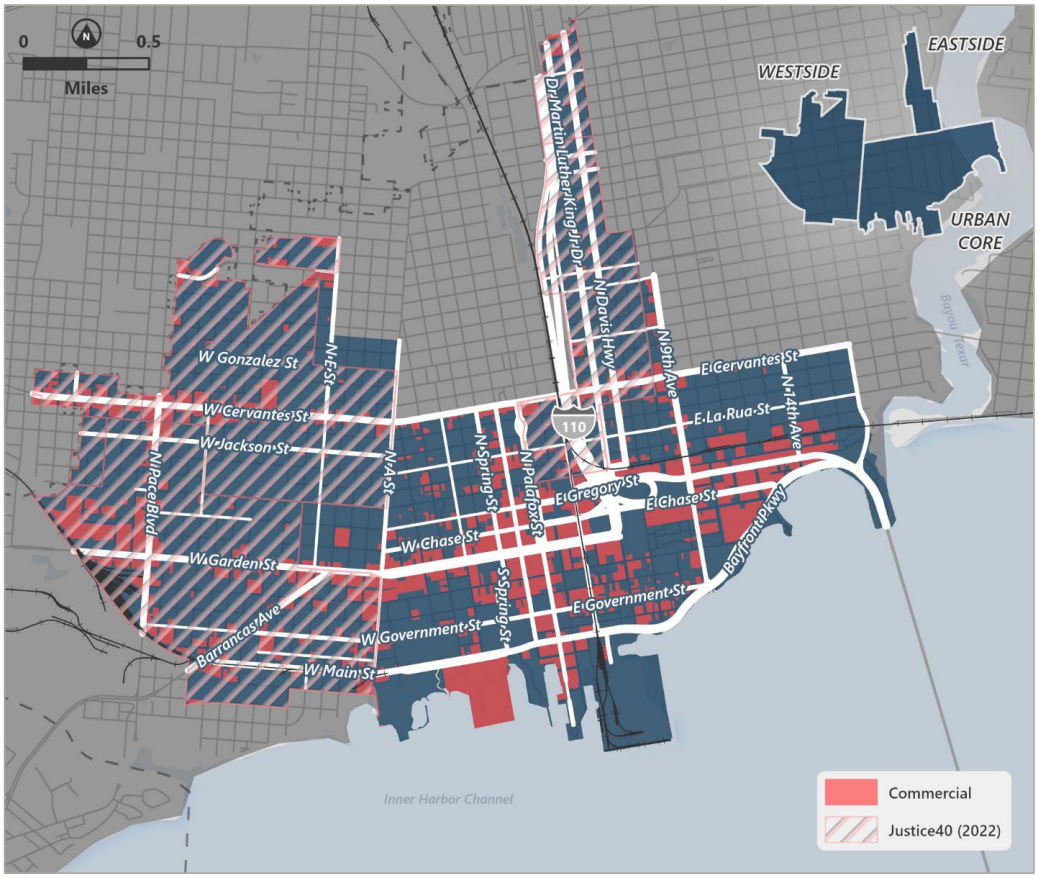


E Cross Street – Looking West
Source: Google

2.2 Land Use

Arterials, as regional connectors, are the primary frontage for commercial uses within the CRA districts. Arterials in the Eastside are, however, primarily fronted by residential and the interstate. These commercial corridors also have the highest level of traffic stress and highest number of crashes compared to other corridors. If commercial corridors are not pedestrian friendly, it is difficult for residents to have full access to these destinations without a car. During public workshops, many residents especially in the Westside voiced concerns over the inability to get to stores or other amenities as the development patterns are also car centered with drive-thrus and parking along street.

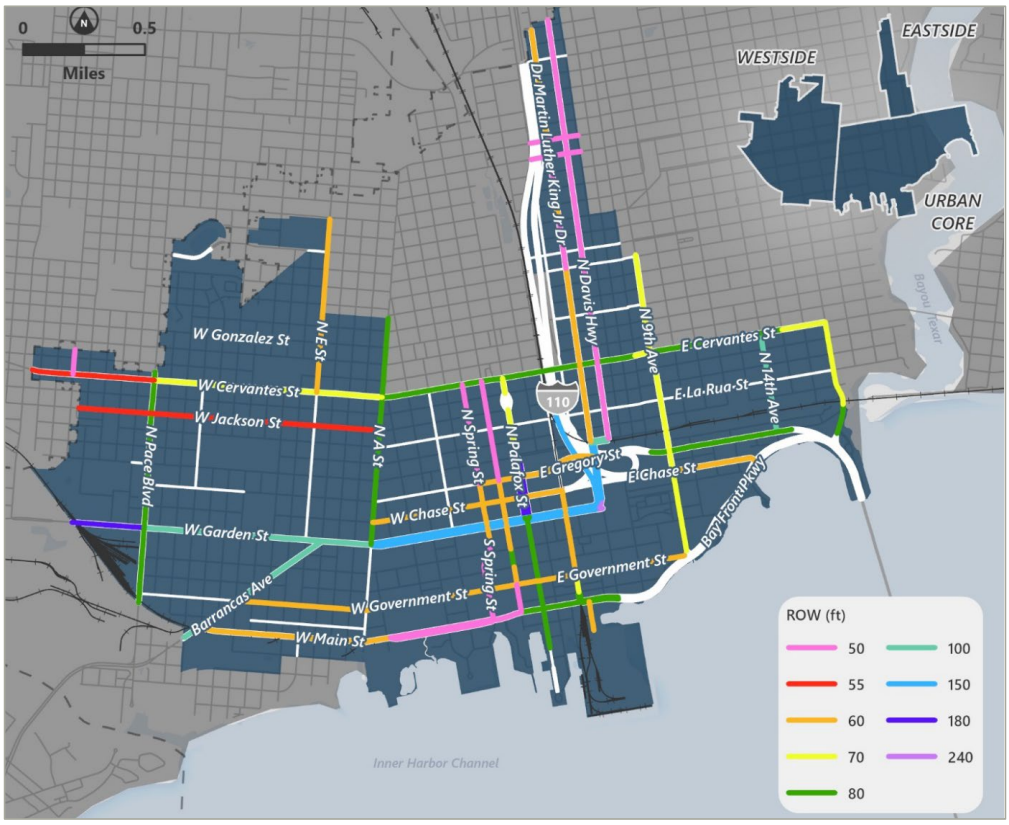
Figure 25 Commercial Corridors



2.3 Street Widths and Medians

Roadway widths range between 50 - 180 feet throughout the districts, excluding the interstate, with most of the right-of-way dimension being between 50 and 60 feet. The roadways that are the least safe for pedestrians as well as cars typically have the widest dimensions. The common travel lane width throughout the study area is 12 feet.

Figure 26 Public Rights-of-Way



Additionally, a desktop review identified seven roadway segments with medians in the CRA districts. These street medians vary in width and as such have a varying impact on the character of the street:

- West Garden Street (US 98 from A Street to Alcaniz Street)
- West Main Street from S Clubbs Street to S Spring Street
- East Main Street from S Tarragona Street/Bayfront Parkway
- North Palafox Street from East Wright Street to West Garden Street
- North Palafox Street from W Gadsen Street to West Jackson Street
- East Wright Street from North Palafox Street to North 6th Avenue
- Bayfront Parkway

Figure 27 West Garden Street at A Street

Source: Google



Figure 28 Bayfront Parkway

Source: Google



Figure 29 N Palafox Street

Source: Google



Figure 30 W Main Street

Source: Google



2.4 Intersections

Intersections serve as the space that brings together all the various modes of transportation. Intersections need to be designed effectively and safely for the system to function properly. The Active Transportation Plan describes various intersections that need critical attention. The ATP identifies 10 high crash intersections in need of improvements to address unsafe conditions. Five of these intersections fall within the CRA districts.

Westside

- Barrancas Avenue and W Main Street
- Barrancas Avenue and W Garden Street

Eastside

- MLK Drive and E Blount Street

Urban Core

- N Palafox Street and W Wright Street
- N 9th Avenue and E Gregory Street

Figure 31 High Crash Intersections

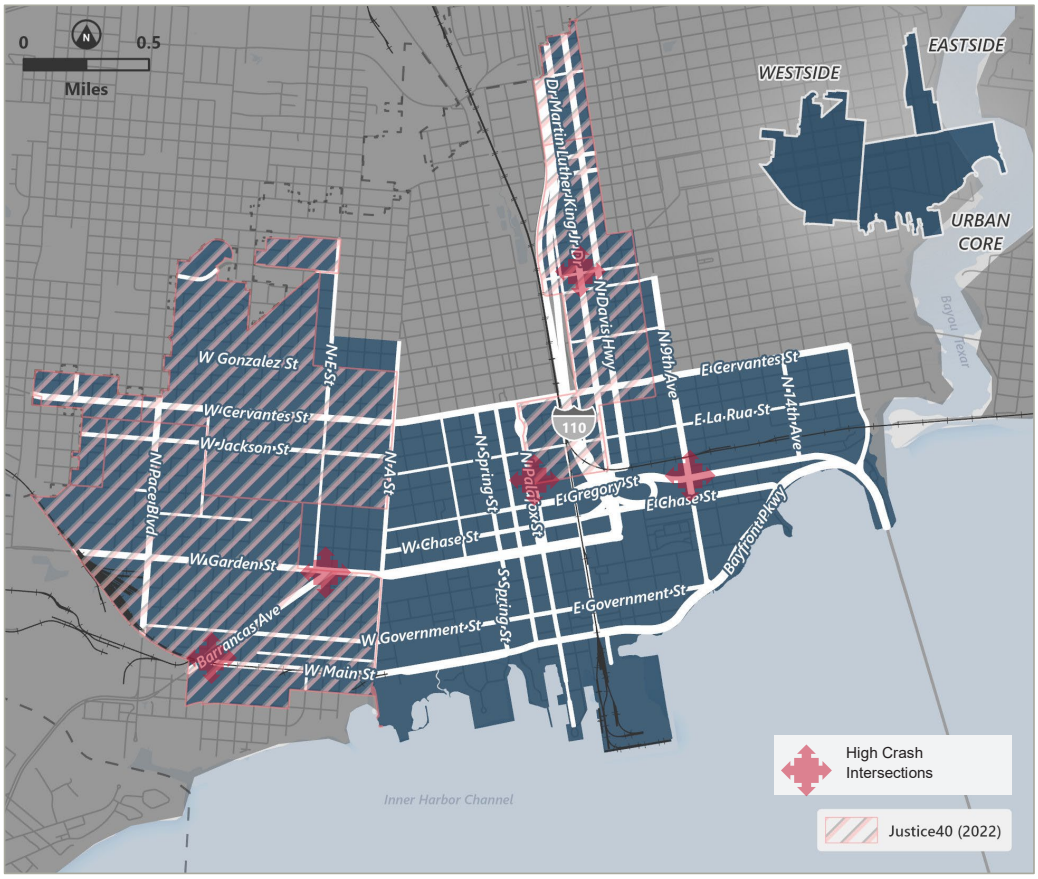


Figure 32 Barrancas Avenue and W Main Street

Source: Google



Figure 33 Barrancas Avenue and W Garden Street

Source: Google



Figure 34 Dr MLK, Jr. Drive and E Blount Street

Source: Google



Figure 35 N Palafox Street and W Wright Street

Source: Google



Figure 36 N 9th Avenue and E Gregory Street

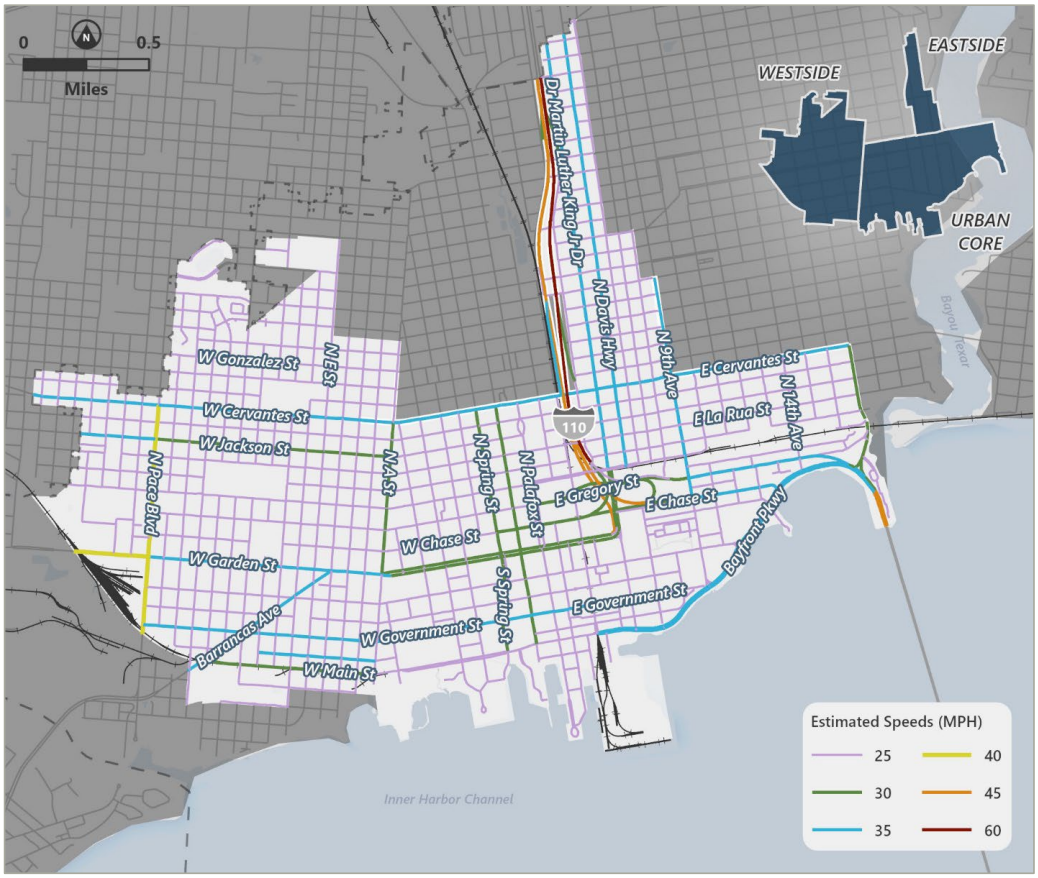
Source: Google



2.5 Posted Speed Limits

Speed plays an instrumental role in crashes including cause and severity of injuries. Speed influences a driver's cone of vision, stopping distance, and crash risk. The higher the speed, the smaller the driver's cone of vision is, stopping distance is increased, and the risk of a crash is increased. The posted speed limits within the CRA districts vary from 25 miles per hour (mph) to 40 mph on urban streets and between 45 mph and 60 mph when I-110 is included along with its ramps.

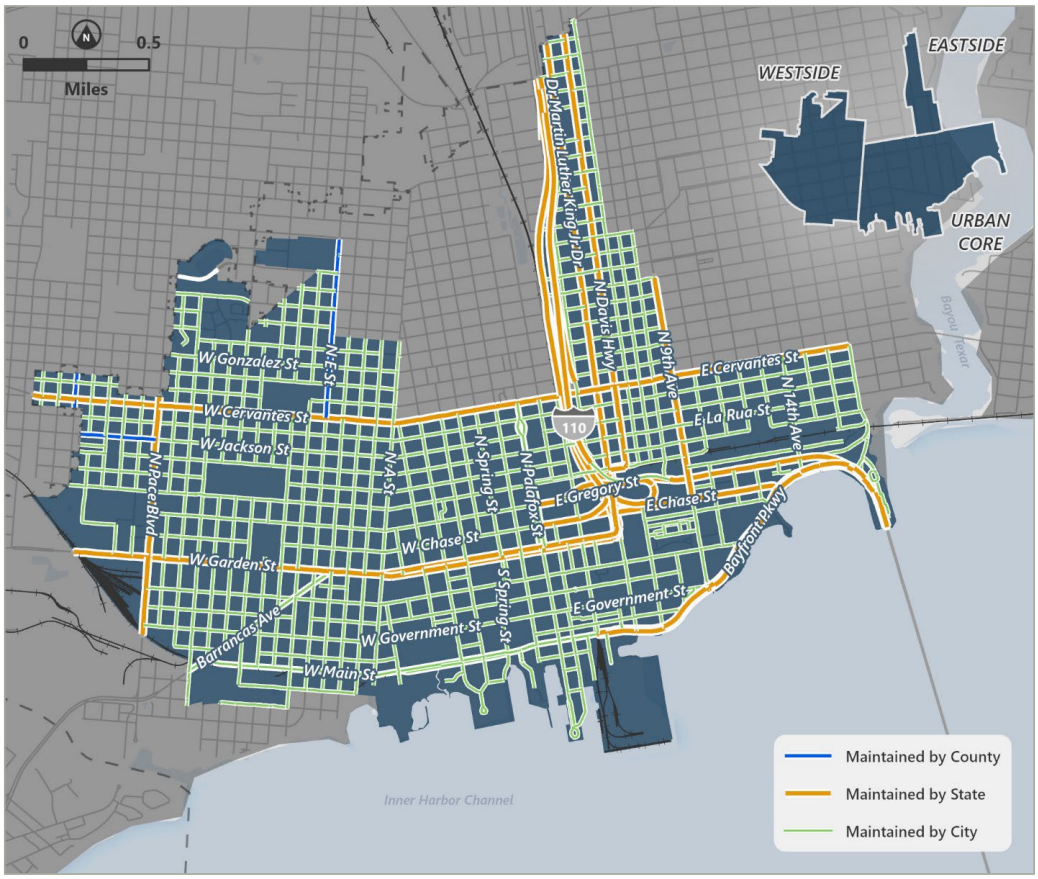
Figure 37 Posted Speed Limits



2.6 Roadway Maintenance

The entity responsible for road maintenance is a key stakeholder when it comes to supporting and implementing improvements. **Figure 38** illustrates the maintenance of the roads within the CRA district.

Figure 38 Roadway Maintenance



The summary of miles of roadways and the agency responsible for maintenance is as follows:

- 1.1 miles of roadways are identified as maintained by county of which are all in the Westside district. This represents 33% of all county roads in the city.
- 21 miles of roadways are identified as maintained by the state. This represents 39% of all state roads in the city.
- 90 miles are considered local roads and are maintained by the City of Pensacola. This represents 27% of all city roads.

3 Mobility Characteristics

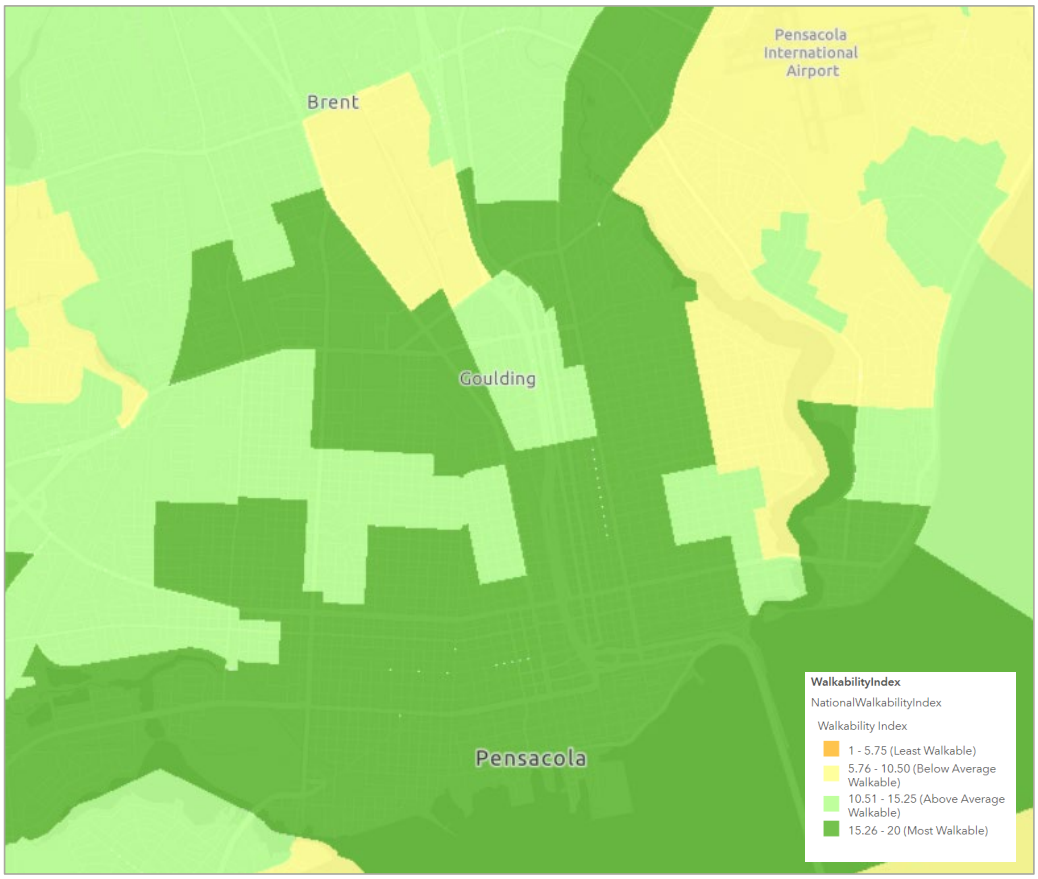
While walkability considers several factors such as intersection density, proximity to transit stops, employment mix, and employment and household mix,[4] it has to include the infrastructure as well. A walkable city means providing a robust network of pedestrian and bicycle facilities that are designed to provide comfort and safety for all. There are many challenges with walkability across the three CRA districts. While the network of streets is predominately smaller to medium blocks, which makes walking easier, the lack of a sidewalk network, bike facility network, lack of crosswalks, and roadway dimensions makes mobility a top priority for residents.

3.1 Pedestrian and Bicycle Facilities

The three CRA districts have a total of 111.9 miles of sidewalks.[5] Based on the Environmental Protection Agency's (EPA) National Walkability Index,[6] the CRA districts have a score between 15.26 – 20 resulting in being in the most walkable category as shown in **Figure 39**. While the EPA's index tells one part of the story that measures the areas of probability of people walking as a mode of transportation based on three main factors: street intersection density, proximity to transit stops, and diversity of land-uses; the other part of the story is whether or not there are pedestrian facilities (sidewalks etc.).

[4] EPA National Walkability Index
[5] City of Pensacola Public Sidewalks layer.
[6] National Walkability Index (arcgis.com)

Figure 39 City of Pensacola EPA Walkability Index

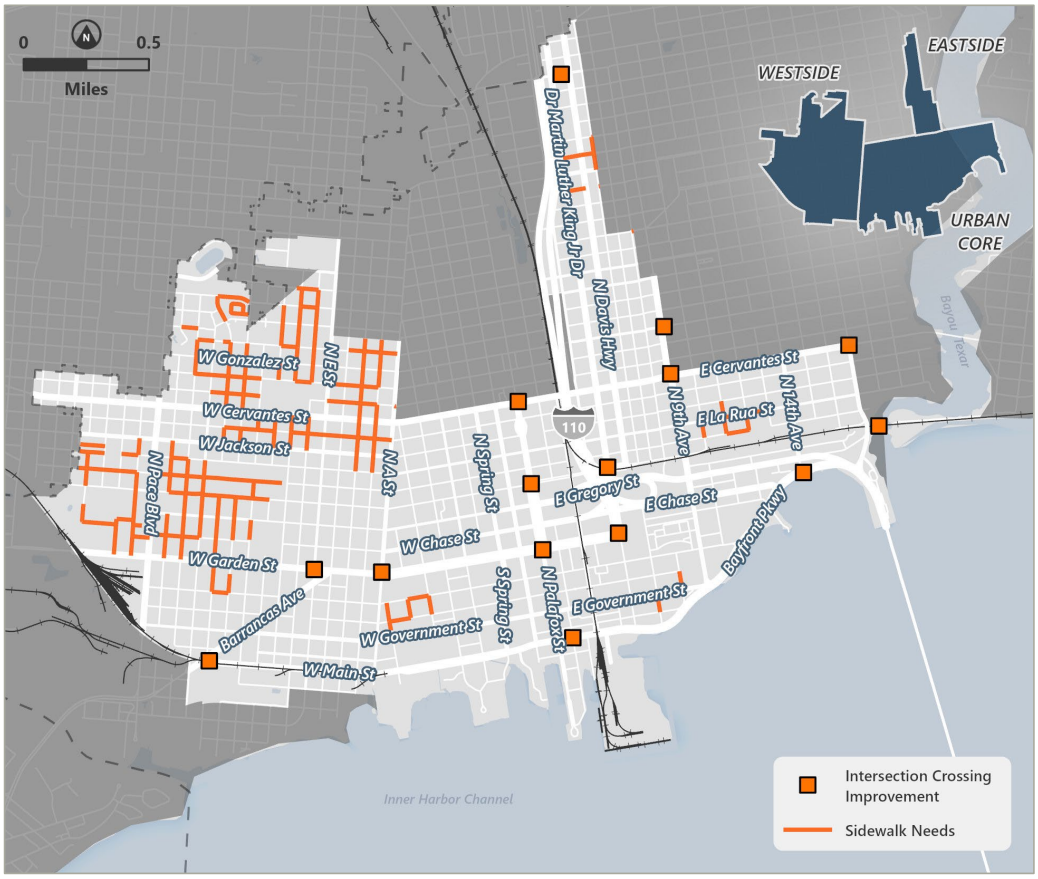


Source: EPA

SIDEWALKS

Based on the City of Pensacola's data from 2018, the Urban Core has the most sidewalks at 64.1 miles; Eastside has 15.5 miles; Westside has the most miles at 32.3 but the least complete network of the three districts. The Active Transportation Plan (ATP) for the city identifies new sidewalk and intersection crossing needs as shown in **Figure 40**. ATP identified over 15 miles of sidewalk needs across the CRA districts representing 13.4% of the current network. This does not include sidewalks that are in need of repair. The Westside district has the most need for sidewalks, representing 83% of all sidewalk gaps.

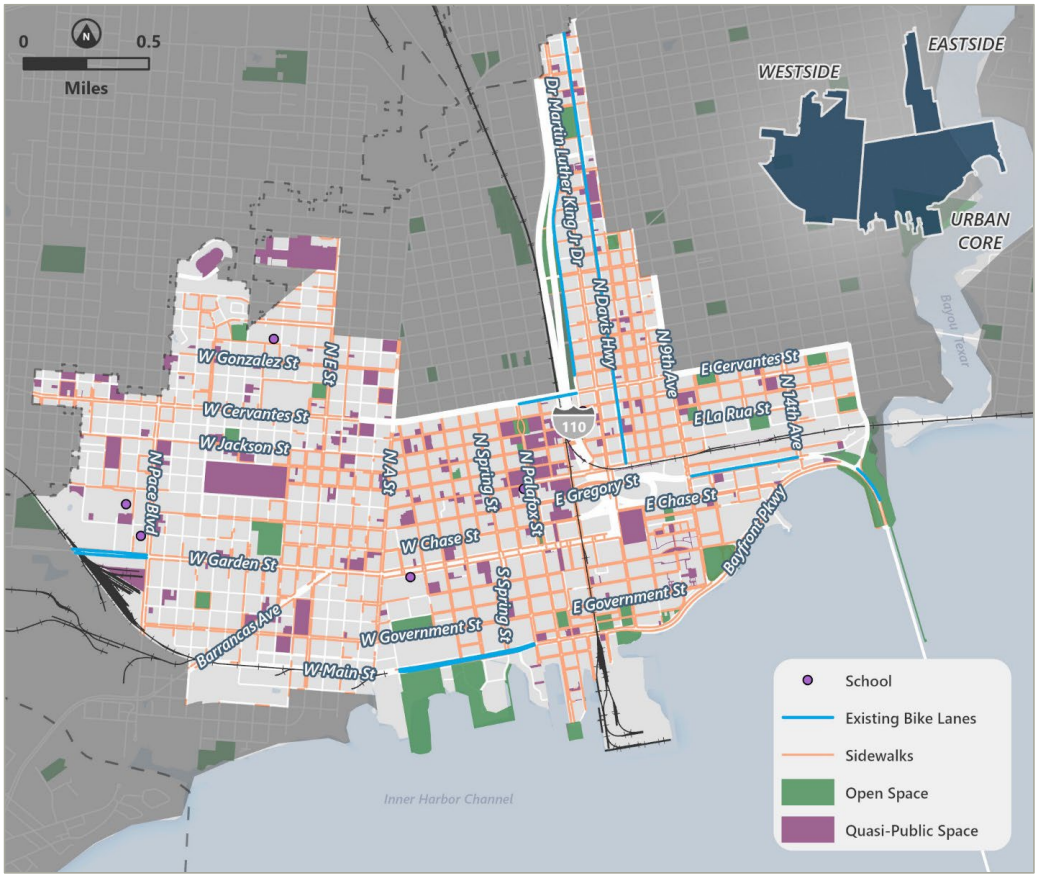
Figure 40 ATP New Sidewalk and Intersection Crossing Improvements



The city has established a sidewalk prioritization model which scores new sidewalk needs based on six criteria: safety, school proximity, new access, latent demand, connectivity, and existing demand. This is an important tool for making sure residents have mobility and access. High

priority improvement locations total approximately 16 miles. The Westside district accounts for 11.5 of those miles.[7]

Figure 41 Pedestrian and Bike Facilities



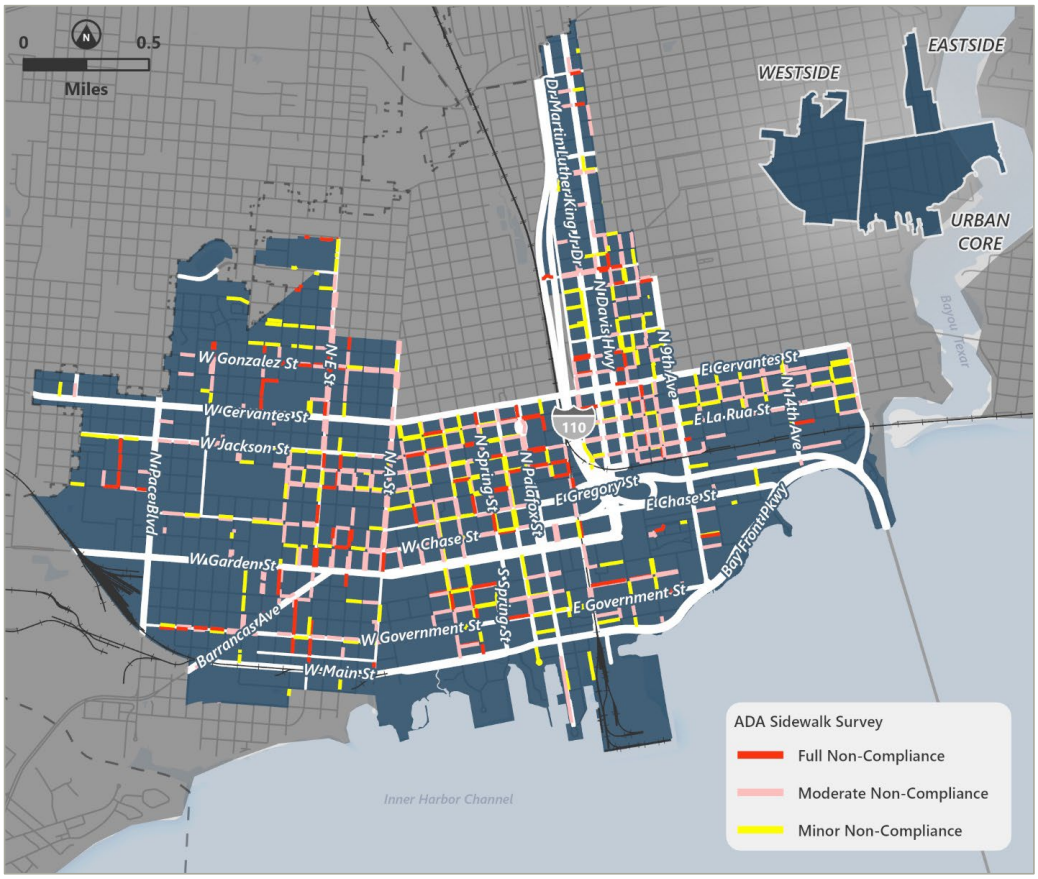
The city has also specifically assessed sidewalks under the requirements of Americans with Disabilities Act (ADA) which include curb ramps, obstacles, and hazards. The ADA of 1990 is a civil rights statute to provide persons with disabilities protections against discrimination in all areas of public life, including jobs, schools, transportation, and all public and private places as well as accessibility to those spaces that are open to the general public including the public rights-of-way.

The ADA sidewalk assessment data from 2020 shows that only a fraction of the existing sidewalks are fully ADA compliant with most being moderately non-compliant. The assessment includes sidewalk repairs, ADA ramps, and “fill in the gaps” or small new segments of sidewalk that are missing causing an ADA concern. The city allocates $200K annually and the CRA allocates $300k annually in the Urban Core district as part of the complete streets efforts that go towards mitigating

[7] Based on City of Pensacola data from 2018.

these barriers. It is worth noting this does not reflect any mitigation efforts the city has completed in the past four years.

Figure 42 ADA Sidewalk Assessment - Compliance



BIKE LANES

Bike lanes, where they exist may be confusing as at the intersection of N Palafox and Wright where the bike lane disappears across this major intersection and becomes a sharrow on the other side. The data received from the city is incomplete, showing only a few streets with bike lanes.

Figure 43 N Palafox Bike Lane



Figure 44 N Palafox Bike Sharrow



3.2 Level of Traffic Stress

A level of traffic stress (LTS) analysis was conducted as part of the Active Transportation Plan. The LTS assesses the overall comfort level that pedestrians and cyclists have on streets. The LTS looks at the number of vehicles driving on a street per day, the posted speed, and whether bicycle infrastructure is available on major roadways.

The CRA districts have a significant amount of high and moderate stress roads. While the Urban Core shows the highest concentration of these roads, the Westside district is more impacted by them from a disadvantaged community perspective.

Figure 45 Level of Stress (ATP)

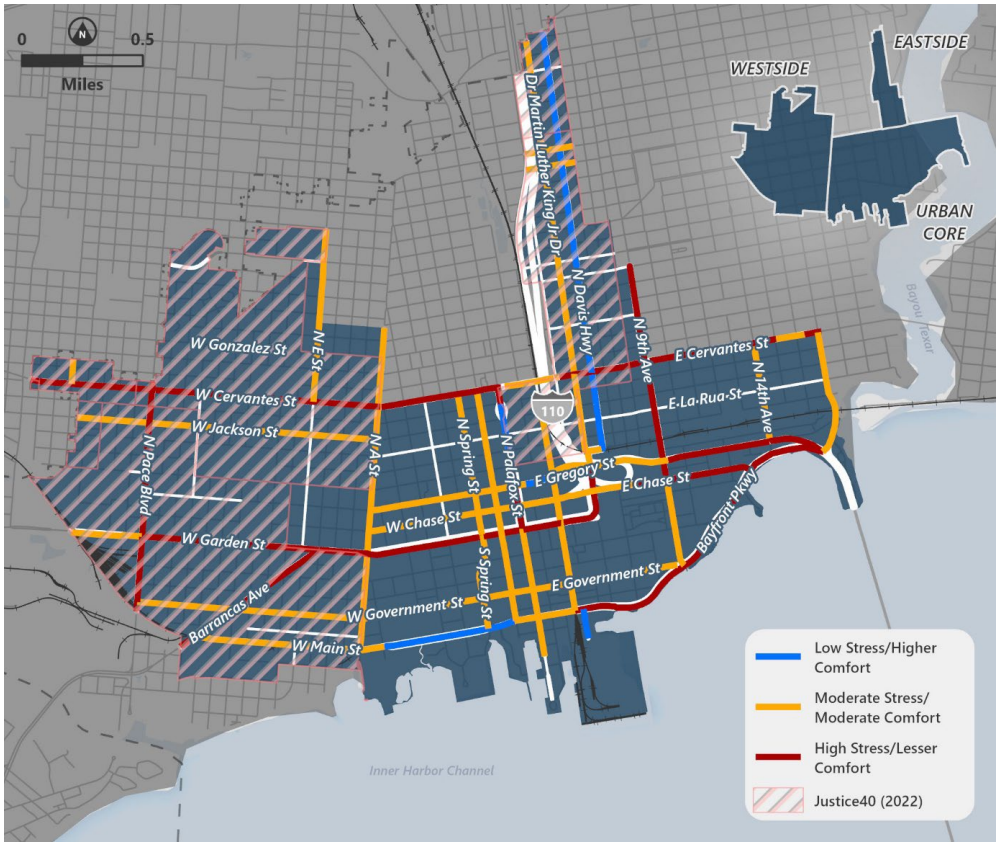
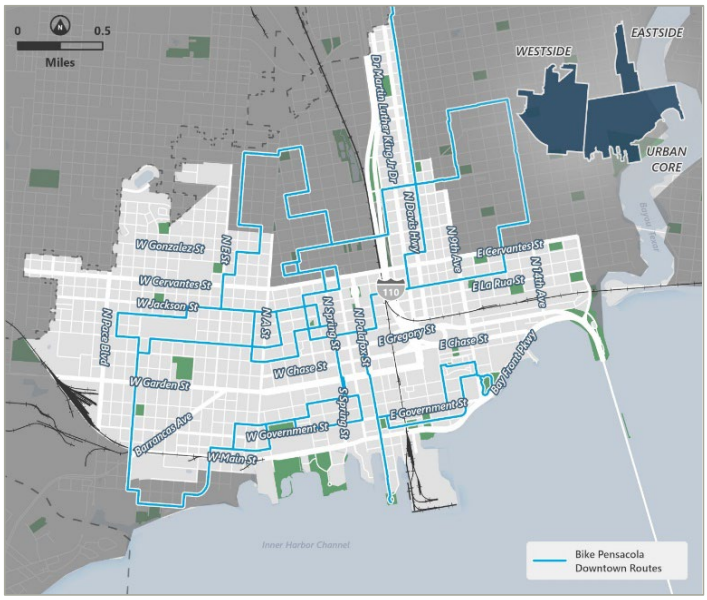


Figure 46 Bike Pensacola Bike Routes



Bike Pensacola, a local bike advocacy group has published a few safe riding routes.[8] Routes are established as a way to draw attention to the need for safe, connected and reliable bike infrastructure.

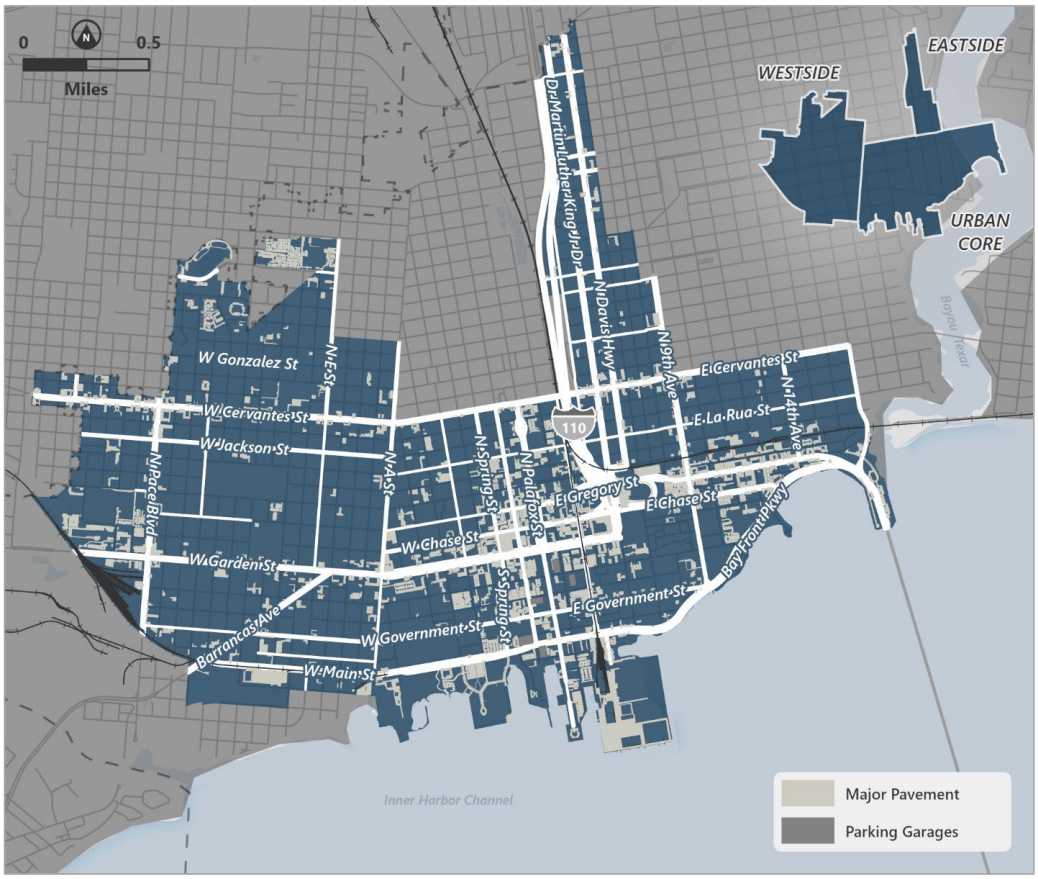
These makeshift routes avoid the roadways that have a high to moderate stress/comfort level.

3.3 Parking

Parking plays a major role in an area's mobility. It can be an asset if thoughtfully located as part of supporting local businesses or as part of meeting the needs of residents. But parking can be a liability when ineffective policies place a premium on parking demands and as a result the pedestrian fabric of a community is eroded. Parking minimums and location along street frontages creates areas that are hostile to pedestrians due to heat island effects due to large areas of asphalt and lack of trees, underutilized parcels, lack of street definition.

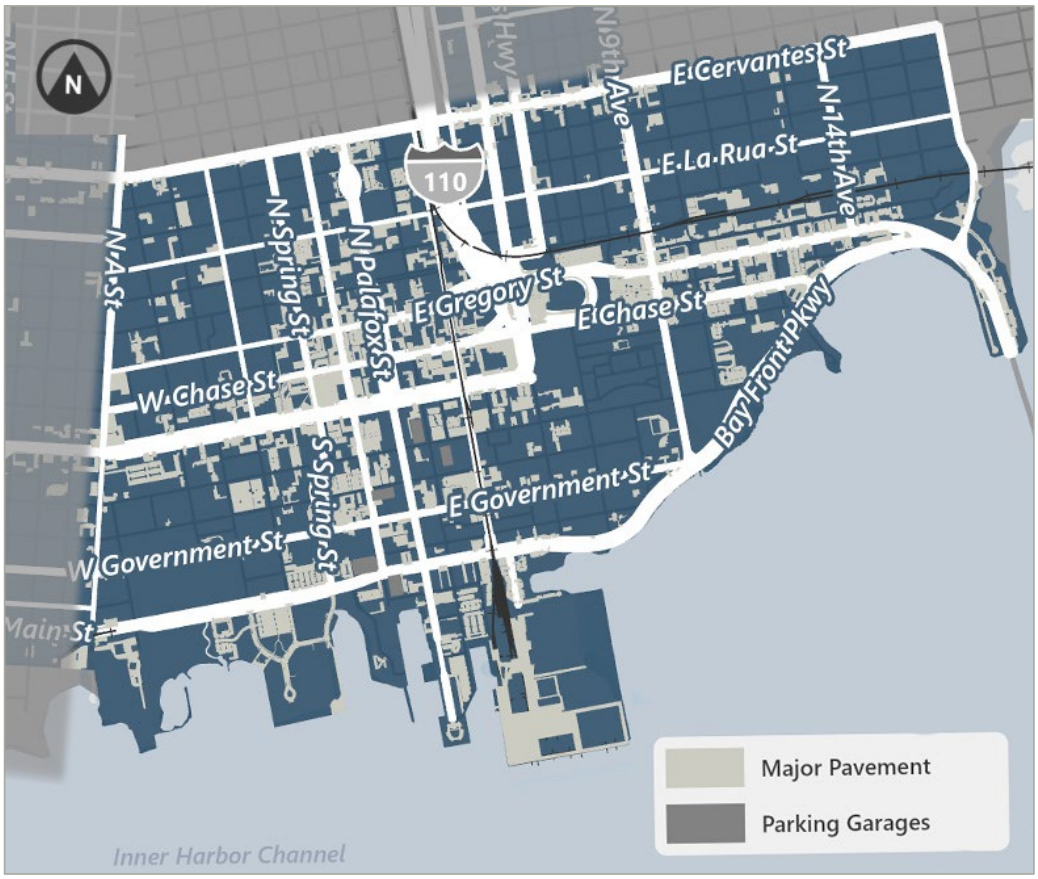
[8] Routes | Bike Pensacola

Figure 47 Major Paved Areas and Garages



The Urban Core has 208 acres of surface parking within its district in addition to four garages. In the city's 2016 Parking study, it was calculated that the Urban Core had a total of 20,853 spaces of which 4,413 spaces (21%) are on-street parking-both marked and unmarked spaces.

Figure 48 Major Paved Areas and Garages – Urban Core

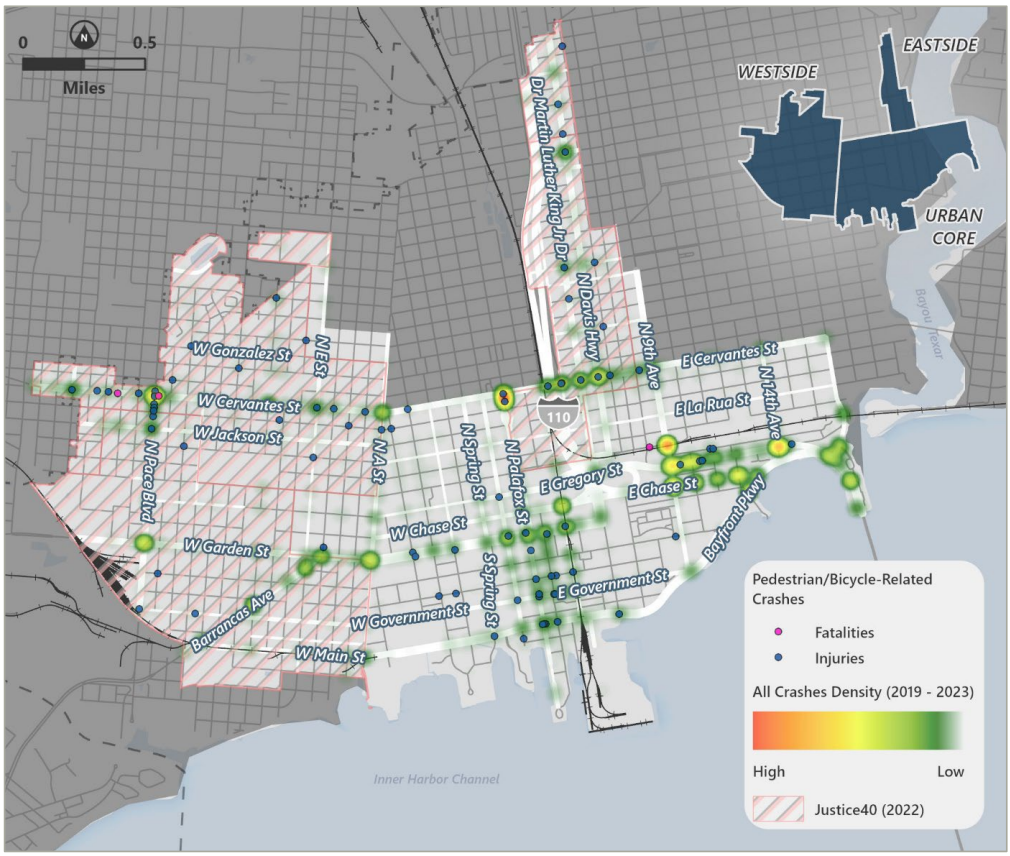


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3.4 Crashes

Crash data analyzed from 2019 - 2023 was provided by Signal 4 Analytics. The highest crash densities occur along the East/West corridors of W Cervantes St, portions of E Cervantes St, W Garden St, E Gregory St, and E Chase St. The highest numbers of fatalities and serious injuries occurring in disadvantaged communities.

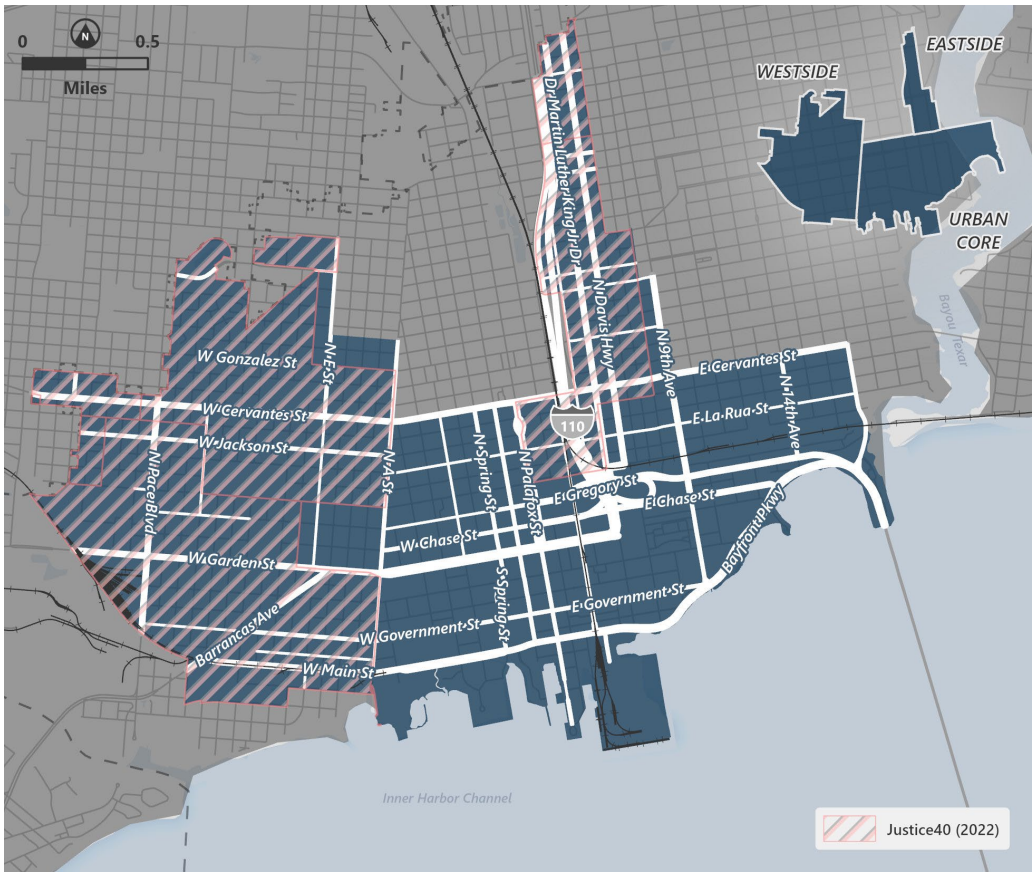
Figure 49 Crash Density and Pedestrian/Bicycle Severity Map



4 Equity

The United States Department of Transportation, as part of the Justice40 initiative, defines Disadvantaged Communities as those that experience a cumulative burden or are underserved across eight categories: climate change, energy, health, housing, legacy pollution, transportation, water and wastewater, and workforce development. The Climate and Environmental Justice Screening Tool (CEJST) shows the composite scoring under these eight categories as shown on **Figure 50.**

Figure 50 Justice40 Disadvantaged Communities 2022

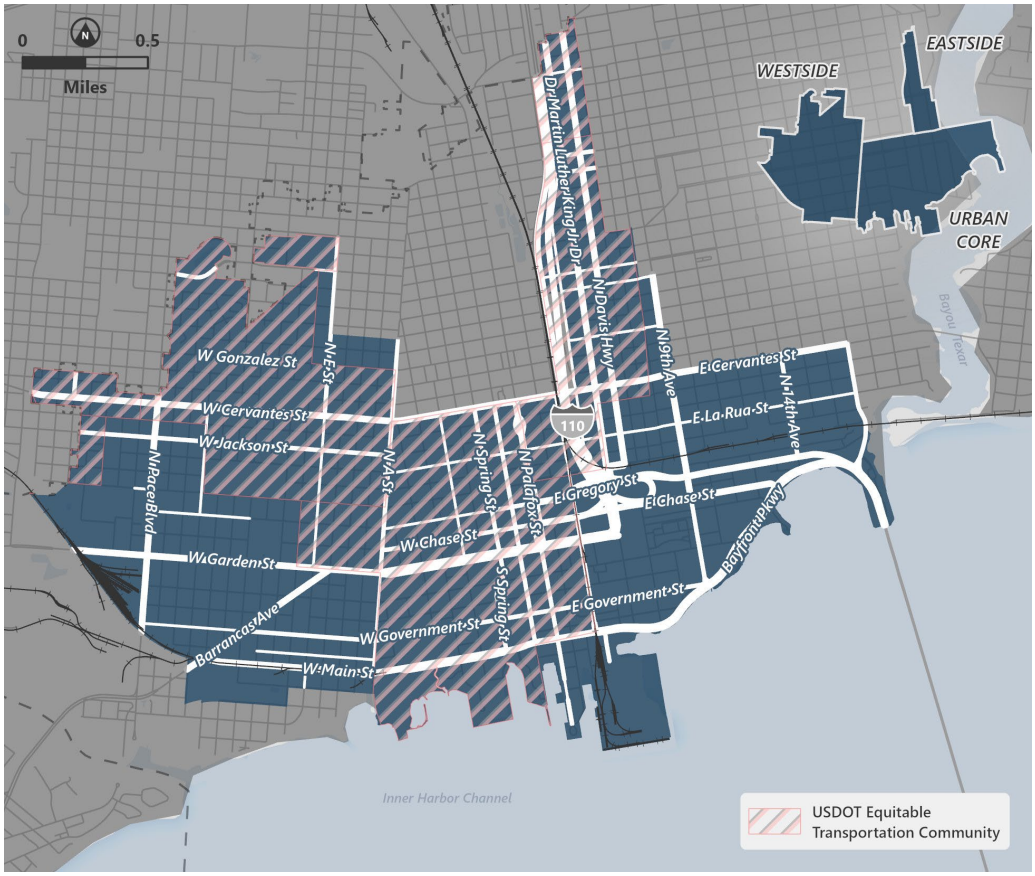


The USDOT Equitable Transportation Community (ETC) tool then filters out five of the eight categories for a more detailed understanding of the data as seen on **Figure 51** and listed below:

- Transportation Insecurity
- Health Vulnerability
- Environmental Burden
- Social Vulnerability
- Climate & Disaster Risk Burden

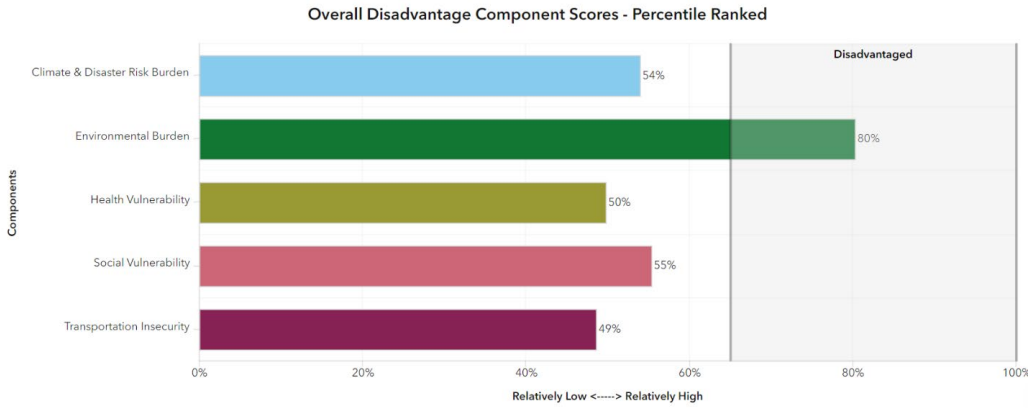
In this section, the disadvantage communities will be discussed in more specificity and will focus on the ETC data. It is worth noting, that for the purposes of applying for any USDOT Justice40 program the CEJST should be used as the primary tool to identify disadvantaged communities. The maps shown throughout the existing conditions analysis, where appropriate, are shown with the CEJST data as a layer.

Figure 51 ETC Disadvantaged Communities



The City of Pensacola's composite score ETC results based on State average shows the following breakdown across the five components:

Figure 52 City of Pensacola ETC Composite Scores State Percentile



Source: USDOT ETC

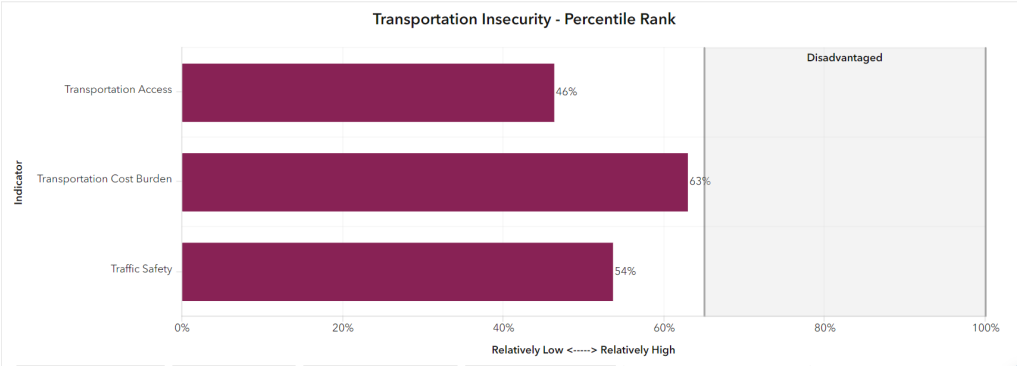
The City of Pensacola has 54% of census tracts considered to be disadvantaged communities based on composite scores across the five components.

4.1 Transportation Insecurity

Under transportation insecurity there are three measures that determine a composite score for each indicator: Transportation Cost Burden, Transportation Access and Transportation Safety. USDOT states that "Transportation insecurity occurs when people are unable to get to where they need to go to meet the needs of their daily life regularly, reliably, and safely. Nationally, there are well-established policies and programs that aim to address food insecurity and housing insecurity, but not transportation insecurity. A growing body of research indicates that transportation insecurity is a significant factor in persistent poverty."[9]

[9] Three Major Components of DOT's Justice40 Initiative | US Department of Transportation

Figure 53 City of Pensacola ETC Transportation Insecurity Percentile Rank



Source: USDOT ETC

For Transportation Insecurity while the city under this category does not reach the level of being disadvantaged, there are pockets of census tracts with high percentile rank indicators of transportation cost burden followed by traffic safety. Further breakdown shows tracks that include the Eastside District rank in the 99th percentile for transportation cost burden as compared to the 63% city percentile rank. Some of the Urban Core census tracts under overall disadvantage show 79th percentile rank for transportation cost burden and 75th percentile rank for traffic safety as compared to the 46% city percentile rank. Census tracts in some of the Westside district show the highest percentile of 99th and 96th percentile rank for transportation cost burden and traffic safety respectively as compared to the 54% city percentile rank.

4.2 Environmental Characteristics

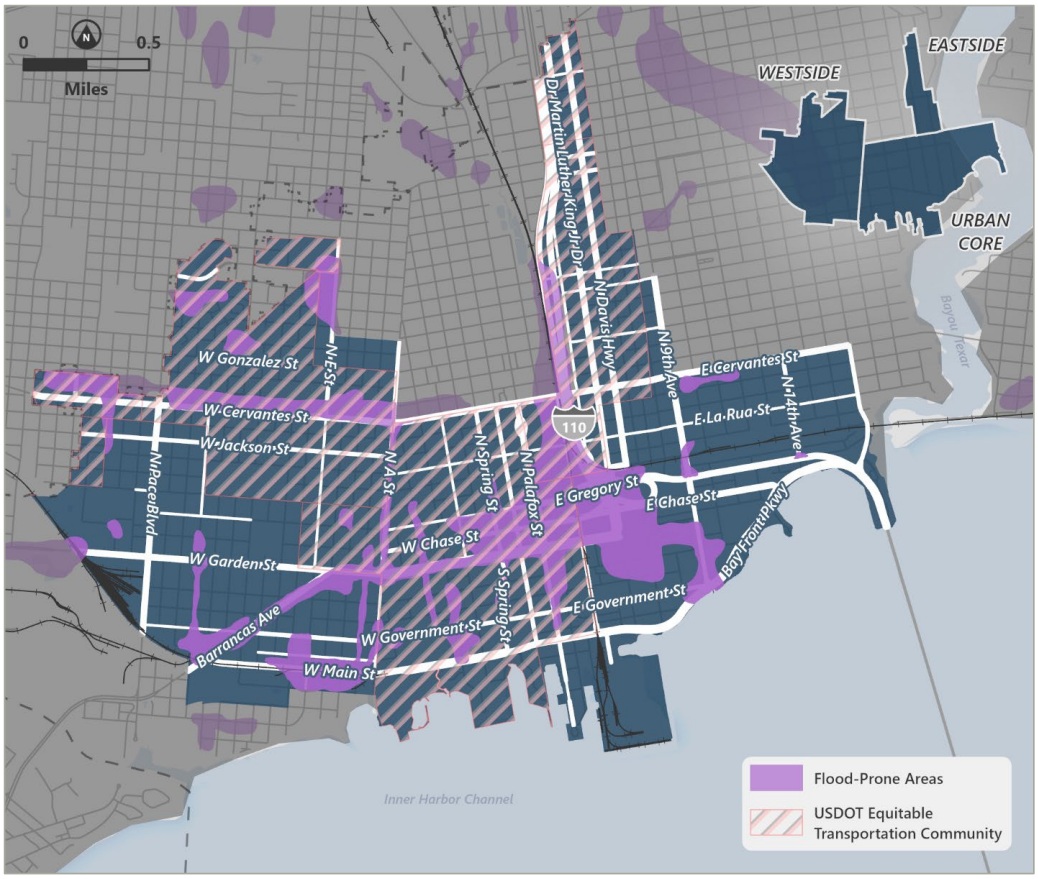
Flood prone areas are a major concern and problem for residents across the CRA districts. Flooding has significant impact on daily life and economic prosperity. Stormwater flood-prone areas are primarily along major roadways in Westside and Urban Core while on the Eastside, flooding occurs primarily under I-110 as shown in **Figure 54**. Section 4.3 further discusses the impact of impervious areas on equity. A map showing the overlap that exists between major paved areas (surface parking) and the location of these flood-prone areas is shown in **Figure 55**.

Typical flooding issues in the CRA districts are caused by a variety of factors such as:

- Lack of storm drain infrastructure
- Undersized storm drain infrastructure
- Infrastructure which is damaged or has exceeded service life
- Quantity of impervious surfaces which were mostly constructed before formal state stormwater rules were in effect
- Tailwater elevation in areas within a few blocks of the waterfront
- Recent flooding/natural disasters and more intense rainfall events over the last two decades.

Since most of the CRA districts are highly developed with areas downstream highly developed, the cost of implementing strategies that would address these issues are extremely high and take many years to fund. In many cases, government must weigh cost feasible alternatives to major infrastructure projects such as the construction of regional stormwater ponds, construction of floodable public space, and acquisition of property with repetitive flooding issues.

Figure 54 Flood-Prone Areas



4.3 Impervious Areas

One of the five components measured to understand equity in communities is Climate & Disaster Risk Burden. Under this component there are three indicators, one of which is impervious surfaces (from land cover). Per USDOT's technical documentation for the Equitable Transportation Community (ETC), "impervious surfaces, such as roads and parking lots, can have a variety of negative consequences, especially in communities that are already disproportionately exposed to environmental burdens. These surfaces generate and amplify heat islands, resulting in poor air quality and an increased risk of heat-related illnesses and death."

Based on the USDOT ETC data, census tracts that includes the Westside District show in the 77th percentile rank for impervious surfaces, Urban Core census tracts show it is in the 61st percentile rank, and Eastside census tracts show it is in 92nd percentile rank.

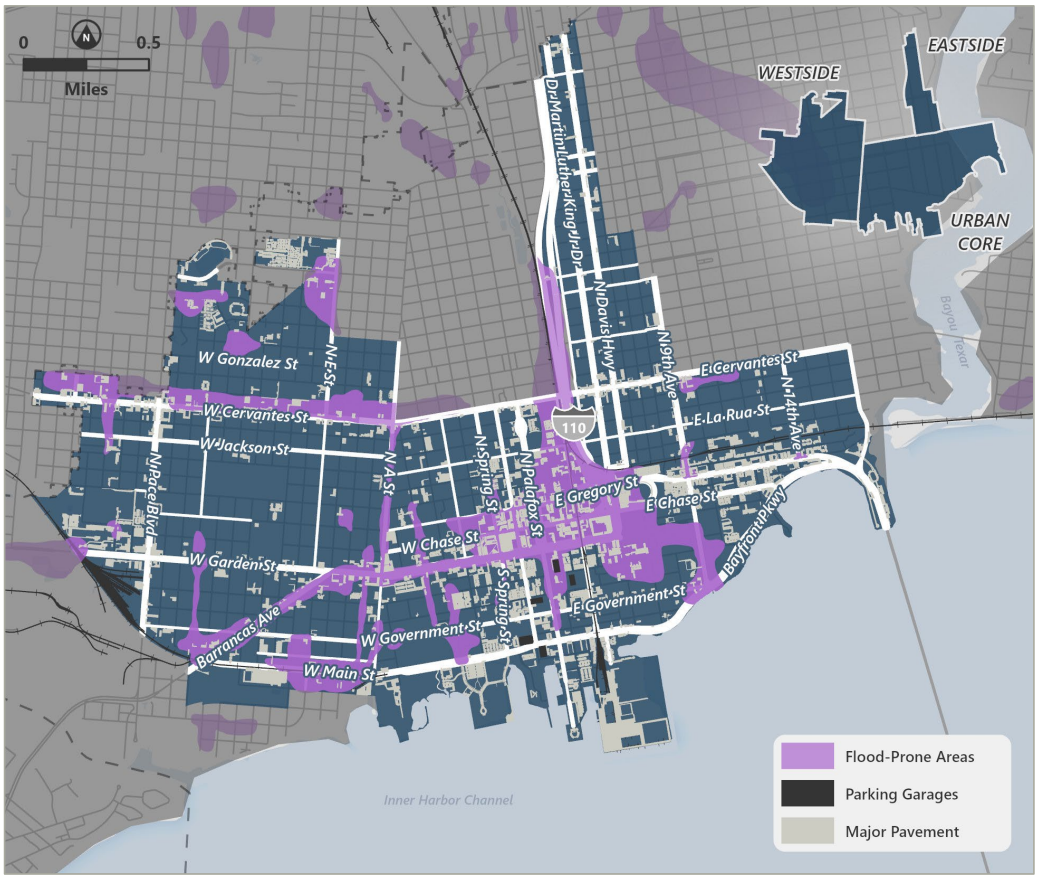
Parking being a major contributor to impervious areas, the breakdown of major paved areas (surface parking) is as follows:

Across the three CRA districts, there are approximately 333 acres of major paved (surface parking) areas equivalent to approximately 711 areas, with an average size of .40 acres. Location of these areas are primarily along major commercial corridors and where flood-prone areas exist as seen in **Figure 55**.

Table 1. CRA District Major Paved Areas

CRA District	Number of Major Paved Areas	Acreage	Average size (acres)
Westside	254	110	.43
Eastside	57	15	.26
Urban Core	400	208	.52

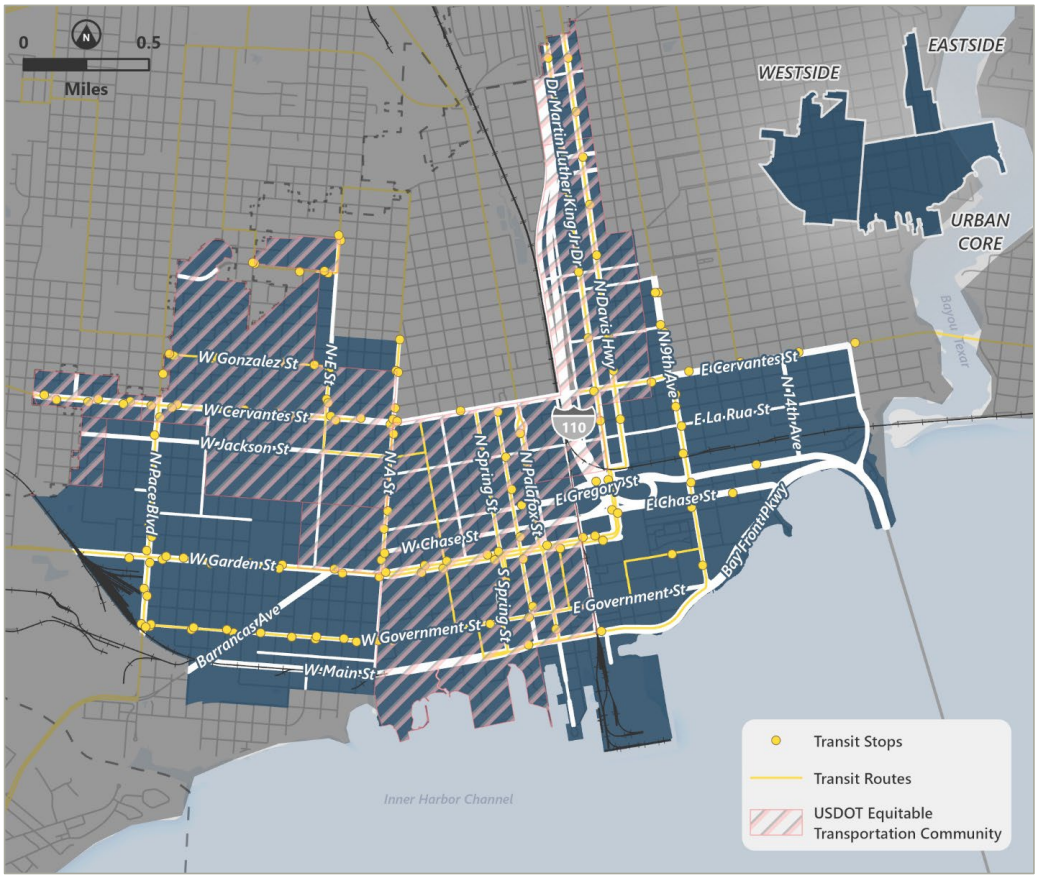
Figure 55 Flood-Prone Areas and Major Paved Areas



4.4 Transit

Escambia County runs the only transit service in the area. There are a total of six routes, most of which cover the urban core but provide less coverage in the Westside and Eastside.

Figure 56 USDOT Transportation Disadvantaged Communities and Transit



5 Community Input

Below is a high-level summary of the input received from various public workshops. The community's experience regarding mobility and accessibility further supports the data analyzed and described in previous sections of this document.

Challenges

- Intersections are unsafe for bike/ped crossing
- Speeding vehicles
- Lack of maintenance on existing pedestrian flashing crosswalk lights
- Lack of pedestrian crosswalks
- Lack of maintenance on existing sidewalks
- Lack of sidewalks
- Lack of protected space or roadways that accommodate pedestrians and bicycles and connect them across all districts and neighborhoods
- Lack of places to walk to i.e., restaurants or stores (Westside)
- Flooding issues are a big challenge
- Many underutilized parking lots
- Vehicle dominated streets make pedestrians and bicyclist feel unsafe
- Roadways that are the most unsafe or are barriers in districts are State roads

Strengths

- New streetscape in South DeVillers
- Streetscape on Government Street
- Beach Trolley

Opportunities

- Pedestrian separated walkways/bridges to cross dangerous arterials
- Optimize the use of what has already been built
- Take inventory of unused or underutilized properties
- Expand Longhollow stormwater pond with under-utilized properties around it
- Create a Mobility Hub that better connects bus, micro transit, ferry, Historic District, Palafox, and commercial areas

6 Planned Transportation Improvements

Several roadways within the CRA districts were found to have improvements planned for the coming years or are currently undergoing improvements. The following section summarizes key documents listed in the Reference section.

6.1 City of Pensacola Capital Improvement Program

A capital improvement program (CIP) is the funding of construction, major repair, or purchase of capital items such as roadways, bridges, and buildings. This program is typically a five-year horizon of which the first year is the entity's capital budget. The capital budget is adopted and implemented. The CIP considers community needs, financial capability, and future needs in determining which projects are placed in the program. It is the most influential tool by which to shape the quality and types of projects a city undertakes. **Figure 57** is a map illustrating these improvements, as obtained from the city data at the time of this report. The projects shown are categorized by the current phase of the project. CRA projects are shown with an outline.

Figure 57 Capital Improvement Program

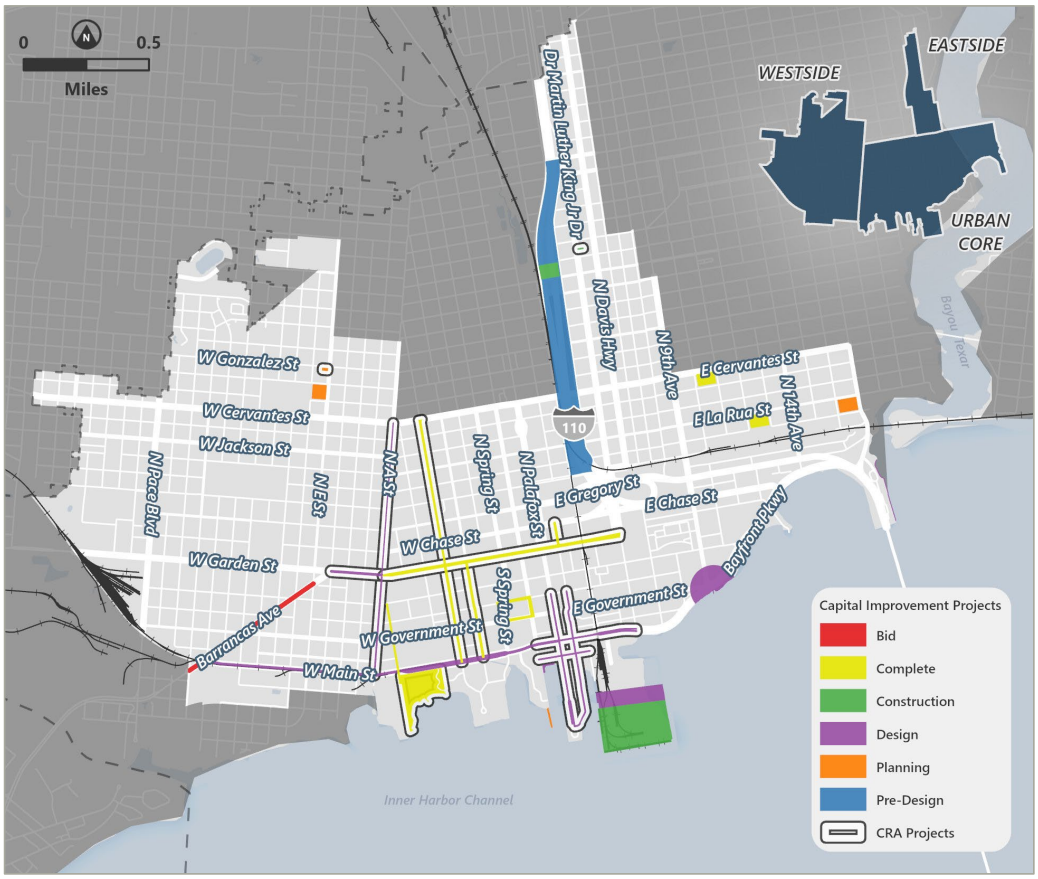


Table 2. Capital Improvement Projects – CRA Projects

City Division	Project Type	Project Phase	Schedule Term
CRA	Hashtag Roadway Revitalization Project	Design	TBD
CRA	Bruce Beach Park Improvements - Phase 1	Complete	Complete
CRA	A Street Revitalization Project	Design	TBD
CRA	General Daniel "Chappie" James, Jr. Museum and Flight Academy - Phase II	Construction	TBD
CRA	DeVilliers Streetscape Revitalization - Phase 1	Complete	Summer 2021

City Division	Project Type	Project Phase	Schedule Term
CRA	DeVilliers Streetscape Revitalization - Phase 2	Complete	Summer 2021
CRA	Bruce Beach Park Improvements - Phase 2	Construction	Fall 2024
CRA	West Garden Street Landscape Beautification Project: A to C	Design	TBD
CRA	Alice Williams Rehabilitation Project	Planning	TBD
CRA	East Garden District Streetscape	Complete	Summer 2022
CRA	Reus St Revitalization Project Phase 1	Complete	Summer 2021
CRA	East Garden Street Landscape Beautification Project: Alcaniz to A	Complete	Summer 2022

6.2 Florida/Alabama Transportation Planning Organization Long Range Transportation Plan

The 2045 Long Range Transportation Plan (LRTP) for the Florida-Alabama Transportation Planning Organization (FL-AL TPO) outlines the 25-year vision for transportation in the region, which includes Escambia and Santa Rosa Counties in Florida, and Baldwin County in Alabama. The LRTP establishes goals and allocated projected revenues to transportation programs and projects. The plan addresses both the region's current and future transportation needs.

The transportation projects in the plan are grouped into five key categories:

- **Capacity Projects**: Adding lanes and improving road capacity.
- **Complete Streets/ Corridor Projects**: Enhancing streets for all users
- **Intersection Projects**: Improving intersections for better traffic flow and safety.
- **Transit Projects**: Enhancing bus services and expanding transit infrastructure.
- **Bicycle/Pedestrian Projects**: Expanding bike lanes, sidewalks, and multi-use paths.

Figure 58 Needs Plan - FL-AL Transportation Planning Organization

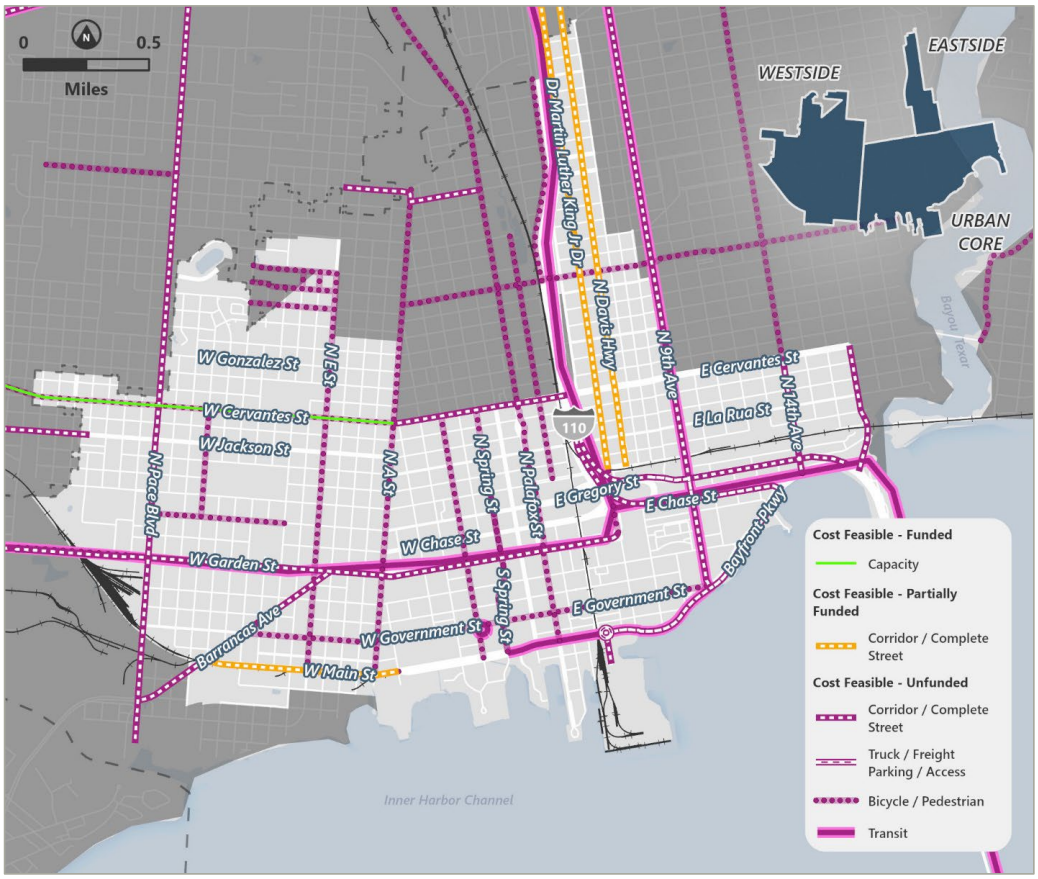


Table 3. Cost Feasible Projects – Funded Projects CRA Districts Sample

Corridor	From	To	Project Description	Segment Length
Garden Street	W Street	Alcaniz Street	Corridor Management Plan/Complete Streets Study	2.45
14th Avenue	Cervantes Street	Bayfront Parkway	Corridor Management Plan/Complete Streets Study	0.47
Gregory Street	I-110	Bayfront Parkway	Corridor Management Plan/Complete Streets Study	0.81

Corridor	From	To	Project Description	Segment Length
Chase Street	I-110	Bayfront Parkway	Corridor Management Plan/Complete Streets Study	0.55
W. Lee St, N. G St, N. F St	E St, Blount, Blount	J St, Moreno, Moreno	West Moreno	1.72
West Cervantes	A St	Dominguez	Corridor Improvements	2.24
N. E Main St	Garden St	Cervantes St	Corridor Improvements	0.60
L St	West Cervantes	Legion Field Park	Corridor Improvements	0.42
W Gregory St	L St	Pace Blvd	Corridor Improvements	0.19
N. Spring St	Garden St	Main St (South Segment)	Corridor Improvements	0.97
N. Reus St	Cervantes St	Main St	Corridor Improvements	0.97
Palafox St	Fairfield, Cervantes, SB Hayne St, Maxwell, Guillemard St	Main, Yonge, Maxwell, Blunt, Wright St	Corridor Improvements	2.93
W Navy Blvd	Bayou Chico Bridge	SR 292/Barrancas Ave	Bike Lanes	1.74
Gregory St	L St	G St	Corridor Improvements	0.33
W. Main St	E St	Clubbs St	Corridor Improvements	0.36
N. E Main St	Main St	Garden St	Corridor Improvements	0.40
A St	Maxwell St	Main St	Corridor Improvements	1.94

6.3 Active Transportation Plan

The ATP was adopted by the City of Pensacola August 2023. The ATP prioritizes reducing traffic-related fatalities and injuries, endorsing a Vision Zero approach, which aims for zero fatalities.

The plan also emphasizes filling gaps in the transportation network, linking key destinations such as schools, parks, and commercial areas. The goal is to accommodate all community members, and encourage alternative transportation modes to car travel.

The ATP creates a Future Network framework that includes three categories of pedestrian and bicycle focused infrastructure:

- Neighborhood Greenways
- Bike Routes
- Trails

The future network design recommendations include using context-sensitive designs to make streets safer and more accessible based on their location (urban, suburban, etc.), using countermeasures to calm traffic and improve crossings and expand the bicycle network.

Figure 59 ATP Future Network

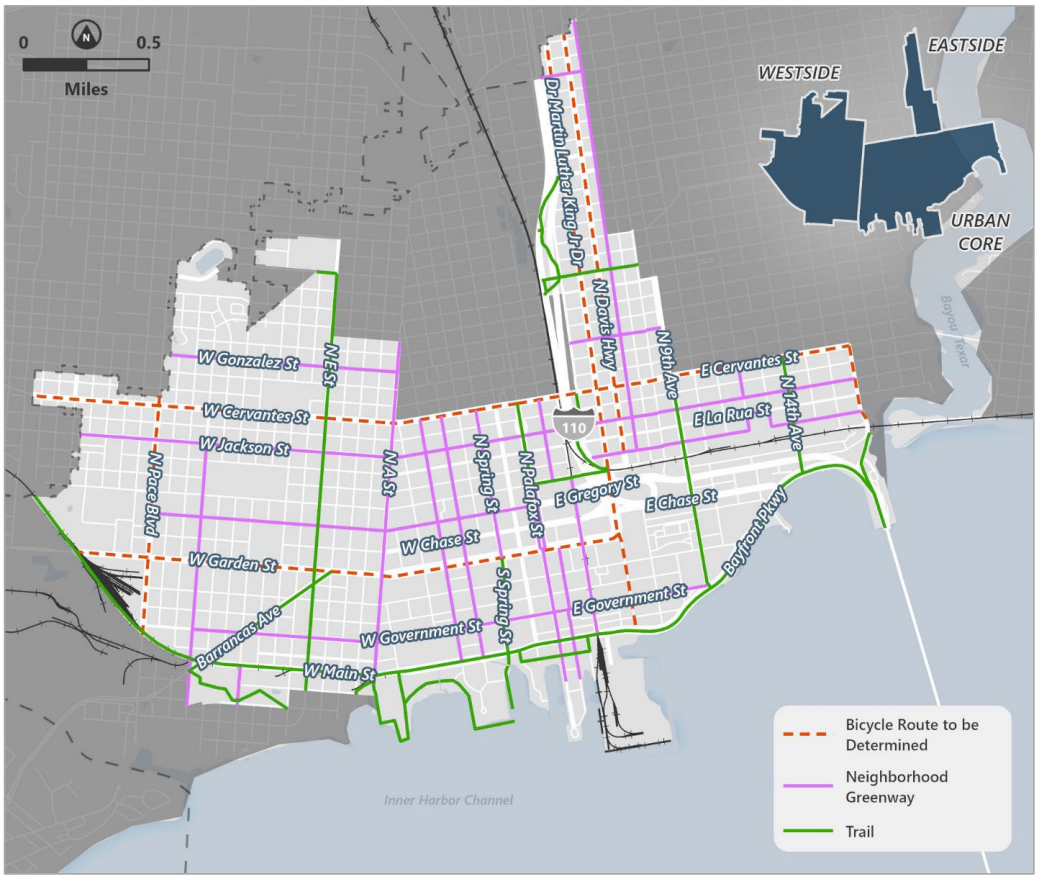


Table 4. ATP Future Network – CRA Districts

Project Name	Project Extents (TO)	Project Extents (FROM)	Project Type	CRA District
Dr Martin Luther King Jr Dr	E Jackson St	E Gonzalez St	Bicycle Route Tbd	Urban Core, Eastside
Dr Martin Luther King Jr Dr	E Gonzalez St	E Blount St	Bicycle Route Tbd	Eastside
N 17th Ave	E Maxwell St	Bayfront Pkwy	Bicycle Route Tbd	Urban Core
N Spring St	W Garden St	W Cervantes St	Neighborhood Greenway	Urban Core
W Gregory St	N A St	N Palafox St	Neighborhood Greenway	Urban Core, Westside
E Cross St	E Cross St	N 14th St	Neighborhood Greenway	Eastside
E Government St	S A St	S 9th Ave	Neighborhood Greenway	Urban Core, Westside
W Main St	S Glubbs St	S De Villiers St	Trail	Urban Core, Westside
S Spring St	W Main St	W Government St	Trail	Urban Core
E Blount St	N Guillemard St	N 9th Ave	Trail	Eastside
Burlington Northern Rail/Bill Gregory Park	N W St	Barrancas Ave	Trail	Westside

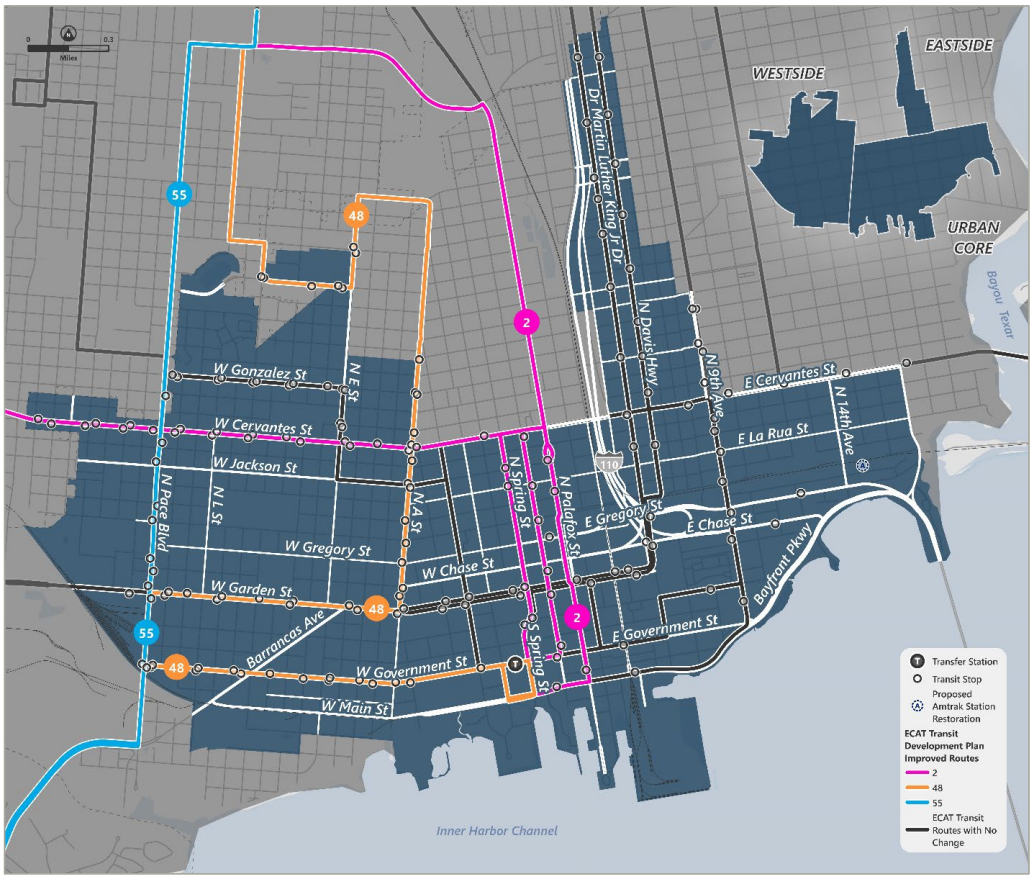
6.4 Escambia County Area Transit -Transit Development Plan (TDP), 2022 - 2031

The TDP is a 10-year planning document required by the Florida Department of Transportation (FDOT) to guide the development of transit systems. It covers the period from 2022 to 2031 and includes short-term and long-term strategies and goals for transit in Escambia County. ECAT serves an area of approximately 189 square miles, primarily within Escambia County, and includes connections to Santa Rosa County. The system operates over 1,000 stops with 285 miles of routes and serves more than 1.5 million annual passenger trips.

As part of the TDP, the Comprehensive Operations Analysis (COA) concluded that major changes to the system was needed to improve overall performance given that the population is expected to grow by 9.7% by 2030, with significant transit needs in urban areas. Major improvements include:

- Extended weekend services and extended hours
- Increased frequency on high demand routes, among them within the CRA boundaries are Routes 52 and 55 as shown in **Figure 60**
- Late night service
- Bus stop upgrades in high need areas
- Service to new areas with improved connectivity through enhanced first and last mile services or mobility on demand services which are nimbler and more flexible and provide greater coverage within districts

Figure 60 ECAT Proposed Improved Routes in CRA Districts



6.5 MLK and Davis Conversion Feasibility Study

The feasibility study analyzed the ability to convert MLK Drive/Alcaniz Street and Davis Highway from their current one-way pair configuration to two-way traffic. The purpose is to improve general safety and restore the neighborhood roadway network grid in the Eastside Community Redevelopment Area. Currently, SR 291 (Davis Highway northbound, MLK Drive/Alcaniz Street southbound) is configured as two one-way pairs over a 2.2-mile stretch between Fairfield Drive and E. Wright Street. Recommendations are summarized as follows:

- Southern Tie-in at Wright Street: Intersection improvements, including potential signalization and pedestrian enhancements, are recommended to address safety concerns.
- Cervantes Street and Texar Drive: Additional turn lanes and traffic management measures are proposed to improve traffic flow.

- Magee Field: Several pedestrian safety improvements, including raised crosswalks and speed advisories, are recommended around Magee Field.
- Speed Limit: A 30 mph speed limit is recommended throughout the corridor.
- Lighting and Sidewalks: Enhanced LED lighting and the completion of sidewalk gaps are suggested to improve safety, especially for pedestrians.
- Signal Modifications: Adjustments to traffic signals to accommodate two-way traffic are necessary, along with additional signage to discourage wrong-way travel if the conversion is not implemented.

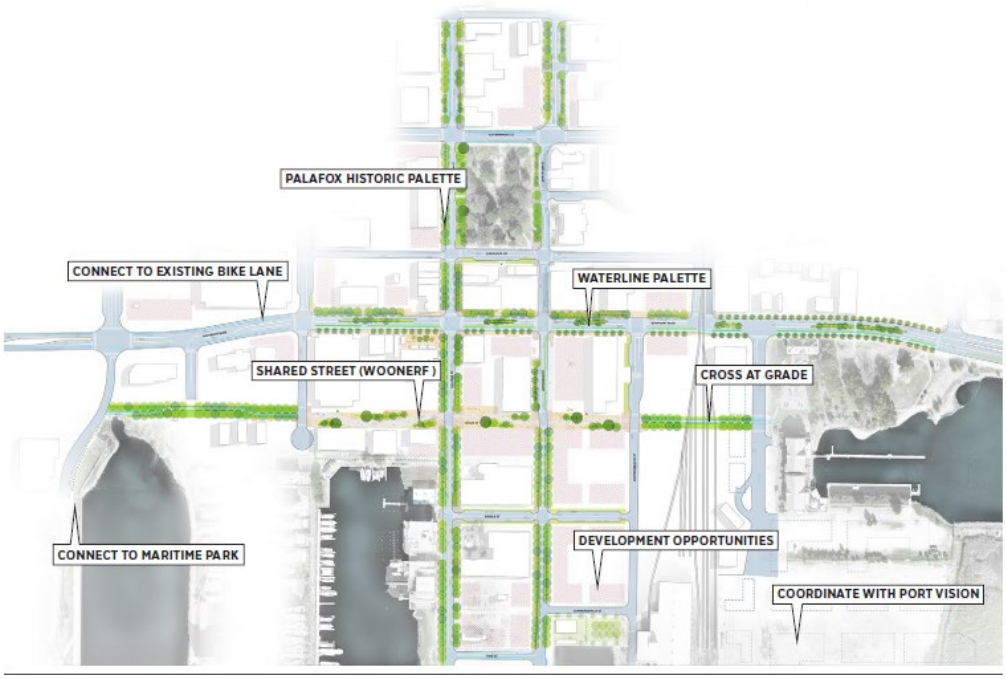
The study concluded that converting the corridors to two-way traffic with the proposed improvements would enhance safety and restore the neighborhood's roadway network.

6.6 Pensacola Waterfront Framework Plan

The framework plan focuses on creating Pensacola's downtown waterfront as a more inclusive, connected, and resilient space. The Plan identifies two key catalytic projects, Bruce Beach and the Hashtag Connector **(Figure 61)**: The Hashtag Connector is focused linking four major streets—Palafox, Jefferson, Main, and Cedar. The goal is to focus on mobility and connectivity that will enhance the downtown and waterfront area by supporting a complete bike and pedestrian network and streetscape improvements. It is projected to be a three phase process with:

- Initial phase (0-3 years): Immediate projects focus on creating pop-up parks, minor streetscape improvements, and temporary installations that activate public spaces and draw people to the waterfront
- Intermediate Phase (3-8 years): More permanent infrastructure upgrades will be implemented, such as protected bike lanes, shared streets, and expanded public spaces
- Long-Term (8+ years): Major infrastructure and development projects

Figure 61 Waterfront Framework Plan - Hashtag Connector



Source: SCAPE

References

A review was completed to map any planned or programmed roadway improvements in the three districts. Sources consulted, but not an exhaustive list, includes the following:

- FL-AL Transportation Planning Organization (FL-AL TPO) 2045 Long-Range Transportation Plan 2045 LRTP
  - Fl-AL TPO Priorities DRAFT Transportation Project Priorities. TPO Transportation Priorities FY2026-2030
  - FL-AL TPO Bike Ped Plan FL-AL TPO Bike/Ped Plan
- FDOT Work Program FDOT OWPB - WP Reports; 5 Year Work Program (state.fl.us); Work Program - Current (arcgis.com)
- Cervantes Street Traffic Feasibility Study West_Cervantes_Street_Lane_Reduction_Traffic Feasibility Study_20190913.pdf (ecrc.org)
- Davis / MLK / Alcaniz Two-Way Conversion Traffic Feasibility Study MLK-Davis_final report_06 19 20.pdf (ecrc.org)
- W. Cervantes Corridor Plan West_Cervantes_CMP_FINAL.indd (ecrc.org)
- E. Cervantes Corridor Plan East_Cervantes_Corridor_Management_Plan_Final.pdf (ecrc.org)
- Main Street Corridor Plan Main St Report_portrait_07172014.indd (ecrc.org)
- N. Palafox Street Corridor Plan North_Palafox_Street_Corridor_Management_Plan_Final_Adopted.pdf (ecrc.org)
- ECAT Transit Development Plan Escambia County Area Transit (ecrc.org)
- City of Pensacola Active Transportation Plan Active Transportation Plan | City of Pensacola. Active Transportation Plan | City of Pensacola, Florida Official Website
  - Gonzalez Street Shareway (as referenced in city's Active Transportation Plan)
- Reimagine Jackson Reimagine Jackson Street | City of Pensacola. Reimagine Jackson Street | City of Pensacola, Florida Official Website
- CRA projects| City of Pensacola. CRA Projects | City of Pensacola, Florida Official Website
- Transportation Alternative (TA) Projects:
  - E. Maxwell Street sidewalks Pensacola - E Maxwell St Sidewalk TA Application.pdf (ecrc.org)
  - N. J Street sidewalks Pensacola - North J St Sidewalk TA Application.pdf (ecrc.org)
  - Hollice T Williams Multi Use Path Pensacola - TA Hollice T Williams MUP Phase 2 Application.pdf (ecrc.org)



April 7, 2025

PENSACOLA CRA PLANS UPDATE

UPDATES & CHANGES TO THE FEBRUARY DRAFT PLANS

Pensacola, Florida

BLOCK-BY-BLOCK CRAFTING A PLAN
WESTSIDE · DOWNTOWN · EASTSIDE
PENSACOLA CRA

PENSACOLA COMMUNITY REDEVELOPMENT AGENCY · UDA · HDR · JLP+D · MĀI

© 2025 URBAN DESIGN ASSOCIATES

Proposed Changes to the Feb. 28th Urban Core CRA Plan

1. Replace sentence in the Executive Summary

2. Add general language related to the activities that can be funded by the CRA (after the Overview of the CRA in the Introduction)

3. Add the Date Certain to the Overview of the CRA

4. Revise the language related to areas not covered by an aesthetic review district in Land Use, Zoning, and Special Districts

5. Recategorize recommendations between the Land Use, Zoning, and Special Districts; Neighborhood Development; and Economic Development sections

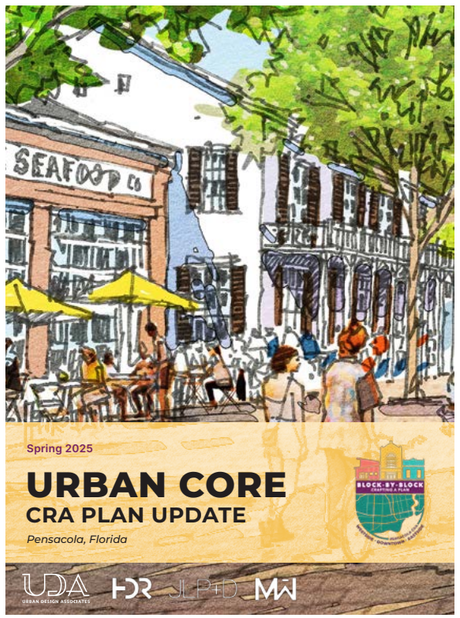
6. Add a recommendation related to Equitable Development Strategies, for areas such as Belmont-DeVilliers (in the Neighborhood Development Section)

7. Add a bullet to the “Affordable Housing Incentive” related to supportive housing and housing fitting into the character of the surrounding area

8. Revise the language related to Bus Shelter Improvements to be more general “along main transit lines”

9. Update the recommendation for Low Barrier Homeless Shelter under Open Space and Community Amenities

10. Add the TIF Revenue projections to the “Revenue Projections” section



1. Replace sentence in the Executive Summary

Replace this sentence:

"[t]he role of the CRA is to lead the decision-making by utilizing the revenues from the sale of tax increment bonds for specific projects aimed at redevelopment and improving areas in the community,"

with language provided by CRA legal counsel:

"The role of the CRA is to lead decision-making efforts related to redevelopment within its jurisdiction and to utilize increment revenues to undertake and complete redevelopment projects authorized by Part III, Chapter 163, Florida Statutes."

2. Add general language related to the activities that can be funded by the CRA

Add language from the CRA legal counsel after Overview of the CRA

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ACTIVITIES

In addition to specific special demonstration projects, recommendations and visions identified in the Plan, the CRA will be empowered to provide and may fund certain activities to further carry out the themes and principles of the Plan. Leveraging the private sector to the maximum extent and close coordination, cooperation and communication with other public and semi-public agencies is critical for the CRA to be most efficient with its redevelopment efforts.

In accordance with the limitations set forth in §163.387, Florida Statutes, the CRA may help directly stimulate and support private investment in new real estate development, property improvements, new business and infrastructure and may choose to offer financial incentives to fill the economic gap and stimulate redevelopment.

Property Acquisition

To help further the purposes of the Plan, the CRA may acquire property either for current or future redevelopment opportunities. The acquisition of property necessary to carry out the themes and principles of the Plan may be authorized by the CRA and City Council on a site-by-site basis or pursuant to established program policies and guidelines.

The CRA may also pay for related costs, including but not limited to, transaction costs, site clearance, demolition (with Council approval), and repairs.

Business Relocation[1]

The CRA may assist existing businesses within the Redevelopment Area to relocate in order to make way for redevelopment activities consistent with The Plan.

Environmental Improvements

Properties within the Redevelopment Area are known or are perceived to contain environmental contamination. The CRA is empowered to provide funding to cover costs associated with environmental cleanup in support of the redevelopment of such properties with approval by the CRA on a site-by-site basis or pursuant to established program policies and guidelines.

Prepare Sites For Redevelopment

The CRA may prepare or cause to be prepared as building and development sites, any property in the Redevelopment Area owned or acquired by the CRA, the City or any other person, in order to redevelop the site in accordance with the Plan. Such site preparation may include, but is not limited to demolition, building rehabilitation, building relocation, infrastructure, utilities, environmental cleanup and grading. Demolition may be pre-authorized by the CRA and City Council either on a site-by-site basis or pursuant to established program policies and guidelines.

1 Note: Limitation on assisting non-displaced businesses to relocate into the CRA, per AGO 2009-32. See 163.387(6)(c)(4); 163.370(2)(k), F.S..

Market Research And Site Due Diligence

The CRA may fund planning, surveys, and financial analysis efforts in order to assess market conditions and feasibility for redevelopment of the Redevelopment Area or for specific projects.

Property Disposition

The CRA is authorized to sell, lease, exchange, subdivide, transfer, assign, pledge, encumber by mortgage or deed of trust, or otherwise dispose of any interest in real property. To the extent permitted by law, the CRA is authorized, with the approval of City Council, to dispose of real property by negotiated sale, lease, or donation.

The leases, deeds, contracts, agreements, declarations of restrictions and other legal instruments relative to any real property interest conveyed by the CRA may contain restrictions, covenants, covenants running with the land, conditions subsequent, equitable servitudes, or such other provisions necessary to carry out the Plan and meet the objectives of the CRA.

The CRA also may pay for costs associated with the disposition of property, including but not limited advertisement for disposition, the solicitation process, and transaction costs.

Building Demolition, Rehabilitation, Reuse and Relocation

Demolition

The CRA may demolish, clear, or move buildings, structures and other improvements from any real property in the Redevelopment Area which it has acquired and as may be necessary to carry out the purpose of the Plan with the approval of City Council either on a site-by-site basis or pursuant to established program policies and guidelines.

Building Rehabilitation And Reuse[2]

The CRA may rehabilitate, redevelop and/or improve property for reuse. The CRA may work with the owner(s) and/or tenants through a joint venture to redevelop, reuse and/or rehabilitate such structures (ex. Commercial Property Improvements Program).

Relocation[3]

If a particular structure which is in an area that is proposed for redevelopment is determined by the City and/or the CRA as worthy of being preserved, the CRA may, if they determine preservation is feasible, authorize funding necessary to move the structure to another location within or outside the redevelopment area.

Additionally, the CRA may fund relocation assistance on a case-by-case basis as may be necessary to carry out the Plan.

2 Note: TIF may not be utilized for recruitment activities it is constitutes a “promotional” or “marketing” activity.

3 Note: Limitation on relocation of buildings per AGO 2009-32.

Property Management and Maintenance

Property Management

The CRA may manage property in furtherance of the principals and themes of the plan either directly or indirectly through the employment of agents, employees, independent contractors, companies or other persons.

Landscape & Site Maintenance

The CRA undertakes projects, both future and past, that require maintenance once the project is completed and open to the public. The CRA may employ maintenance services either directly or indirectly through the employment of agents, employees, independent contractors, companies or other persons.

Public Improvements, Beautification & Infrastructure

The Plan identifies specific public improvement projects to be implemented. In addition, the CRA may undertake and fund, in cooperation with public and private partners, public infrastructure improvements throughout the Redevelopment Area. These projects are not designed to replace funding already allocated for capital improvements in the area but rather to augment them. Projects should be multifaceted, accomplishing several goals outlined in the prioritization criteria found within the Implementation section of the Plan. Projects may be authorized by the CRA on a project-by-project basis or pursuant to established program policies and guidelines.

Allowable improvements include the following:

- Streetscapes – including a combination of street improvements such as, paving, striping, curb & gutter, signalization, signage, street trees, landscaping, lighting and/or sidewalks.
- Pedestrian & bike improvements – such as sidewalks, crosswalks, trails, lighting, furnishings, bike racks, etc.
- Landscaping & hardscaping
- Parking improvements – provision for off-street parking, parking structures (public and private), parking lot improvements (landscaping, lighting, striping, paving); public parking facilities and public/private parking joint ventures.
- Open space, parks and public space enhancements – Including but not limited to, parks, plazas, passages, trails, boardwalks and recreation facilities.
- Transit – trolley, bus, bus rapid transit (BRT), ferry, water taxi, rail, etc. located within the district.
- Public Art – when in conjunction with broader development or infrastructure projects.
- Waterfront & bay improvements – bulkheads, docks, marina slips, boardwalks and promenades, erosion control, etc.
- Utility upgrades – Upgrades to water, gas, sanitary sewer, phone, data, electric and other utilities when in conjunction with or in furtherance of broader development or infrastructure projects.

- Overhead utility relocation – relocation of overhead utilities shall be coordinated with utility electric company, phone, cable and data providers and the City when in conjunction with or in furtherance of broader development or infrastructure projects.
- Storm water management – storm water treatment (bio-swales, rain gardens, BMPs), detention, retention and conveyance when in conjunction with broader development or infrastructure projects.
- Environmental improvements – hazardous material cleanup, bay water-quality improvements, erosion control, etc. in preparation for broader development or infrastructure projects.
- Signage – District identification, district gateway, wayfinding, etc. in conjunction with or in furtherance of broader development or infrastructure projects.

Dissemination of Information

The CRA may undertake efforts to inform the public and stakeholders of CRA efforts to remedy slum and blighted areas as well as those specific opportunities available under CRA programs. Information may be disseminated via a number of methods, including but not limited to print and electronic means.

Community Policing Innovations

The CRA may fund Community policing innovations, as defined under Chapter 163, Part III, Florida Statues, to target or deter criminal activity within a community redevelopment area.

Administration and Professional Consulting Services

The CRA is empowered to fund all operational, management and administrative activities of the Agency including, but not limited to, employees' salaries and benefits, equipment, supplies, software and vehicles.

The CRA is empowered to hire private consultants for expert and temporary services to carry out the Plan, including all planning and analysis activities necessary for implementation and decision making.

Not-for Profit Entity[4]

The CRA is empowered to create a not-for-profit entity to facilitate receipt of outside source funding for purposes of implementing the CRA Plan.

4 Note: The CRA may create a non-profit but may not use TIF funds for its creation.

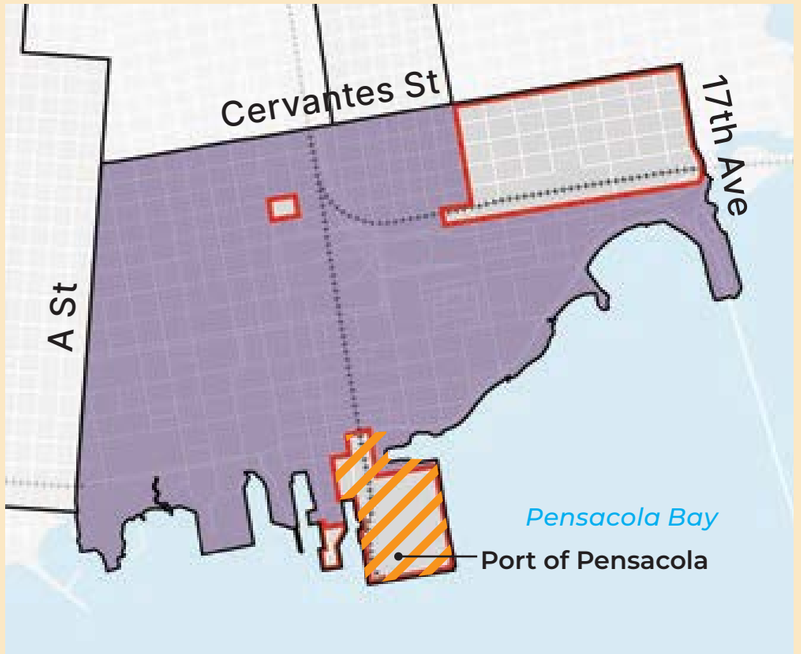
3. Add the Date Certain to the Overview of the CRA

Insert Date Certain for the Urban Core CRA as December 31, 2043.

4. Revise the language related to areas not covered by an aesthetic review district in Land Use, Zoning, and Special Districts

Areas Not Covered by Any Special or Aesthetic Review District

- For projects NOT funded by the CRA
- To ensure urban form and architectural scale and character are addressed in these area, consider adding these areas to an aesthetic review district. Work closely with the City and neighborhood organizations.



Map of areas (red outline) in the Urban Core not covered by any special or aesthetic review district

5. Recategorize recommendations between the Land Use, Zoning, and Special Districts; Neighborhood Development; and Economic Development sections

1. Remove “Technology Park” recommendations (already covered in Wright and Alcaniz recommendations)
2. Move “Address Compatibility of Adjacent Uses in the Tanyard Neighborhood” to Land Use, Zoning, and Special Districts
3. Move “Port of Pensacola” to Economic Development
4. Move “Downtown Pensacola and Governmental Center Districts” to Land Use, Zoning, and Special Districts
5. Move “Partnership with Escambia County” to Economic Development

6. Add a recommendation related to Equitable Development Strategies, for areas such as Belmont-DeVilliers

Add to the Neighborhood Development section

Equitable Development Strategies

Establish a set of Equitable Development Principles and a toolbox of implementable strategies for all CRA areas in Pensacola. Work with neighborhoods to identify the strategies appropriate for specific areas.

7. Add a bullet to the “Affordable Housing Incentive”

Current recommendation:

- Use incentive programs aligned with the principles and goals of the redevelopment plan to continue to fund affordable housing projects.
- Identify target areas for incentives, which may include affordable housing, infrastructure improvements, coordination with redevelopment project(s), floodproofing as a means to encourage certain uses, etc.
- Engage partners like the Northwest Florida Community Land Trust to develop high-quality affordable projects in the CRA Districts.

Additional bullet point:

- Include supportive housing as part of the affordable housing incentive. Ensure that all affordable housing is designed to fit into the character of the surrounding area.

8. Revise the language related to Bus Shelter Improvements to be more general “along main transit lines”

Replace this sentence:

Coordinate with ECAT to support bus shelter improvements on Government Street and A Streets.

with this:

Coordinate with ECAT to support bus shelter improvements along main transit lines.

9. Update the recommendation for Low Barrier Homeless Shelter under Open Space and Community Amenities

Replace this recommendation:

Low-Barrier Homeless Shelter

In partnership with local and regional homeless organizations, missions, shelters, and support services, the CRA should advocate for the creation of a low-barrier homeless shelter with minimal entry requirements (e.g., sobriety checks, income verification, strict identification policies, or participation in programs) to serve a wider range of individuals facing homelessness with complex needs.

with this:

Low-Barrier Homeless Shelter and Day Center

In partnership with local and regional homeless organizations, missions, shelters, and support services, the CRA should advocate for creating a low-barrier homeless shelter and day center that provides a comprehensive approach to addressing the needs of homeless individuals, with minimal entry requirements. Such a center should provide a wide range of supportive services, such as job, workforce, and skill training, laundry facilities, and case management to serve a wide range of individuals facing homelessness with complex needs. A low-barrier homeless shelter and day center would be a permanent facility. The building should be designed to fit into the character of the surrounding area.

10. Add the TIF Revenue projections to the "Revenue Projections" section

TIF REVENUE PROJECTION

Methodology for Modeling Potential Future Revenue
The TIF Calculations evaluates the potential revenue impacts of proposed projects and developments using a Tax Increment Financing (TIF) formula. This analysis examines historic property values (parcel data) and supplementary information from CoStar and City-provided documentation to quantify the additional value from new developments and proximity premium uplift for real estate within a 2,000-foot buffer zone of park projects.

The formula integrates multiple components to project total revenue uplift: a Park Premium + Inflation multiplier is applied to parcels near proposed parks; Public Redevelopment Premium + Inflation accounts for valuation increases driven by CRA Plan initiatives; and Private Redevelopment Premium + Inflation incorporates value increases from developer-proposed projects. These premium valuations are then added to the Future TIF Dollar Base, a forecast of parcel-level values spanning 2025–2035, derived from historic valuations between 2020–2024.

Park Premium Methodology
Parks increase the value of surrounding real estate. The park premium buffer methodology utilizes insights from the Florida Recreation and Parks Association (FRPA)'s property value resources calculator to quantify the added value of proximity to park projects. A multiplier is applied to property values within a defined buffer zone, capturing the economic benefits of access to green spaces. This multiplier is calibrated using national and regional trends in property value appreciation associated with park proximity, with adjustments for local market conditions where appropriate.

WHAT IS TAX-INCREMENT FINANCING (TIF)?

Tax Increment Financing (TIF) is a method of paying for redevelopment through projections of increased tax revenue on real estate values. The CRA offers TIF rebates to developers as an incentive to redevelop; these rebates are calculated as a percentage of tax increment generated by the project's construction, paid out over a set period of time.

TIF is a method that cities across the country have been using for decades as a tool for local governments to pay for infrastructure improvements and redevelopment of blighted areas. In the State of Florida, city's CRAs are responsible for monitoring/disbursing the TIF revenue.

TIF Calculations Formula
The TIF formula used City-provided historic property values and parcel data, supplemented by CoStar and proposed City documents, as inputs. A multiplier was applied to simulate the proximity premium value uplift for real estate within a 2,000-foot radius of each recommended park project. Additional valuation uplifts from proposed private and public parcels were added to the base CRA forecast data to calculate the total potential revenue from investing in park development.



The buffer boundary logic adheres to industry-standard practices, defining zones of influence based on factors such as walkability, accessibility, and line-of-sight. Properties within a 0.25-mile radius typically receive the highest premiums, with diminishing effects extending up to 0.5 miles or further, depending on the park's size and amenities. These boundaries ensure a consistent and equitable evaluation of the impact of proposed park projects on surrounding property values. The multiplier table is available below:

Identifying Parks For Premium Calculation
The parks selected for the Parks Premium calculation include a series of identified potential park projects outlined in UDA's November 2024 Post-Workshop Survey Summary. This summary captured the perspectives of 174 participants, who were asked for their opinions on specific park initiatives, with one initiative proposed for each CRA. In addition to the three identified parks, the analysis also incorporated the Hollice Park buffer, as this project has been a key component of the contracted JLP+D work.

Park Proximity Premiums

Improvement Value	Park Proximity
20%	For parcels adjacent to the park
10%	For parcels 1 block away (500 feet)
5%	For parcels 2 blocks away (1,000 feet)

Improvement Value	Park Typology
10%	For active parks
33%	For active and passive recreation areas within the park
70%	For passive recreation within the park

Public Proposed Project Valuation Methodology
Proposed public investment project sites were identified in the UDA November 2024 Post-Workshop Survey Summary, with additional project square footage details provided by UDA. The square footage for each project was multiplied by the market price per square foot, as determined by CoStar. These values were then forecast using a unified appreciation rate to estimate future valuations. The difference between the forecast CRA parcel value and the projected public project valuation is applied to the TIF revenue projection.

Private Proposed Project Valuation Methodology
Proposed private investment project sites were identified using a Q4 2024 CoStar data pull of proposed and under-construction projects, which was subsequently reviewed and validated by city staff. The square footage of each project was multiplied by the market price per square foot, as provided by CoStar. These valuations were then forecast using a unified appreciation rate to estimate future property values. The difference between the forecast CRA parcel value and the projected private project valuation was incorporated into the TIF revenue projection.

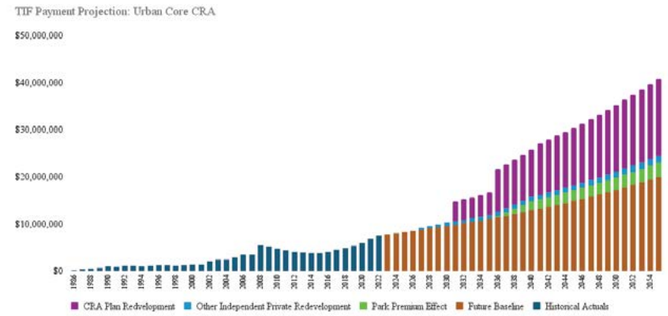
Baseline Property Value
Baseline projections for property values were developed by integrating the City of Pensacola's geospatial parcel data with historical numeric tax assessor data provided by the client. This was achieved by aligning the Parcel ID from the geospatial parcel dataset with the corresponding Parcel ID in the numeric tax assessor data, ensuring precise mapping of spatial attributes to their historical valuation trends.

Forecast annual appreciation rates are aligned with Florida's historical real estate inflation rates.

Historic TIF Millage Rates
TIF millage rates were sourced from the client's historical TIF revenue data. The provided data includes the following details:

Year	Eastside	Urban Core	Westside
2008	4.5395	2	4.5395
2009	4.5395	2	4.5395
2010	4.5395	2	4.5395
2011	4.2895	2	4.2895
2012	4.2895	2	4.2895
2013	4.2895	2	4.2895
2014	4.2895	2	4.2895
2015	4.2895	2	4.2895
2016	4.2895	2	4.2895
2017	4.2895	2	4.2895
2018	4.2895	2	4.2895
2019	4.2895	2	4.2895
2020	4.2895	2	4.2895

Urban Core CRA TIF Revenue Performance
Summary of Revenue Estimation



Historically, TIF payments (dark blue) began modestly in the late 1980s, showing gradual increases through the early 2000s as redevelopment efforts took shape. A decline between 2010 and 2013 suggests a temporary stagnation tied to economic downturns and shifts in property values. However, from 2014 onward, TIF revenue rebounded, driven by renewed development and rising property assessments. The future baseline TIF payment with inflation (brown) represents projected revenue growth assuming no additional development occurs. This steady increase reflects expected property appreciation and routine assessment adjustments.

TIF revenue in the Urban Core CRA is projected to grow from multiple sources. Additional TIF revenue from CRA Plan development (purple) emerges significantly after 2030 and 2035, indicating the impact of new and ongoing projects in driving long-term tax increment revenue, including, but are not limited to, a range of multifamily developments, the Community Maritime Outparcel Development and ECUA Redevelopment. Additional TIF revenue from other proposed private development (light blue) begins contributing in the early 2030s, reflecting the gradual materialization of private sector investments. The "park premium" (green) is predicted to take effect in the mid-2030s, reinforcing the well-documented impact of public space improvements on property values.

This projection highlights the broad mix of TIF revenue sources, combining CRA-led initiatives with private sector contributions to ensure long-term financial sustainability for the Urban Core CRA.

City of Pensacola

URBAN CORE REDEVELOPMENT BOARD

SPECIAL MEETING MINUTES

City of Pensacola
222 W. Main Street
Pensacola, FL
32502

March 24, 2025 | 3:30 PM | Whibbs Room, 1st Floor

CALL TO ORDER

The Urban Core Redevelopment Board (UCRB) meeting was called to order by Chairperson Satterwhite at 3:31 P.M

Members Present: Christopher Satterwhite, Melanie Nichols, Kelly Wieczorek (Left at 4:17 p.m.)

Members Absent: Jared Moore

DETERMINATION OF QUORUM

Quorum was not present.

OLD BUSINESS

None.

NEW BUSINESS

1. 25-294 URBAN CORE REDEVELOPMENT PLAN UPDATE

CRA Division Manager, Victoria D'Angelo, provided an introduction of the item. Megan O'Hara, of Urban Design Associates (UDA), provided an in-depth overview of the item. Discussion ensued by the Board. Chairperson Satterwhite questioned if an Equitable Development Plan (EDP) had been considered for Belmont Devillers. Other questions were asked with regards to input from the community, TIF projections and costing of projects, a downtown circulator and prospective partnerships with the Escambia County school district. Megan O'Hara and staff answered questions accordingly.

Board members indicated support for improvements within the Wright and Alcaniz Area particularly with regard to the Civic Center/Grand Hotel and for safety improvements near the railroad tracks.

2. 25-295 URBAN CORE PROJECT PRIORITIES

CRA Division Manager Victoria D'Angelo provided an overview of the item. Discussion ensued by the Board. Board Member Nichols inquired about the appointment of new board members and expressed that if a low- barrier homeless shelter is built it should be built as a day center that offers resources such as courses, job searches and laundry facilities. Interest was shown in covered bus shelters and public restrooms. Board members discussed their priorities under the affordable housing initiatives project line. They agreed that housing created should be diversified housing with mixed income and mixed development types. Board Member Nichols expressed interest in the development of affordable attached dwelling units (ADUs)/small scale rental housing. Board members expressed that programs intended to keep residents in their homes were a priority. Staff answered questions accordingly.

Top project priorities were identified in order of importance as follows

1. Affordable Housing Initiatives
2. Residential Property Improvement Program
3. Bruce Beach Park Improvements Phase 3

The following priority areas were also identified but not numbered: Alcaniz and Wright St. Area, Grand Hotel, Low Barrier Homeless Shelter & Day Center, Cover Bus Shelters and Restrooms

Board members discussed removing the following projects from the recommended project list and implementation plan due to completion:

1. Skate Park within the Hollice T. Williams Park (Urban Greenway)
2. Community Maritime Park Day Marina

REPORTS AND ANNOUNCEMENTS

None.

BOARD MEMBER COMMENTS

Board Member Nichols expressed her appreciation of how informative this was. Board members discussed with staff rescheduling the April 8th meeting to late April/early May due to its proximity to the special meeting.

DRAFT

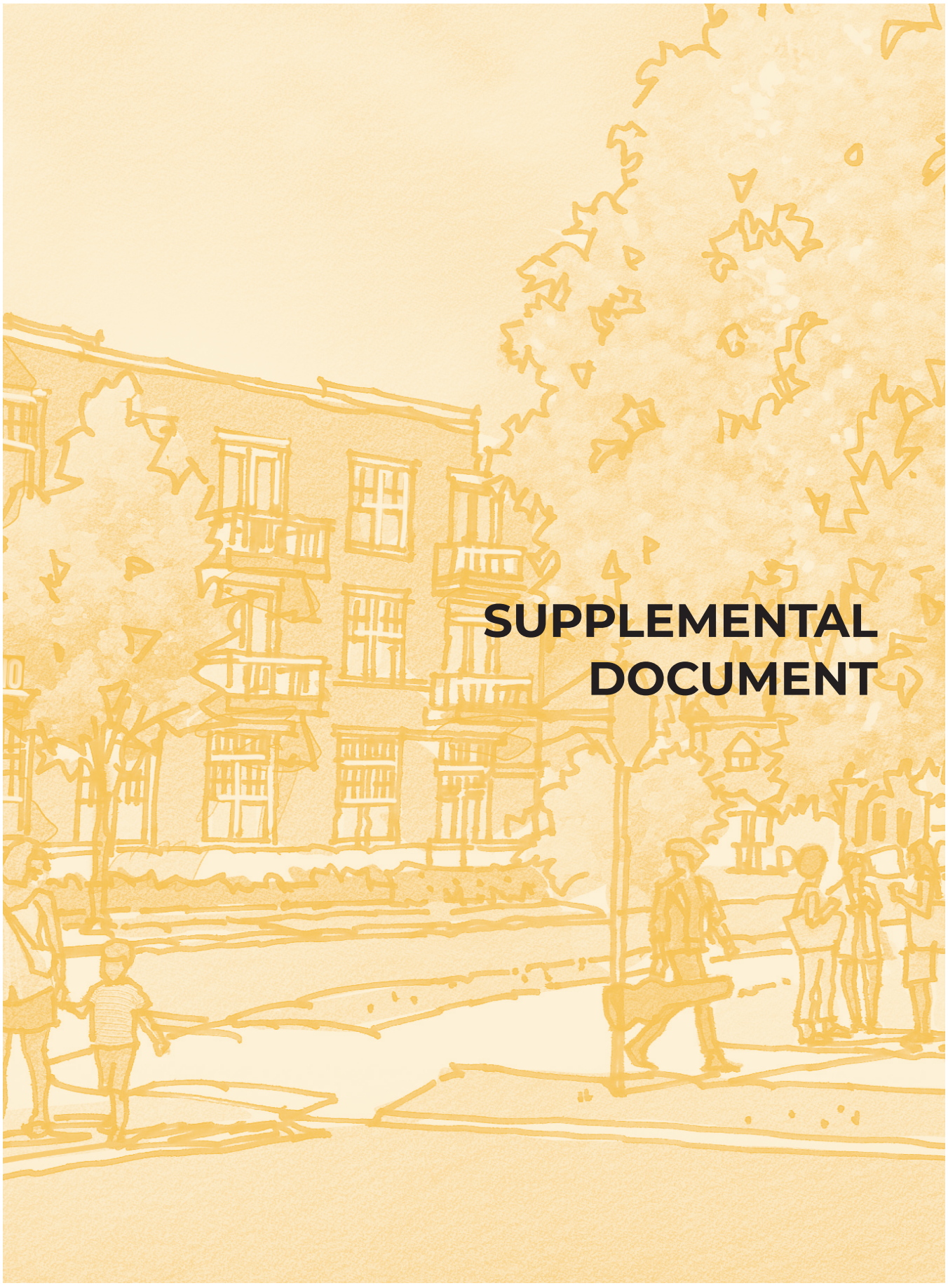
OPEN FORUM

None.

ADJOURNMENT

4:28 p.m.

DRAFT



SUPPLEMENTAL DOCUMENT

ROLE OF THE CRA

The CRA has the ability to act in a variety of capacities to help initiate, implement, and/or influence the recommendations outlined in the previous chapter. Many projects identified for the CRA districts will be led by the City or by private developers or investors. The CRA should have a clear understand of its role in each project. Three roles for the CRA are:

PROJECT LEAD

- CRA is the primary funder and implementer of the project
- CRA initiates and executes the project and operates with autonomy to make decisions
- The City and other funding sources may supplement the project
- Projects would be subject to expanded design and development standards and CRA-led design review process

FUNDER

- Project implemented by others (City, private developers, etc.)
- City or another public entity initiates and executes the project, and the CRA contributes funding
- The CRA plays a support role to the implementing entity
- Projects may be subject to expanded design and development standards and CRA-led design review process

ADVOCATE

- Any entity other than the CRA initiates and executes the project, and CRA has a vested interest, but does not contribute funding.
- CRA recognizes that the project will have an impact on the CRA district and potentially on disadvantaged communities and work to identify, clarify, or amplify the unified voice to make recommendations to a project (to an agency like FDOT, etc.)
- The CRA can articulate support for or opposition to projects and make community members aware of meetings or opportunities to share their input
- CRA may act as a project champion

Role 1: Project Lead

- The CRA will act as the lead for projects that are largely funded by the TIF funding and other sources within the CRA's purview, initiating and executing these projects.
- The CRA will manage a list of CRA projects, match available funding sources to potential projects using the criteria for prioritization, select recipients of funding, and manage projects and programs.
- CRA has the greatest control over the outcomes and success of projects and the impacts they lead. Therefore, these projects should reflect the priorities laid out in the CRA plans.
- As projects arise, the CRA will review potential projects for alignment with the CRA Plan goals.
- The CRA will administer the Urban Design Overlay and any expanded design & development standards. Any projects receiving CRA funding would be subject to these standards as well as a CRA-led design review process.
- The CRA will create a project/program checklist and procedures for review of projects for compliance with CRA Plan Update.
- The CRA will monitor projects throughout the development process via a dashboard using the updated projects list compiled for the plan update to show projects and phasing of current projects and how they relate to other City or County projects.
- The CRA will plan community activities that promote awareness for projects and draw attention to the CRA Plan's recommendations, such as walking audits, or participation in quick-build projects.

Role 2: Funder

- For certain projects, the CRA will contribute funding or financing to a lead organization(s) for a project, or in-kind contributions, such as staff time.
- The CRA will play a support role to the lead organization(s) and help influence decision-making.
- Projects to which the CRA contributes funding would be subject to CRA standards for design and development and may be subject to a CRA-led design review process.

Role 3: Advocate

- Many projects in the CRA districts will be executed and funded by others, however the CRA still has a vested interest in the investment and the outcomes of the project. In these cases, the CRA can act as an advocate, supporting the efforts and providing input through defined channels to shape the project to have the biggest positive impact on the CRA districts.
- The CRA should identity and mitigate potential negative impacts, specifically impacts on disadvantaged or underserved communities.
- The CRA should leverage their influence to publicly support or oppose projects led by other organizations to ensure projects align with CRA goals.
- When serving in the Advocate role, the CRA will likely need to provide input through other agencies' processes. For example, on FDOT roads, the CRA will organize and consolidate input from the CRA plans and follow-up engagement and share it with the lead agency through their designated process. Relationship and partnership building are critical to build trust and ensure the CRA can provide input early enough in the process to effect outcomes.

PRIORITIZING PROJECTS

HOW TO PRIORITIZE AND MAKE DECISIONS

The decision-making framework for implementing projects establishes the process for determining the highest-priority projects. This section proposes a simplified framework for prioritizing projects. The framework may be adapted and modified by the CRA, as a living tool. The CRA Board and staff maintain a level of discretion to make adjustments to this example methodology, as the needs of the districts evolve and as available TIF funding allows.

CRA Prioritization Criteria

The proposed criteria emerged from the community engagement priorities expressed during the CRA Plan Update process. They are intentionally broad, allowing for staff and decision-makers to apply them to a wide range of potential projects. The scoring should be simple and easy to use, and it should align with the CRA's mission and the goals established in this plan.

The CRA staff and CRA Board should use these criteria as a baseline and develop consensus scoring metrics. An adopted scoring matrix would set a foundation for the CRA to establish priorities and funded projects.

Alignment with other Established Prioritization Frameworks

Many projects noted in the CRA plans have already been prioritized by other lead entities. For example, the following City and regional plans have priority lists of projects:

- Active Transportation Plan Prioritization – City of Pensacola
- Ped/Bike Trail 2023 Masterplan – Emerald Coast Regional Council
- 2045 Long Range Transportation Plan Evaluation Criteria – Emerald Coast Regional Council

For this reason, the proposed CRA criteria include "Leverage & Alignment". Projects already receiving funding, stemming from other adopted plans, or are identified as priority projects by others are good candidates for implementation. Where possible the CRA should leverage its funding with other public and private investments to result in the greatest visible impact in the CRA districts.

CRA PRIORITIZATION CRITERIA

LEVERAGE & ALIGNMENT
Builds on or leverages past and/or future investments and aligns with priorities in adopted public plans

EQUITY
Brings resources to an underserved area or disadvantaged population

ECONOMIC DEVELOPMENT
Feasible and finance-able under projected market conditions

VISIBILITY
Highly visible and located along connectors or other key streets

CONNECTIVITY
Provides a needed walking, bicycling, or driving connection

AFFORDABILITY
Ensures housing or commercial space in the neighborhood will be affordable to existing residents and businesses

COMMUNITY NEEDS
Accomplishes something that is important to residents and community members

SAFETY
Makes streets safer to walk, bike, and cross or enhances community safety

RESILIENCE
Advances the resilience of the districts against flooding, storms, and other threats

SUPPLEMENTAL DOCUMENT

EXAMPLE PROJECT SCORING

Example Project	Negative	Neutral	Positive	Score
Leverage & Alignment	☐	☐	☒	+1
Visibility	☐	☒	☐	0
Community Needs	☐	☐	☒	+1
Equity	☐	☒	☐	0
Connectivity	☒	☐	☐	-1
Safety	☐	☒	☐	0
Economic Development	☐	☐	☒	+1
Affordability	☐	☒	☐	0
Resilience	☐	☐	☒	+1
Total Score	**-1**	**0**	**+4**	**+3**

SAMPLE PRIORITY PROJECTS MATRIX

Using the CRA Prioritization Criteria and the agreed-upon scoring matrix, the CRA will go through a collaborative process to evaluate the projects and recommendations in the plan. Considerations should be made for implementability, availability of funding, and alignment of timelines with other public and private investments. The Priority Projects Matrix is meant to act as a living document that will be updated as project feasibility, funding, and priorities evolve, and as projects on the list are funded or completed.

Priority Projects for Urban Core CRA	CRA Role	Timeframe	Partners
1. Project description	Funder	1–3 years	City
2. Project description	Advocate	2–4 years	FDOT
3. Project description	Lead	5–10 years	Private developer
4. Project description			
5. Project description			
6. Project description			
7. Project description			
8. Project description			
9. Project description			
10. Project description			

This project matrix will be completed in collaboration with the CRA, after reviewing the projects and recommendations in the Urban Core CRA Plan Update and evaluating projects against the final prioritization criteria.

Priority Projects for Urban Core CRA	CRA Role	Timeframe	Partners
11. Project description			
12. Project description			
13. Project description			
14. Project description			
15. Project description			
16. Project description			
17. Project description			
18. Project description			
19. Project description			
20. Project description			

MEASURING SUCCESS OF CRA INVESTMENTS



Pexels: Blue Bird

Measuring success can be the most difficult part of any plan, but it is a vital part of telling the story of the agency and the community it serves. Assessing how well things are going allows for transparency and accountability, creating an opportunity for meaningful adjustments to be made to best serve the evolving needs of the community.

Below are some potential indicators of success that may be used as part of the annual review of projects in each category. These are examples that could be applicable to any and all projects; however, it is not an exhaustive list of all possible indicators of success. The CRA staff and board should maintain a level of discretion to identify and use other relevant indicators on a case-by-case basis as a metric for measuring success.

Land Use & Zoning

- Development of new standards prioritized in the CRA Plan
- Adoption of policies prioritized in the CRA Plan

Economic & Neighborhood Development

- Establishment of a baseline vacant parcel map
- Acreage of vacant parcels reduced
- Increase in the percentage of vacant lots acquired annually
- Increase in the percentage of vacant lots developed annually
- Increase in the number of commercial properties renovated through the Commercial Property Improvement Program
- Reduction of commercial vacancies
- Increase in the percentage of homes in 1/2-mile drive to grocery store or fresh food source
- Reduction in unemployment (by CRA district, ACS data every 2 years)
- Increase in the number of small businesses start ups (SBA data, W/MBE etc.)
- Total annual investment in economic and neighborhood development

Housing

- Increase in the number of new units built with CRA funding (and an increase in the percentage of total units built in the district)
- Increase in the number of affordable units & level of affordability added (and an increase in the percentage of total units built in the district)
- Reduction in the percentage of population in the district housing cost burdened
- Increase in the number of houses renovated through the Residential Property Improvement Program
- Total annual investment in housing
- Continued administration of Small Scale Rental Program

Transportation, Streets, & Parking

- Percentage increase or number of new and improved bicycle and pedestrian projects within the district
- Additions to the number of gaps connected
- Percentage increase of sidewalk and bicycle improvements within a 1/4-mile of schools and parks
- Additions to the number of improved bus shelters and percentage of pedestrian facilities improved within a 1/4-mile of schools and parks
- Funding allocation for target speed study
- Completed target speed study in district
- Development of curb management plan
- Updated parking requirements for infill and redevelopment
- Additions to the number of wayfinding projects implemented
- Additions to the number of streets with enhanced streetscapes
- Additions to the number of countermeasures implemented in the district
- Additions to the number of streets that have reduced speeds
- Additions to the number of resurfacing and utility projects that have added safety improvements to include crosswalks, improving pedestrian and bicycle facilities, and other countermeasures.
- Total annual investment in transportation, streets, & parking

Open Space & Community Amenities

- Increase in the total volume added of district-serving stormwater detention/retention
- Acres of new publicly-accessible public space added
- Increase in the number of developments that include Low-Impact Design
- Total annual investment in community parks and amenities

GOVERNANCE STRUCTURE

The CRA decision-making structure ensures that funding is spent according to the statute and investments follow the adopted plans.

CURRENT STRUCTURE

The current governance structure has three levels of regulatory boards: City Council, CRA Board, and CRA Neighborhood Boards.

Purpose of the CRA Board

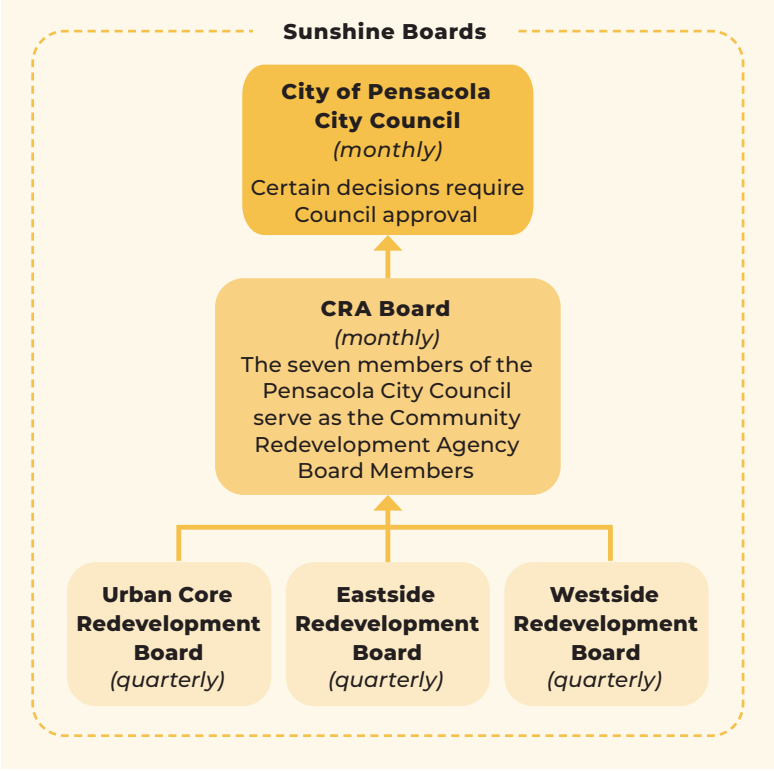
The CRA board meets monthly to formally evaluate and recommend projects that are researched and presented by CRA staff. The CRA Board votes to approve all CRA investments. Certain decisions also require approval by the City of Pensacola City Council.

Role of the CRA Neighborhood Boards

In addition, there are also three CRA Neighborhood Boards, one for each CRA area, which meet quarterly on alternating months. Formally, the neighborhood boards are responsible for recommending a project list and 5-year implementation plan.

Process for Approving Programs and Projects





WHAT WORKS WELL WITH THE CURRENT APPROACH?

- Each CRA District is represented (by residents, members of neighborhood associations, and business owners and operators)

CHALLENGES OF THE CURRENT APPROACH

- Projects move quickly (responding to funding and finance deadlines) and can advance significantly during the three-month interval, making the neighborhood board's input less consequential.
- Board members feel they don't have sufficient decision-making authority to justify the time commitment (i.e. they are being informed by staff, rather than making decisions)
- Low attendance and participation has led to difficulty reaching quorums in the neighborhood board meetings.

OPTION 1: COMMUNITY CHAMPIONS

Purpose of the CRA Board
The role and function of the CRA Board would remain as it is today. The CRA Board approves all CRA investments.

Role of the Community Champions Committee
The Community Champions would meet monthly, with representatives from all three CRA districts represented. CRA staff would provide updates about projects and available programs in each CRA district.

The Champions would act as liaisons, bringing information to the neighborhood organizations and leaders to facilitate a better understanding of activities and investments occurring in the CRA districts. They would promote the plans and speak to their peers at town halls. The Champions and CRA staff would work closely together to ensure residents and business owners in each CRA district have opportunities to provide input through continued engagement. Champions would be encouraged to attend CRA Board meetings to voice community support or concerns for projects.



OPTION 2: CRA ADVISORY BOARD

Purpose of the CRA Board
The role and function of the CRA Board would remain as it is today. The CRA Board approves all CRA investments.

Role of the CRA Advisory Board
Because CRA projects tend to be complex, this alternative recommends forming a single advisory board, rather than three CRA Neighborhood Boards. The Advisory Board's role would be to evaluate projects and make informed recommendations to staff, based on their expertise and knowledge. By-laws for the board would stipulate membership with specific expertise in associated fields/industries, such as:

- Finance/banking
- Development/real estate
- Architecture/construction/building code compliance
- Planning/urban design
- One member from each CRA district

By meeting monthly, the Advisory Board would have an opportunity to have greater input into projects.



POLICY AND FUNDING CONSIDERATIONS

FACILITATING GREATER AND MORE PUBLIC-PRIVATE DEVELOPMENT IN PENSACOLA

The key to successful plan implementation is to ensure that public agencies and private, non-profit, and community partners collaborate effectively. Currently, there are various opportunities and challenges perceived by the development community in Pensacola. And there are a variety of policy and funding tools that the CRA, the City, and their stakeholders can consider to promote organizational and process innovation, attract partnerships with the market and community, and ultimately improve development prospects and achieve plan goals.

The following perceived opportunities and challenges were identified in existing conditions research, interviews, and round table discussions.

Placemaking and Amenities

Perceived Opportunities

- Clustering of high(er) paying jobs in the Urban Core is attractive for developers and investors.
- There is a desire among the community to include jobs/business and/or entrepreneurship/workforce training opportunities.

Perceived Challenges

- Residents today have mixed perceptions about economic growth and socioeconomic wellbeing, especially in the Westside and Eastside.

Economic and Job Hubs

Perceived Opportunities

- Clustering of high(er) paying jobs in the Urban Core is attractive for developers and investors.
- There is a desire among the community to include jobs/business and/or entrepreneurship/workforce training opportunities.

Perceived Challenges

- Residents today have mixed perceptions about economic growth and socioeconomic wellbeing, especially in the Westside and Eastside.

Infrastructure

Perceived Challenges

- Developers are attracted to sites where stormwater retention is managed more centrally rather than by each individual owner.
- For now, high flood risk areas are avoided due to cost/risk.
- There is a need for additional transit access.

Land Availability

Perceived Opportunities

- City making public land affordable and/or available is attractive for private investors and developers.
- Projects on other types of land (churches, etc) with zoning changes is a potential new avenue for promoting greater development.

Planning

Perceived Opportunities

- Investors and developers from outside of the region tend to be less risk averse and could add capital to the region, but they need a compelling vision and strong/unique project opportunities.

Perceived Challenges

- Existing minimum parking requirements are viewed as a cost challenge to many developers.
- Permitting process is perceived by many developers as burdensome.

1: STREAMLINE THE GOVERNMENT'S ROLE IN DEVELOPMENT TO FACILITATE GREATER PRIVATE INVESTMENT

WHY?

Developers cite regulatory hurdles among reasons for insufficient private investments. There are possibilities to help developers reduce development costs and risks through more robust process coordination in the public sector.

HOW?

Tap into regional and national resources and networks for capacity training and organizational innovation. Consider setting up a "one-stop shop" or an accelerator program for prospective developers. The goal is to take a project management mindset in engaging current and prospective developers, helping coordinate actions and review procedures across multiple divisions and agencies in government. Chaperon the developers through the process, ensure both compliance of regulations and expedited processes, and contribute holistic planning considerations to make projects, especially large-scale ones, balance community needs with feasibility.

- Policy
  - Consider making a critical hire in government who has experience with complex developments and familiarity with multi-agency coordination. Station them in either the CRA, the Economic Development Department, or in a flexible role within the Mayor's Office. Authorize them to communicate directly with the heads of different divisions and/or agencies to facilitate this hire's impact (a Development "Czar").
  - Consider creating a new agency or quasi-governmental entity (or a division within an existing organization) that serves as the development arm of the City of Pensacola. This approach can potentially help lead the development of public land and PPPs in addition to facilitating private projects.
  - Exploring the Real Estate Development Accelerator (REDA) program or similar approaches to assist in expediting and incentivizing catalytic development projects, while ensuring high performance from developers and community buy-in.
- Funding
  - This approach prioritizes organizational innovation and does not require City/CRA's direct funding contribution to individual projects. What the new staff or team can focus on, however, is to facilitate the access to federal, state, and county-level funding.
  - When the City/CRA considers potential incentives in the future to further motivate private investments where ROI is currently too low relative to competition from other regions, the City/CRA should consider the following: 1) tie the applicants' qualifying criteria to KPIs aligned with key policy goals and the City's Strategic Plan; 2) conduct cost-benefit analysis to determine the programs' fiscal impact; 3) consider a broad array of incentive tools - in addition to fiscal tools, consider zoning policies, land contribution, and permitting and regulatory relief as part of the toolkit; 4) consider a phased approach to test the programs in specific high-priority areas before expanding their application; 5) consider combine guidance on community benefits agreement with incentive design to ensure fairness and preempt gentrification concerns; 5) leverage state and federal programs to maximize the impact of local programs.

2: ESTABLISH COMMUNITY BENEFITS AGREEMENTS IN A STANDARDIZED WAY THAT PROVIDE DIRECT ACCOUNTABILITY BETWEEN RESIDENTS, DEVELOPERS, AND GOVERNMENT

WHY?

Development within the CRA Districts can produce both positive and negative consequences for existing residents. A Community Benefits Agreement (CBA) can define components of a project and/or other contributions made by a developer to the community to minimize negative impacts and maximize positive outcomes, alleviating gentrification and displacement concerns. Well-defined community benefits can be especially useful when the public sector is considering offering incentives or other forms of assistance to the private sector. However, for developers, if the community benefits negotiation process and discretionary approvals lack predictability, then the process can add up to the risk and cost of a project. Therefore, a more standardized and predictable framework for community benefits will be beneficial to all parties.

HOW?

A standardized way of structuring CBAs can make the process more transparent, predictable, and fair for all parties. This requires the government to set general rules, frameworks, and templates that all CBAs can follow to ensure fairness, transparency, and predictability. Usually, CBA policies are set by the City and administered by planning agencies, but in close coordination with CRAs and other agencies.

- Policy
  - The City should explore legislations or policies that (such as a CBA Ordinance) that sets thresholds for what types of projects are required to establish a Community Benefits Agreement, often based on public funding or overall project size, what types of benefits should be considered and how, which geographic areas are subject to the ordinance. If CBA is voluntary rather than mandatory, the Ordinance can still be useful in guiding the structure and outcome of the CBA in a consistent manner. It is possible that the CBA framework might take a more incremental approach, such as only applied to a few places with heightened concerns on gentrification and displacement (including the area surrounding the Hollice T. Williams Park).
- Funding
  - Enforcement of the Agreement falls to the City in coordination with CRA and different agencies, which requires dedicated staff time. However, the tool itself has no direct funding requirements.



RDNE

3. IMPROVE AFFORDABILITY WITH COMMUNITY LAND TRUSTS

WHY?

The development of and the cost of subsidy for affordable housing both fluctuate, making it difficult for the City to commit to long-term and repeated affordability projects. Typical affordability measures, such as a subsidy that provides low-income households with a fixed percentage of housing units in a new development, provide immediate relief, but they often require additional public or private assistance for future families to benefit.

HOW?

A Community Land Trust (CLT) is established when land is owned by a single entity, usually a non-profit, and housing is sold to homeowners with restrictions upon resale that guarantee affordability for the next buyer. Such a long-term affordability tool codifies sale prices into deed covenants.

- Policy
  - A Community Land Trust has precedent in Pensacola, and the tool could be expanded further without policy changes. However, the City should define target areas for CLT acquisitions and facilitate the transfer of land ownership to the Trust in those areas before others, such as the Eastside CRA District.
- Funding
  - Land is usually donated or sold at a reduced price, however federal funding is available to CLT organizations. CLTs use the funding to purchase additional land for more homeownership. Many CLTs leverage Federal programs like HOME, CDBG and even LIHTC in their work to construct and rehab homes, growing the pool of homes with lasting affordability.

4: EXPLORE INNOVATIVE FINANCING MECHANISM FOR INFRASTRUCTURE IMPROVEMENT

WHY?

Developers see the lack of adequate infrastructure as prohibitive to starting new projects and a cost burden. With intense weather events increasing in frequency, stormwater infrastructure stands out as a particular risk factor.

HOW?

Coordinate with the engineering team to identify the most critical infrastructure needs that support and motivate development. Explore innovative financing structures that the City/CRA can deploy to improve critical infrastructure or more effectively incentivize and support individual owners in their own investments/upgrades.

- Policy/Funding
  - Consider market-based solutions such as credit trading programs. While infrastructure work is often seen as a role for the public or government to fill, all property owners maintain some level of infrastructure on their own property via electrical wiring, sewer lines, or rainwater and downspout management. A robust market enables good private behaviors without incurring significant public costs.
  - Consider potential incentive programs with a focus on stormwater management infrastructure. Cultivate Public Private Partnerships with companies that have expertise in constructing stormwater infrastructure, to provide the infrastructure work in exchange for funding/financing support or other zoning/regulatory relief.
  - Issue Green Bonds specifically for green infrastructure projects that attract investors interested in such projects, and provide relief to nearby properties during large rain events
  - Explore potential additional uses of the Stormwater Assessment Fee program. Investigate if the program can expand to cover stormwater infrastructure investments by the City in addition to regular maintenance.

5: FURTHER ENHANCE THE CITY'S UNIQUE BRAND WITH ATTRACTIVE HISTORICAL PRESERVATION AND ADAPTIVE REUSE PROJECTS

WHY?

Pensacola has a rich history, evident in its architecture. When these resources are fully utilized and taken care of, they can add to the sense of economic vibrancy and local brands, which many developers cite as a major reason to invest in downtown.

HOW?

Encourage and facilitate private investment in the redevelopment of historic buildings to meet Pensacola's needs today.

- Policy
  - Set clear responsibility to the appropriate division or agency (can potentially be coordinated with the development facilitator described earlier in the recommendations). Streamline interdepartmental coordination. Identify sites of interest with potential to satisfy new uses or contribute to economic development goals. Offer relaxed regulatory restrictions or zoning requirements for qualified adaptive reuse or preservation sites to incentivize thoughtful redevelopment.
  - Leverage the enthusiasm and skills of community members and non-profit organizations in pro-reuse advocacy and development facilitation.
- Funding
  - This recommendation will incur no initial direct funding requirements besides staff time and organizational cost. The staff/agency shall help support the application of federal resources and facilitate program applications. In the future, when results are visible, a local matching program could be explored to amplify existing federal or state programs. If considered, such local funding is best facilitated through reduced tax liability, which is often offset by the nearby economic uplift spurred by the adaptive reuse projects.

6: RECRUIT AND FACILITATE MARKET ACTORS TO PROVIDE INTERIM SERVICES IN UNDERSERVED COMMUNITIES

WHY?

Social and economic disparities in Pensacola, especially on the Westside and Eastside, reduce market appetite for new investment, but addressing economic disparities can take time and require longer-term investments. Innovative interim and relatively lower-cost solutions can bridge the gap and provide essential services in lieu of public investment.

HOW?

Collaborate with local community and business groups to identify and attract companies or non-profits who can provide resources and innovative ideas to address the needs of underserved residents. Focus on interim solutions (such as mobile food access, low-cost quality-of-life improvements) rather than major projects.

- Policy
  - The City/CRA should identify specific geographic areas, population targets, and programmatic/service opportunities based on Strategic Plan and CRA Plans' goals. Engage in regular contact and collaboration with local business groups and community development organizations as the gatekeepers of potential implementation partners.
  - Explore using RFEI/RFPs to attract service providers and market actors/social entrepreneurs. The City's role can include the development of data collection protocols and evaluation metrics, providing outreach and marketing resources, providing non-monetary resources such as parking to ensure success of the programs. Some programs may also require careful review of the sharing of sensitive data with market actors. The responding market actors will be required to propose innovative partnerships and funding solutions that are fiscally feasible.
- Funding
  - A privately-led pilot program often requires supplemental funding that comes from a grant or philanthropy, which the City/CRA may support with endorsement and public relations. Future potential public funding can be determined based on the results of the pilot program, allowing the City/CRA to set budgets based on program effectiveness and community support.

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CASE STUDIES



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Successful project implementation can be found everywhere. Looking to other cities, organizations, agencies, and policies for success stories is an effective way to work through challenges. The following case studies include innovative policies, programs, funding options, and partnership mechanisms from across the country that may be applicable models for the CRA.

1. STREAMLINE THE GOVERNMENT'S ROLE IN DEVELOPMENT TO FACILITATE GREATER PRIVATE INVESTMENT


Florida Housing Coalition

Florida Housing Coalition Affordable Housing Catalyst Program, Florida-wide

This case study illustrates potential regional resources for technical assistance and capacity building for local governments.

What is the Affordable Housing Catalyst Program?

The Affordable Housing Catalyst Program, created by the 1992 Sadowski Act, provides technical support to local governments and organizations in Florida to implement affordable housing strategies, offering training on compliance, partnerships, and housing initiatives.

What is the Florida Housing Coalition?

The Florida Housing Coalition is a nonprofit organization that connects housing advocates and resources to promote affordable housing for all Floridians through training, technical assistance, and advocacy. The Coalition offers:

- Affordable housing development support.
- Housing and community development guidance.
- Supportive housing and homelessness prevention strategies.
- How do Cities engage with the program?

Cities do not need to apply to the Affordable Housing Catalyst Program. The program is designed to provide free technical assistance, training, and resources to cities, counties, and nonprofit organizations across Florida. Local governments and organizations can directly engage with the program by contacting the Florida Housing Coalition to request support or participate in training sessions. Pensacola's participation in the SHIP First Time Homebuyers program qualifies the City to receive technical assistance through the Florida Housing Coalition Catalyst Program.

Funding

The program is funded by the state through the Florida Housing Finance Corporation, so its services are readily accessible to eligible entities without a formal application process.



West Palm Beach Development Services Department: Developer Outreach Meeting, West Palm Beach, FL

This case study illustrates ways in which local government agencies smoothen developer relations and conduct active outreach.

What is a Developer Outreach meeting?

In West Palm Beach, the Development Services Department holds an outreach meeting with developers, property and business owners, planners, architects, engineers, realtors, etc. to provide a "state of the city" to those who are interested in the current status of development within the community.

What do these meetings include?

- Discussions on the changes in the Development Services Department, such as personnel additions or modifications.
- A fiscal update on the department and development within the city.
- Status of projects that have recently been completed, those that are underway, and projects that are in the pipeline.

What impact has this had so far?

The City has held 22 such meetings since 2013, which has created a friendly disposition towards developers and promoted dialogue and cooperation with the development community. The meetings have “fostered a public private partnership” between city officials and the development community, and give city staff the opportunity to become more familiar to and with the development community.

How was it set up? Who set it up?

The West Palm Beach Planning Division is responsible for the review of all proposed development within the city, including preparation and implementation of the City's Zoning and Land Development Regulations

Real Estate Development Accelerator (REDA), Pompano Beach, FL

This case study illustrates a performance-based incentive program.

What is a REDA?

The Real Estate Development Accelerator (REDA) is a performance-based tax incentive program designed to stimulate large-scale real estate development projects in targeted areas. Specifically, the Pompano Beach CRA's REDA program focuses on the East District area, providing phased-in tax incentives to developers, particularly during the early stages of the development cycle when risks and costs are higher.

What impact has this had so far?

The REDA program has incentivized catalytic new developments in Pompano Beach's East CRA area, particularly mixed-use projects that combine residential and commercial uses. The program has reduced cost barriers by offsetting higher early-stage development costs (e.g., marketing, site preparation, and infrastructure improvements), the program has helped developers undertake projects that might not have been feasible otherwise. REDA has supported urban renewal and increased property values, leading to broader economic benefits for the community.

How was it set up? Who set it up?

The program was initiated by the Pompano Beach Community Redevelopment Agency (CRA) as part of its strategic redevelopment goals outlined in the CRA Strategic Finance Plan. The CRA developed and structured the program, integrating it into the broader CRA redevelopment framework, including its funding and zoning strategies. The program was launched in November 2020 for a 5-year period, with specific phases offering varying levels of financial incentives. The program is managed by existing CRA staff.



www.pompanobeachfl.gov

wpb.org

Partnership

- Public-Private Collaboration: REDA relies on partnerships between the CRA and private developers. Developers bring capital and expertise, while the CRA provides financial incentives and regulatory support.
- Community Stakeholders: Collaboration with local businesses and community groups ensures that projects address local needs, such as affordable housing, job creation, and infrastructure improvements.

What is the mechanism for enforcement? Who 'owns' responsibility for ensuring it works as intended?

- Development Agreements: Each approved project under the REDA program requires a Development Agreement between the CRA and the developer. This legally binding document ensures that projects comply with the program's requirements and objectives.
- Performance-Based Disbursements: Funds are disbursed only after project milestones are achieved, such as the completion of infrastructure improvements or site preparation.
- Oversight: The CRA monitors projects to ensure compliance with the agreement terms. This includes regular reviews and third-party evaluations if necessary.
- Program Ownership: The CRA "owns" responsibility for administering, monitoring, and enforcing the REDA program to ensure it aligns with its strategic redevelopment goals.

What tips can Pensacola draw from Pompano Beach?

- Phased Incentives: Introduce a tiered incentive structure to encourage early-stage developers to take risks while ensuring late-stage projects still contribute to community goals.
- Comprehensive Agreements: Use robust Development Agreements to formalize commitments and establish clear enforcement mechanisms.
- Focus on Catalyst Projects: Target transformative projects that can act as anchors for future developments, such as mixed-use or transit-oriented developments.
- Community Buy-In: Engage local stakeholders early to ensure projects align with community needs and aspirations.
- Flexible Funding: Allow for reimbursement-based disbursements tied to project milestones, reducing financial risk for the city.

Program Funding

The program is funded through CRA revenues, which include Tax Increment Financing (TIF) generated by increases in property tax revenues within the CRA district. Funding availability is subject to CRA budget approval, with disbursements made on a reimbursement basis or directly to service providers as per the Development Agreement.

2. ESTABLISH COMMUNITY BENEFITS AGREEMENTS THAT PROVIDE DIRECT ACCOUNTABILITY BETWEEN RESIDENTS AND DEVELOPERS

City of Detroit CBA/CBO, Detroit, MI

This case illustrates an approach to set community benefits at a wider scale, rather than negotiated individually per project.

What is a CBA?

A CBA (Community Benefits Agreement) is a contract between developers and community groups to ensure development projects provide specific benefits to local communities.

What is a CBO?

A CBO (Community Benefits Ordinance) is a city law that requires CBAs for large projects, setting standards for community negotiations and benefits.

What impact has this had so far?

The Community Benefits Ordinance (CBO) in Detroit has generated significant outcomes, including the requirement that large development projects involving over $75 million in costs or $1 million in public subsidies engage in community negotiations. This ordinance helps ensure community voices are considered in major developments, fostering accountability and promoting benefits for residents.

How was it set up? Who set it up?

Detroit's CBO was established by City government, led by the Planning Director, to formalize community input in large developments.

What is the mechanism for enforcement? Who 'owns' responsibility for ensuring it works as intended?

Enforcement responsibility lies with city authorities, but limited mechanisms exist, leading to concerns about developer accountability.

Grand Rapids Voluntary Equitable Development Agreement, Grand Rapids, MI

This case illustrates a more incremental approach.

What is a VEDA?

A VEDA (Voluntary Equitable Development Agreement) is a non-mandatory agreement encouraging developers to provide community benefits in large projects, especially those on city-owned land or receiving city funds. Differing from Detroit's model, Grand Rapids does not have a formal Community Benefits Ordinance (CBO). Instead, it relies on voluntary participation through the VEDA framework for community benefits.

What impact has this had so far?

VEDAs in Grand Rapids promote community engagement but depend on developers' voluntary participation, leading to limited, inconsistent community benefits.

How was it set up? Who set it up?

The VEDA framework was set up by City officials to encourage, but not mandate, developer-community agreements for eligible projects.

What is the mechanism for enforcement? Who 'owns' responsibility for ensuring it works as intended?

There is no formal enforcement mechanism; the City's Planning Director oversees VEDAs, but community input is limited, impacting accountability.

Delray Beach CLT



3. IMPROVE AFFORDABILITY WITH COMMUNITY LAND TRUSTS

Delray Beach Community Land Trust (DBCLT), Delray Beach, FL
This case illustrates a regional example.

What is a CLT?

A Community Land Trust (CLT) is a nonprofit organization that holds land for the benefit of the community, ensuring affordable housing, and preventing displacement. CLTs make it possible for low-income families to build equity without being priced out due to rising property values.

What impact has this had so far?

The Delray Beach CLT has provided 89 affordable, owner-occupied homes, offering stable housing to families who may otherwise be displaced due to gentrification. It has helped retain affordable housing stock in an area facing economic pressure.

How was it set up? Who set it up?

The Delray Beach CLT was established in 2005 by local stakeholders, in collaboration with the City of Delray Beach and the Delray Beach Community Redevelopment Agency (DBCRA). It was a response to increasing land prices and concerns about housing affordability.

What is the mechanism for enforcement? Who 'owns' responsibility for ensuring it works as intended?

The CLT retains ownership of the land, while homeowners own the buildings on it. The DBCLT is responsible for monitoring affordability requirements, and the City of Delray Beach, along with the DBCRA, helps ensure compliance with the long-term affordability covenant.

Funding

The Delray Beach Community Land Trust (DBCLT) secures funding through public investments, particularly from partnerships with the City of Delray Beach and the Delray Beach Community Redevelopment Agency.

Partnership

The DBCLT manages affordable housing by developing, preserving, and maintaining properties for low- and moderate-income residents, focusing on long-term community benefits.

Northwest Florida Community Land Trust, Pensacola, FL

This case illustrates a local example.

What is the Northwest Florida Community Land Trust?

The Northwest Florida Community Land Trust (CLT) is an initiative established to address the housing affordability crisis in Pensacola by creating permanently affordable homes.

What impact has this had so far?

The CLT has already demonstrated impact through the development of its first affordable home, completed in late 2024, and has plans for two additional homes.

What is the mechanism for enforcement? Who 'owns' responsibility for ensuring it works as intended?

The CLT agreement ensures long-term affordability by retaining ownership of the land and placing deed restrictions on the homes to prevent resale at market rates. Pensacola Habitat for Humanity is responsible for managing the CLT, including enforcing affordability covenants and overseeing compliance with agreements. The City of Pensacola provides oversight and support to ensure that the program aligns with broader affordable housing goals.

Funding

- City of Pensacola: Provided initial funding and land contributions for the program.
- Pensacola Habitat for Humanity: Contributed financial and operational resources for home construction.
- Community Development Block Grants (CDBG): Utilized as a funding source to support the development of affordable housing under the program.

Partnership

- City of Pensacola and Pensacola Habitat for Humanity: The partnership is foundational to the program's success, combining municipal resources and nonprofit expertise.
- Community Stakeholders: Local organizations and residents are involved in ensuring the homes meet community needs and fostering long-term program sustainability.
- Northwest Florida CLT: Acts as the steward for the land, ensuring that it remains a public asset dedicated to affordable housing.



Northwest Florida Community Land Trust

Ted Eytan



4. EXPLORE INNOVATIVE FINANCING MECHANISM FOR INFRASTRUCTURE IMPROVEMENT

Washington Stormwater Retention Credit (SRC) Trading Program, Washington D.C.

This case study illustrates the government's role in setting up a market-based solution.

What was the program, and what role did the City play? What did the developer bring to the project?

The SRC Trading Program, established by the District Department of Energy and Environment (DOEE) in 2013, allows property owners to earn credits by installing green infrastructure that retains stormwater. These credits can then be sold to developers who need to meet regulatory stormwater retention requirements for new construction or major renovations. DOEE administers the program, sets retention standards, certifies credits, and facilitates the trading market. Developers participate by purchasing SRCs to comply with their stormwater management obligations, providing them with flexibility and potentially reducing compliance costs.

Why is this relevant for Pensacola?

Pensacola faces significant stormwater management challenges due to high rainfall, a high groundwater table, and minimal gradient, leading to flooding and water quality issues. Implementing a program similar to D.C.'s SRC Trading could incentivize the installation of green infrastructure, reduce stormwater runoff, improve water quality, and provide developers with flexible compliance options. This approach could enhance Pensacola's resilience to flooding and environmental degradation.

What was the context for how this project was conceived, set up? Who set it up?

The SRC Trading Program was conceived as part of D.C.'s efforts to meet Clean Water Act obligations and address the challenges posed by impervious surfaces contributing to stormwater runoff. The DOEE developed and implemented the program to promote green infrastructure, improve water quality, and provide compliance flexibility for developers.

What is the mechanism for enforcement of this arrangement? Who 'owns' responsibility for ensuring it works as intended?

The DOEE is responsible for enforcing the program's regulations, certifying SRCs, and maintaining the trading registry. They ensure compliance by monitoring both the generation and use of credits, conducting inspections, and providing technical assistance. Property owners generating SRCs must adhere to maintenance requirements to ensure ongoing performance of the installed green infrastructure.

Funding

The program leverages private investment for the installation of green infrastructure, with developers purchasing SRCs from property owners. Additionally, the DOEE has committed funds through initiatives like the SRC Price Lock Program, which offers fixed prices for credits to provide revenue certainty for project developers. Grants are also available to support technical evaluations and outreach efforts.

Partnership

The program involves collaboration between the DOEE, private property owners, developers, and community organizations. Property owners install green infrastructure to generate SRCs, developers purchase these credits to meet regulatory requirements, and the DOEE facilitates and regulates the market. This partnership promotes shared responsibility in managing stormwater and improving environmental outcomes.

How should Pensacola start this? What are the next steps?

To initiate a similar program, Pensacola could consider the following steps:

- Assess local stormwater challenges and green infrastructure potential.
- Engage stakeholders to build support.
- Design a tailored stormwater credit trading program.
- Test with pilot projects and refine as needed.
- Provide education and resources for participants.
- Secure funding and offer incentives for green infrastructure.

5. FURTHER ENHANCE THE CITY'S UNIQUE BRAND WITH ATTRACTIVE HISTORICAL PRESERVATION AND ADAPTIVE REUSE PROJECTS

Phoenix Adaptive Reuse Program, Phoenix, AZ

This case illustrates the effectiveness of dedicated staff resources at the government level.

What is the Phoenix Adaptive Reuse Program?

The Phoenix program has stimulated reuse of several auto-oriented buildings in neighborhood centers into restaurants and professional offices.

The program provides a number of benefits for applicants, including:

- Flexibility with Fire Codes, such as:
  - Reduced sprinkler requirements
  - Exit separations
- Flexibility in zoning standards:
  - Waived or reduced landscape requirements
  - Alternative parking requirements
  - Reduced number of spaces required
  - Off-site spaces count towards total required

Who is eligible?

The Phoenix program applies citywide and uses thresholds for eligibility, based on the size of the building. Adaptive reuse projects below 2,000sf of additional expansion receive site-engineering incentives.

What impact has this had so far?

Provide flexibility with regulations: In addition to mandating adaptive reuse projects, staff found opportunities for flexibility in other regulations that assist adaptive reuse projects in moving forward.

How was it set up? Who set it up?

The program is housed in the City Planning Department. Phoenix has designated a full-time staff person to the program. Creating a position designated to the operation and facilitation of the adaptive reuse program is crucial. This position should also be located in a department central to the adaptive reuse program to ensure the staff person is connected to relevant projects and other staff.



Sarasota Alliance for Historic Preservation



Sarasota Alliance for Historic Preservation

Sarasota Alliance for Historic Preservation: Six to Save Initiative, Sarasota, FL

This case illustrates the potential of community-led actions.

What is the Six to Save Initiative?

The Six to Save Initiative highlights the urgent need to save historic resources throughout the county from demolition. The Six to Save list is the springboard for an education and advocacy effort designed to raise public awareness of the most threatened historic properties, archaeological sites, and cultural resources in Sarasota County.

Residents can nominate an endangered historic property themselves, and learn and raise awareness and educate the community about the most threatened historic properties, cultural, and archaeological sites in Sarasota County

What Public Sector Need Are They Meeting?

The initiative helps consolidate efforts around 6 priority buildings every year, building momentum and advocacy efforts on the local and state level, and helping to attract developers with interest in preserving and protecting important historical sites.

What impact has this had so far?

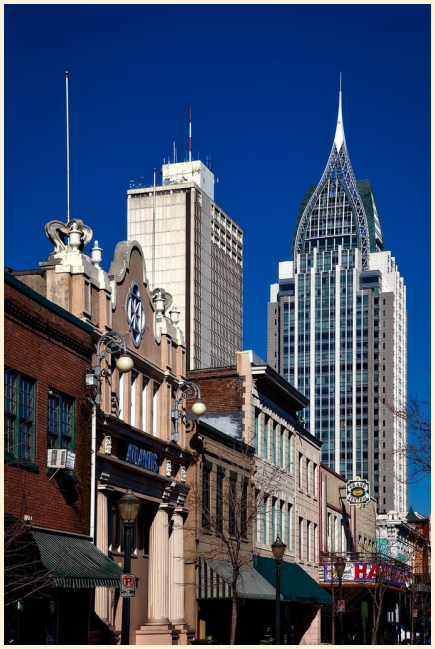
The program has been active since 2020, identifying 30 historic properties in total.

How was it set up? Who set it up?

Established by the Sarasota Alliance for Historic Preservation, “Sarasota is always changing and we must value its history in the midst of development.”

The partnership bridges residents, businesses, organizations, officials, and community leaders to help preserve and protect Sarasota County's historic buildings, neighborhoods and landscapes

6. RECRUIT AND FACILITATE MARKET ACTORS TO PROVIDE INTERIM SERVICES IN UNDERSERVED COMMUNITIES



Partners for Growth Initiative

Partners for Growth Initiative, Mobile, Alabama

This case illustrates the potential to pool resources from businesses, government, and education sectors to drive economic growth, workforce development, and infrastructure improvements.

What is the Partners for Growth Initiative?

Partners for Growth is a coalition of public and private investors who fund economic growth in partnership with the Mobile Chamber, the economic developer for the City of Mobile and Mobile County. Partners for Growth investments create prosperity and growth for local businesses and residents, building a better Mobile.

What public sector needs are they meeting?

The public-private partnership of Mobile County, the City of Mobile and over 130 Chamber members, drove new business development, business retention as well as workforce development, expansion efforts and infrastructure development projects in the Mobile area.

Partners for Growth "Growing Global, Investing Local" makes investments based on 5 pillars:

1. New Business Recruitment and Investment Attraction;
2. Existing Industry Support, Innovation and Entrepreneurship;
3. Workforce Attraction, Retention and Development;
4. Diversity Business Development;
5. Business Advocacy and Quality of Place.

What impact has this had so far?

Since 1985, this long-standing and highly effective public-private partnership has built a solid foundation of teamwork among key leaders in business, government and higher education with over $45 million in financial support from public and private stakeholders.

How was it set up? Who set it up?

The Mobile Chamber, the economic developer for the City of Mobile and Mobile County, serves as the administrator of the funds and organizes events and reports progress towards collective goals.

Caring for Miami Mobile Food Market, Miami, FL

This case illustrates the collaboration with businesses, foundations, government, and community organizations.

What is the Mobile Food Market?

The Caring For Miami Mobile Market, an extension of the non-profit's Backpack Program, works to address food insecurity by distributing fresh, healthy foods to underserved neighborhoods across Miami Dade County by way of a retrofitted Miami Dade Metro Bus.

Through the Mobile Market, Caring For Miami will also provide a nutrition education program that teaches clients about nutritious food, how to make the most of their food budgets, substituting recipe favorites with healthier options, and how nutrition plays an active role in overall health.

What Public Sector Need Are They Meeting?

According to new county hunger data, 11.6% of the South Florida population is food insecure, with 706,430 people not knowing where they will get their next meal. 83% of the food insecure population qualifies for snap while the other 17% must rely on federal nutrition assistance and emergency meal assistance programs. The budget shortfall per person is $19.32 and the average cost of a meal in South Florida is $3.43. In an even more staggering statistic, data shows that 18.9% of children are going to bed hungry every night, representing 236,270 children.

How was it set up? Who set it up?

Caring for Miami is a non-profit focused on bringing basic and critical resources to families in underserved communities in Miami-Dade. Caring For Miami works with companies, foundations, government and non government agencies, churches and other organizations to address the areas of hunger, health and home in Miami-Dade County.



Picasa



Caring for Miami Mobile Food Market

Glitter, Philadelphia, PA

This case illustrates a fully community-based solution.

What is Glitter?

Glitter is a neighborhood cleaning platform that provides neighbors with an affordable way to support a clean block, while providing a living wage to cleaners who need the work.

The program has received support from public officials and CDCs. PA State Senator Art Haywood's office is convening community partners and offering advisory support that guides strategic direction. Mt. Airy CDC is the grant administrator, overseeing project logistics and finances. Germantown United CDC is a project partner and advisor.

What public sector needs are they meeting?

Decades of mismanaged resources, neglected infrastructure, and dirty streets have led to the reputation in the city as “Filthadelphia.”

What impact has this had so far?

A diverse and growing team of Glitter cleaners help the venture maintain hundreds of city blocks every week. In order to boost affordability, they’ve embraced a pay-what-you-can model that meets any neighbor’s budget. 1,200 neighbors have now subscribed, cleaning 350 blocks regularly, and employing 40 cleaners on a living wage.

How was it set up? Who set it up?

Local neighbors and businesses funded the pilot directly and in the summer of 2021, Glitter officially launched their flagship clean block service.

File #: 25-369 Community Redevelopment Agency 4/7/2025

ACTION ITEM

SPONSOR: Teniadé Broughton - Chairperson

SUBJECT:

AUTHORIZATION TO SUBMIT 2025 AMENDED AND RESTATED WESTSIDE REDEVELOPMENT PLAN TO PLANNING BOARD

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) authorize staff to submit to the Planning Board the proposed 2025 Amended and Restated Westside Community Redevelopment Plan, as substantially enumerated herein, for review and submittal of written comments as required under Chapter 163.360(4), Florida Statutes.

SUMMARY:

The Community Redevelopment Agency (CRA) has recommended a comprehensive update to the 2007 Westside Community Redevelopment Plan and retained the consulting services of Urban Design Associates (UDA) to develop the plan. The team made its final report and presentation to the CRA on March 10, 2025. Subsequently, the plan was provided to the Westside Redevelopment Board (WRB) for discussion and input. Comments received from the WRB and all other subsequent recommended changes are attached for consideration and will be presented.

The recommended 2025 Westside Redevelopment Plan will serve as the CRA's guiding document for annual budgeting and focus of activity and contains as follows:

Introduction: - Provides background information on the Community Redevelopment Agency, introduces the Westside community development area and describes how to use the redevelopment plan.

Planning Process: - Explains the overall public engagement process used to develop the plan and describes the public input that was gathered.

Analysis: - Provides analysis and findings related to demographics, market conditions, physical patterns and transportation systems within the redevelopment area.

Recommendations: - Provides project recommendations as follows:

- Special Demonstration Projects:

    - Barrancas Avenue Corridor Strategy
    - Cervantes Street Corridor Strategy
    - Gibson School Site Redevelopment
    - American Creosote Works (ACW) Superfund Site Redevelopment
- Land Use, Zoning, and Special Districts
- Economic Development
- Neighborhood Development
- Housing
- Transportation, Streets, and Parking
- Open Spaces and Community Amenities

Appendix: - The plan spans the remaining term of the Westside community redevelopment area, until May 23, 2037, but is anticipated to be updated every five (5) years in accordance with best planning practices. A draft implementation guide has also been developed, in line with the authorized scope of service. The implementation is recommended to be approved by the CRA after adoption of the plan and to serve as a living document guiding implementation of the plan.

The Community Redevelopment Act requires the CRA to submit the recommended plan to the Planning Board for review and written recommendations with respect to its conformity with the comprehensive plan. The Planning Board's review is limited to conformity review and not policy recommendations. Following the receipt of the Planning Board's written recommendations, the CRA must then submit its recommended plan to the governing body, in this case, City Council, and to each taxing authority that levies ad valorem taxes on taxable real property contained within the geographic boundaries of the redevelopment area. City Council must hold a public hearing to consider and adopt the redevelopment plan recommended by the CRA.

The Act requires the City to give notice of the recommended Community Redevelopment Plan in the following ways:

1. Written notice to all taxing authorities within the geographic boundaries of the redevelopment area at least 15 days in advance of action to adopt the plan; and
2. Public notice in a newspaper having general circulation in the area of operation of the CRA prior to the scheduled public hearing date.

PRIOR ACTION:

May 24, 2007 - City Council adopted Resolution No. 13-07 which approved a community redevelopment plan for the Westside.

FUNDING:

N/A

FINANCIAL IMPACT:

None

LEGAL REVIEW ONLY BY CITY ATTORNEY: No

STAFF CONTACT:

Tim Kinsella, City Administrator
Erica Grancagnolo, Economic Development Director
Victoria D'Angelo, CRA Division Manager

ATTACHMENTS:

1. Proposed Westside Community Redevelopment Plan - Vers. 02.28.25
2. Proposed Westside CRA Plan Changes
3. Draft WRB Meeting Minutes 03/25/25
4. Draft Supplemental Implementation Guide - Westside

PRESENTATION: No



Spring 2025

WESTSIDE
CRA PLAN UPDATE

Pensacola, Florida

BLOCK-BY-BLOCK
CRAFTING A PLAN
PENSACOLA CRA
WESTSIDE · DOWNTOWN · EASTSIDE

UDA URBAN DESIGN ASSOCIATES · PDR · JLP+D · MW

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ACKNOWLEDGMENTS

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Pensacola Community Redevelopment Agency

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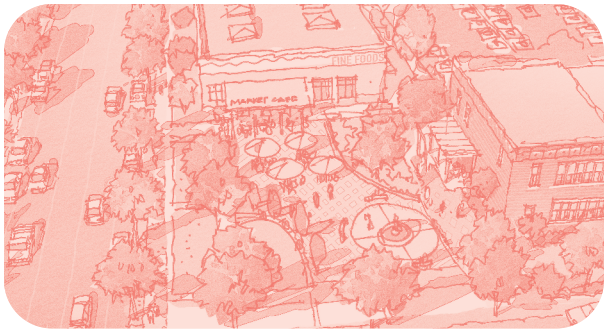
Kelly Wieczorek
Board Member



The recommendations in the Westside CRA Plan were developed between May 2024 and January 2025. The analyses are based on point-in-time data sources, and the recommendations align with the regulations and funding programs effective during the period when the plan was developed.

This CRA Plan explores recommendations for a 20-year timeframe. Recommendations that may not be feasible in the short term due to market, funding, or policy conditions are still valid for the long-term vision and may take longer to implement.

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EXECUTIVE SUMMARY

This Community Redevelopment Agency (CRA) Plan Update is intended to provide direction for policies, programs, and projects in the Westside CRA District in the City of Pensacola, Florida. The process of listening to residents and stakeholders informed an ideal vision for Pensacola's Westside CRA District. The recommendations outlined in this document are intended to establish a foundation of guiding principles, projects, and decision-making frameworks to achieve the community's visions for the future.

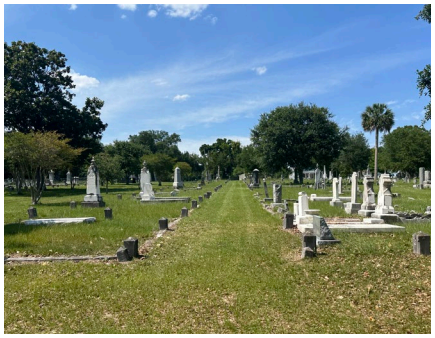
The role of the CRA is to strategically implementing its redevelopment plans by leveraging tax incremental financing (TIF) for specific projects aimed at redevelopment and improving areas in the community. TIF is a funding mechanism authorized under Chapter 163, Part III, Florida Statutes which capture incremental growth in the tax base within the CRA district to be reinvested in strategic projects within the district. Key community redevelopment goals include:

- Preserving, rehabilitating, and enhancing the community redevelopment area neighborhoods to maximize livability and quality of life;
- Fostering a diverse supply of housing options, especially affordable and workforce housing; and
- Creating a robust and stable economy that offers employment, culture, and entertainment and is filled with people and businesses.

More specifically, this CRA Plan Update is intended to target the following topics and issues within the Westside CRA District:

- Expanding housing options, especially affordable, workforce housing;
- Preserving traditional character and history and culture;
- Tempering gentrification and/or displacement;
- Building socioeconomic equity;
- Strengthening neighborhood identity;
- Fostering economic development and sustainability;
- Improving walkability, bikeability, transit and parking management; and
- Connecting people to the waterfront and neighborhood assets.

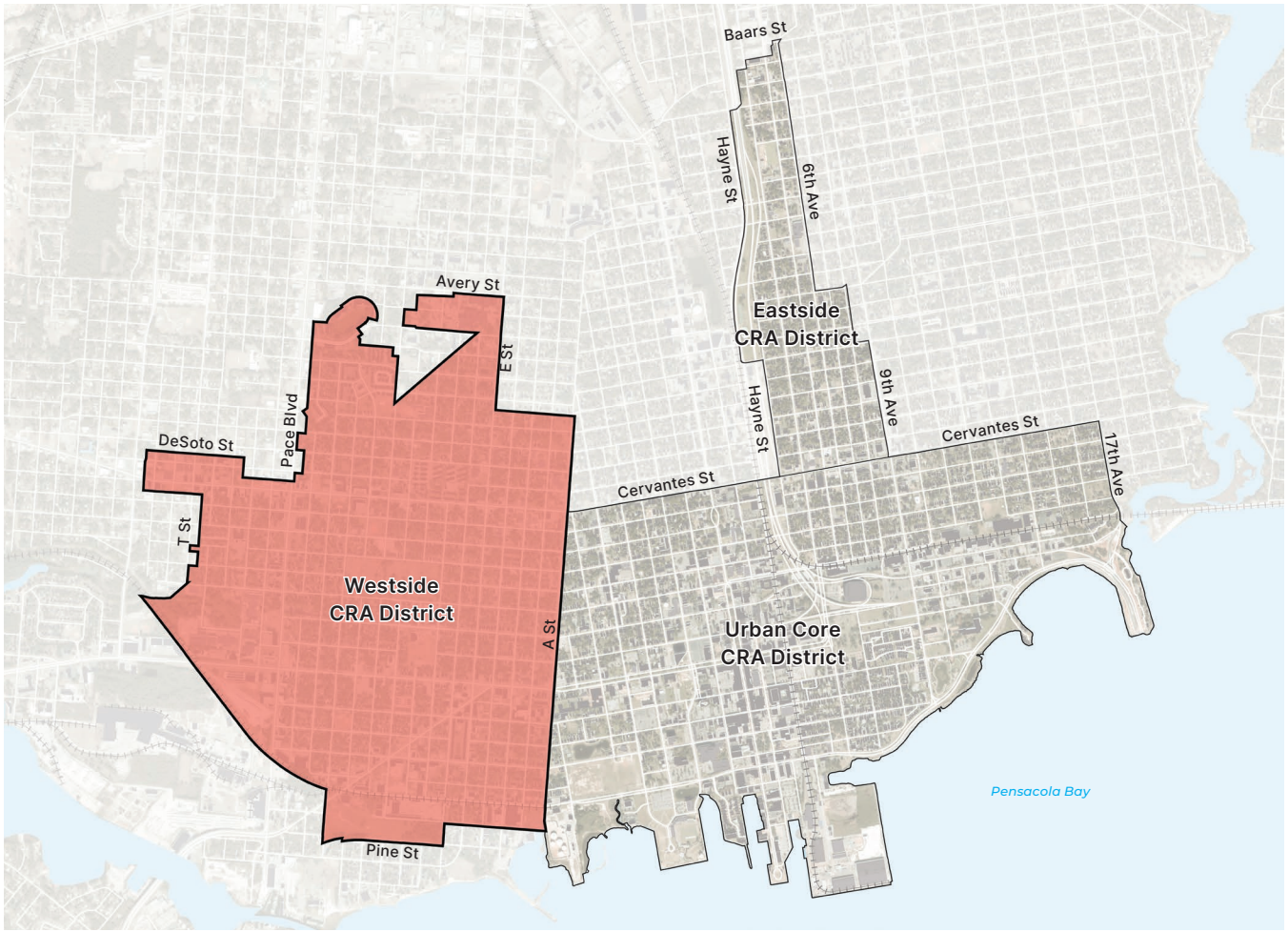
Residents and stakeholders led the way throughout the creation of this CRA Plan Update. From 2024 through 2025, members of the CRA District community were invited to establish the overall vision for the future and provide input on preliminary recommendations. Paired with an exhaustive analysis of existing and projected conditions of demographics, economics, physical urban patterns, and transportation systems, the needs of each CRA District and the paths forward were revealed.



St. John's Cemetery



Captain Joe Patti's ship next to the seafood market



CRA Districts Map

This CRA Plan Update builds on past plans and represents potential investments to realize the vision of Westside residents and stakeholders. The recommendations in this plan are organized into the following topics:

- Land Use, Zoning, and Special Districts
- Economic Development
- Neighborhood Development
- Housing
- Transportation, Streets, and Parking
- Open Space and Community Amenities

A series of Special Demonstration Projects illustrate the potential impact of targeted investments, identifying opportunities to solve issues raised by the community and uncovered through the analysis of the CRA Districts. Strategies for implementing these recommended policies, programs, and projects are provided, along with recommendations about prioritizing potential projects.



INTRODUCTION



OVERVIEW OF THE CRA

PENSACOLA FORWARD

ABOUT THE CRA

The State of Florida's Community Redevelopment Act of 1969 provided local governments with tools to revitalize deteriorated areas of their communities, including the establishment of the Community Redevelopment Agency (CRA), which was charged with the following tasks:

- Administer and prepare redevelopment plans;
- Issue revenue bonds;
- Eliminate and prevent slum and blight;
- Rehabilitate and conserve the redevelopment areas;
- Preserve and enhance the tax base;
- Create affordable housing; and
- Implement community policing innovations.

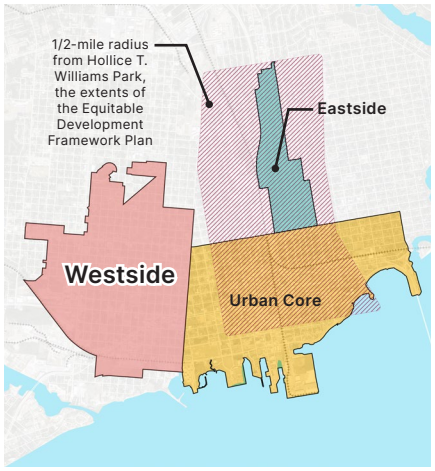
The statutes dictate that the municipality, "to the greatest extent it determines to be feasible... shall afford maximum opportunity, consistent with the sound needs of the county or municipality as a whole, to the rehabilitation or redevelopment of the community redevelopment area by private enterprise." (§163.345).

On July 1, 1977, the Florida Legislature amended the Community Redevelopment Act to allow governments to use tax increment financing (TIF) to fund redevelopment. This amendment was made to help revitalize declining areas and increase tax revenues.

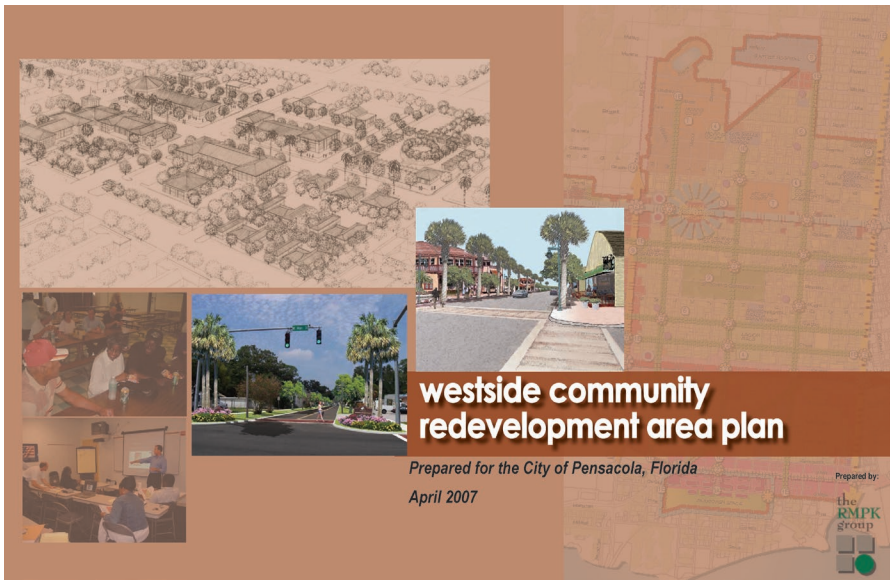
In 2024, the City of Pensacola's Community Redevelopment Agency (CRA) transitioned to become a division within the city's Economic Development Department. This shift reflects the close alignment between the CRA's mission and the broader goals of economic development, particularly within the city's redevelopment districts. Much like economic development efforts, the CRA's work focuses on both qualitative and quantitative improvements, enhancing the local economy while fostering sustainable growth. By leveraging social assets and resources, the CRA strives to generate a more inclusive, shared economic well-being, ultimately elevating the quality of life for the community as a whole. This transition underscores the city's commitment to revitalizing areas of need, empowering residents, and fostering a thriving, dynamic urban environment.



Public Meeting with the CRA



CRA Districts + Extents of the Equitable Development Framework Plan, extending 1/2-mile radius from Hollice T. Williams Park



ABOUT THE CRA PLANS & THE WESTSIDE

In 2007, the Pensacola City Council adopted the Findings of Necessity Study and established the boundaries for the Westside Community Redevelopment Area. The Westside Redevelopment Plan was developed with community participation to establish the priorities. The Redevelopment Area is defined by the corporate limit line on the north (former Baptist Hospital), city limited on the west, Pine Street on the south, and A Street on the east.

Connection to Neighborhood Plans

The Westside Community Redevelopment Area Plan was last updated in 2007. Key initiatives of this plan included:

- Implementing a "Complete Street" corridor along West Main Street connecting to downtown;
- Improving the Jackson Street bicycle and pedestrian corridor parallel to West Cervantes Street;
- Providing a "Complete Street" option for the Pace Boulevard Corridor;
- Studying affordable and attainable housing options for the vacant Baptist Hospital site;
- Exploring a road diet for West Cervantes Road;
- Completing the Gonzalez Street Shareway demonstration project with Bike Pensacola.

How will the CRA Plan be used?

CRA Plan sets the goals and objectives for the district → Staff analyzes and develops programs and projects that are consistent with the plan → Projects are approved by the CRA Board and City Council, when required → Investments $$

ANALYSIS OF PREVIOUS/EXISTING PLANS AND STUDIES INCLUDE:

- Existing and previous redevelopment master plans
- City of Pensacola Comprehensive Plan
- City of Pensacola Land Development Code
- CRA Annual Reports
- Recent market studies
- Recent transportation studies and/or plans
- Socioeconomic data and demographics
- Analysis of Existing Land Uses & Land Development Regulations
- Socioeconomic Analysis
- Real Estate Market, Trends, and Gap Analysis
- Context Analysis & Classification
- Neighborhood & District Analysis
- Gentrification & Displacement Analysis
- Transportation System & Parking Analysis
- Parks & Public Space Analysis
- The City's new Strategic Plan

INTRODUCTION TO THE WESTSIDE

The Westside CRA District extends from the former Baptist Hospital site, through several residential neighborhoods, including the historic Tanyard, and south to Superfund ACW site along Main Street. It includes several major high-traffic arterials, including Cervantes Street, Garden Street, and Barrancas Avenue. These high-traffic streets sometimes contrast the quieter, tree-lined streets that connect the neighborhoods. The Westside benefits from a series of beautiful parks and public spaces, including Legion Field, St. John's Cemetery, and the Fricker Community Center. Sanders Beach is a neighborhood bordering the southern edge of the CRA District boundary, which developed around a public park that was build on the waterfront in 1908; Sanders Beach is located just west of Joe Patti's Seafood and the soon-to-be-relocated Bell Steel plants on Main Street.

There are several strong organizations in the area that have been working to advocate for neighborhood improvements. Many of these issues relate to poorly maintained infrastructure, ongoing flooding issues, and the impact of high-traffic streets on the walkability in the Westside. Safe pedestrian paths and crossings are of particular concern on the routes to the Global Learning Academy and between the various community centers and play fields. While there has been significant investment in the recreational areas at Legion Field, opportunities remain to improve bike and pedestrian safety to these facilities.



Baptist Hospital Site



Theophalis May Neighborhood Resource Center



Cervantes Street



Neighborhood park

Cervantes Street and Barrancas Avenue, the two primary traffic corridors, present certain challenges related to taming traffic, yet they also offer opportunities for future redevelopment that can complement the residential neighborhoods. A number of ethnic businesses and restaurants currently exist in this area. This has added to the vibrancy of the area and provided access to much-needed fresh food. Residents also expressed a desire for a full-service grocery store in closer proximity. While there are some long-standing businesses along W Cervantes Street, there are also a series of vacant buildings and lots, which make the environment challenging for reinvestment. Opportunities exist to support long-term business owners while also creating the conditions for additional investment. Barrancas Avenue, while also a major traffic corridor, has started to see some eclectic commercial infill, including restaurants and a brewery.

Lastly, there are parts of the Westside that were prior industrial sites and now present redevelopment opportunities. Future investment should consider how best to connect these sites to the rest of the neighborhood, and how to encourage uses that complement the neighborhood and provide services or amenities that may not exist.



St. John's Historic Cemetery



Redevelopment opportunity

HOW TO USE THIS CRA PLAN

PLAN ORGANIZATION

The Westside CRA Plan Update is one of three parallel plan updates for each of the CRA Districts. Some high-level goals and policies overlap more than one district, but each Plan Update is tailored to specifically target the visions, opportunities, and implementation goals of the community in each district. Each Plan Update is structurally aligned for ease of use by the CRA throughout the implementation of these plans.

Introduction
This chapter provides an overview of the CRA's role and responsibilities specific to the Westside. Also described is the alignment of the CRA Plan Updates with the city's 10-year strategic plan, Strive to Thrive: Pensacola 2035.

Planning Process
This chapter summarizes the robust community engagement process conducted by the CRA and the consultant team. Overall summaries of community feedback can be found in this chapter, with more detailed inventory of community feedback for reference in the Appendix.

Analysis
This chapter contains detailed analysis of the demographics, market potential, physical conditions, political boundaries, and transportation systems specific to the Westside CRA District.

Recommendations
This chapter contains an index of all policy, program, and project recommendations that are either new or updated from past plans, categorized by the following topics:

- Land Use, Zoning, and Special District
- Economic Development
- Neighborhood Development
- Housing
- Transportation, Streets, and Parking
- Open Space and Community Amenities

This chapter also includes a selection of Special Demonstration Projects, which serve to illustrate the potential impact of the implementation of collections of recommendations. These pages are intended to be "one-stop-shops" for potential actionable initiatives, but do not require exact conformity and do not represent the entirety of potential impactful projects for the district.

Implementation
This chapter recommends a structure for the CRA to best prioritize initiatives and make decisions, as well as TIF revenue projections, policy and funding considerations, and case studies for programs, policies, and projects.

Appendices
The appendices provide detailed background and studies that were produced or collected throughout the process and informed the recommendations, including:

- Summary of Step 1 Engagement
- Summary of Step 2 Engagement
- Demographics and Market Analysis
- CRA Funding Resources
- Sidewalk Prioritization
- Micromobility Area Map
- Cost and Impact Countermeasures
- Transportation Analysis



Vision Statement from the Strategic Plan

ALIGNMENT WITH THE STRATEGIC PLAN

Strive to Thrive, Pensacola's 2035 Strategic Plan, is intended to create consensus around a shared community vision and build a strategic foundation to build towards this vision. The Strategic Plan is a summary of the needs and opportunities of the entire City of Pensacola and provides recommendations for a variety of initiatives that particular city departments (i.e. Mayor's Office, City of Pensacola Public Works & Engineering Department, Housing Department, Sustainability & Resiliency Department, etc.) could lead in order to achieve these goals city-wide.

The City's strategic plan is a tool to guide city government's decision-making and ensure that strategic initiatives add up to achieve the broader goals and values of the Pensacola community. The City's community redevelopment plans align with the strategic plan and identify specific projects and activities authorized for the expenditure of Tax Incremental Financing (TIF) within the Urban Core, Westside and Eastside districts. The redevelopment plans are statutorily required for the expenditure of TIF funding under Chapter 163, Part III, Florida Statutes.

STRATEGIC PLAN

Eight goals were developed through this extensive engagement and analysis process that will guide priorities in Pensacola over the next 10 years:

- Attainable Housing for All Income Levels
- Support for Youth Experiences
- More Walkable, Mixed-Use Districts
- Thriving Innovation and Businesses
- Safe Streets for All Mobilities
- Resilient Waterfront and Neighborhoods
- Public Spaces that Connect Communities
- Neighborhoods that Celebrate Culture and Honor Legacy



PLANNING PROCESS

OVERALL PROCESS

PROCESS OVERVIEW

The process to develop this plan began in 2023 and builds on the past plans for the Westside and an extensive engagement process with residents and stakeholders. A rigorous step-by-step process was followed, incorporating multiple rounds of community engagement to guide the development of the recommendations. The process for the Westside CRA Plan ran concurrently with the plans for the Urban Core and the Eastside, with dedicated opportunities for residents of each local area to provide input and feedback on the plan initiatives for each specific area. Below is a summary of the engagement that took place:

- Over 900 comments received from more than 270 participants at the community meetings
- Over 200 comments from pop-up neighborhood workshops
- Over 750 comments from 213 contributors on the interactive map

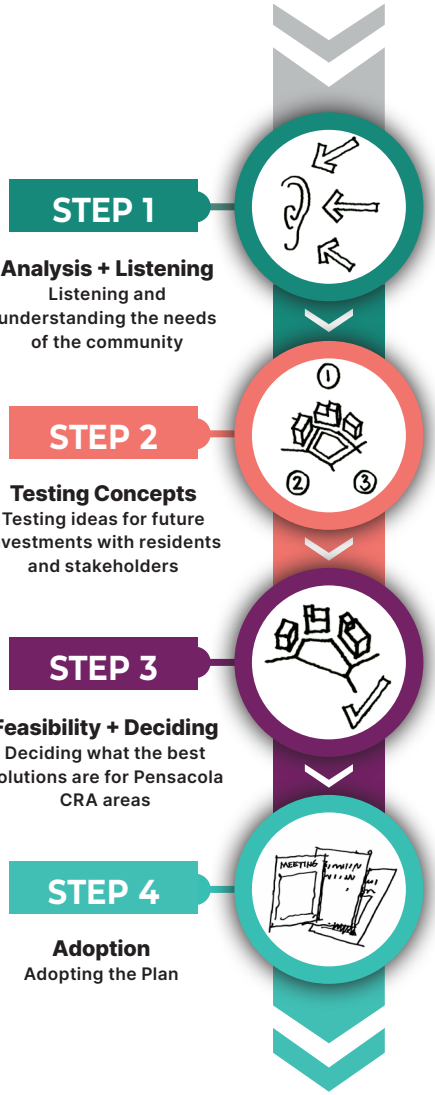
Step 1: Analysis + Listening

The first step in this process involved meeting with community members, local business owners, and stakeholders to understand strengths and challenges and to receive suggestions about neighborhood improvements. In addition to reviewing existing plans and studies, this step also included:

- Listening Workshop #1 (May 28th-31st) — included stakeholder meetings
- Online Interactive Map (May 28th-August 23rd) — to gather input from the public
- Virtual Workshop (June)
- Neighborhood Association Luncheon (July 22nd)
- Vibe & Conversation — Belmont-DeVilliers (July 23rd)
- Cobb Center Summer Kids Camp Pop-Up (August 1st)
- Cobb Center Senior Bingo (August 2nd)
- Fricker Center Summer Kids Camp Pop-Up (August 5th)
- Coffee Conversation — Pensacola Library (August 7)
- Fricker Center Senior Bingo (August 9th)
- Pizza & Conversations — Lost Pizza (August 12th)
- Environmental & Waterways, Parks & Amenities, and Developers Virtual Meeting – (August 14th)



Listening Workshop #1



Step 2: Testing Concepts

During this step, the team held a planning workshop to test concepts for priority projects in the neighborhood, such as housing and retail, and street and park improvements. Opportunities for feedback included:

- Four-day Testing Workshop (in-person)
- Digital surveys after Steps 1 and 2
- Meeting with Sanders Beach Neighborhood regarding ACW site

Step 3: Feasibility & Deciding

This step entailed reviewing what we learned from the Testing Workshop and subsequent survey, and documenting the preferred plan for the Westside, including:

- Draft Plan Development
- Two-day Implementation Workshop to get input on the Draft Plan

Step 4: Adoption

The final steps of this process include:

- March – presentation to the CRA & recommendation from the Westside redevelopment board
- April – approval by the CRA
- May – consistency review with the compilation plan by Planning Board
- June – adoption by City Council





Testing Workshop

COMMUNITY ENGAGEMENT STRATEGIES

This CRA Plan Update is anchored in the input received from Pensacola residents about what investments are most crucial in the Westside.

In order to maximize opportunities for participation, the team held multiple in-person and virtual events throughout the process. The CRA team also hosted additional engagement events (see Appendix) to meet people at existing gatherings and places of business. It was important to listen to residents about the existing conditions and key issues to address, while also establishing feedback loops to evaluate potential project ideas and opportunities for investment.

Ongoing communication was a core principle of this process. A CRA Plan website was established at the outset, and the following tools were used to keep participants up to date on the process:

- Regular website updates
- Sign up via the website
- Email updates to those that signed up on website, or at an in-person meeting
- Digital surveys after each step of the process
- Social media updates via Instagram and Facebook

STAKEHOLDER GROUPS

- Workforce
- Housing
- Environment & Waterways
- Parks & Open Space
- Arts & Culture
- Neighborhood Associations
- Transportation
- Community Support organizations

WHAT WE HEARD

STEP 1: LISTENING

A core part of Step 1 was hearing from current residents & stakeholders to understand the needs of the neighborhood and current priorities. This step included a three-day Listening Workshop, stakeholder meetings, and the launch of an interactive map to understand existing strengths and challenges, and gather an understanding of where the CRA should invest in the future. The appendix includes a full list of engagement touch points in this step of the process.

The Listening Workshop #1 which took place May 28th-31st included a series of public meetings and stakeholder meetings to gather input on the following topics:

- Strengths, Weaknesses, Opportunities — to understand the best places, problem areas, and where people would like to see something happen.
- Parks, Amenities, & Retail Destinations — to identify the places people visit most often.
- Transportation & Stormwater — to understand how people get around, identify problem streets, and areas that flood.

ENGAGEMENT TOUCH POINTS

LISTENING WORKSHOP
May 28th (at Sanders Beach-Corinne Jones Resource Center)

STAKEHOLDER MEETINGS
51 organizations participated across 9 stakeholder groups

INTERACTIVE MAP
Over 750 comments from 213 contributors





Listening Workshop #1

The following is a summary of what we learned during this step and the factors that informed the recommendations in the CRA Plan.

Strengths to Build On

- Wide variety of restaurants and shopping available
- St. John's Cemetery — historic, beautiful, and great for walking
- Existing parks with amenities like the dog park and splash pad
- Community spaces such as Fricker and the library
- Existing old oak trees that provide shade and character
- Institutions like the Music Makers Hall of Fame

Major Concerns

- Vacant/rundown buildings and lots make the area feel unsafe and detract from the existing character
- Lack of well maintained and connected sidewalks
- Lack of safe crosswalks, especially around schools
- Poorly maintained infrastructure cannot handle drainage; ongoing flooding issues
- Newer development does not fit in with the existing neighborhood scale and character
- Lack of an affordable grocery store in close proximity
- Trash and littering in public areas

Opportunities for Investment

- Develop a performing arts center with existing arts organizations
- More retail and restaurants, and an accessible grocery store
- Demolish the vacant Baptist Hospital buildings and create a mixed-use development that caters to the community's needs
- Build affordable housing in a variety of building types
- Well-maintained park space that offers different amenities for all ages; expand programming opportunities at existing community centers
- Improved flood mitigation
- Explore converting rails to trails, and create a safe, beautiful, and shaded pedestrian/bike connections
- Redesign some traffic intersections as landscaped roundabouts







Local Businesses



St. John's Cemetery Entrance

STEP 2: TESTING CONCEPTS

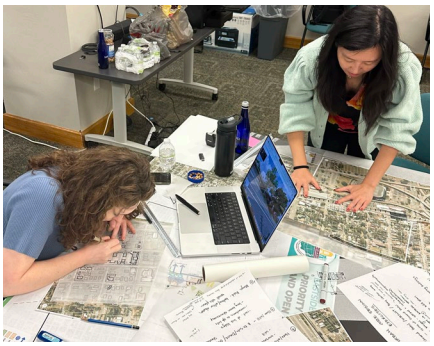
Based on what we learned in Step 1, the team tested ideas for potential projects in the Westside which included:

- Street design improvements to Cervantes Street to support infill development along the corridor, calm traffic, and increase walkability along the corridor
- Explore the redevelopment of the Gibson School site for housing, potential grocery store, and public space
- Explore the redevelopment of the Baptist Hospital site
- Improvements to Barrancas Avenue to accommodate a shared-use path and enhance pedestrian and bike connectivity
- Connect new multi-use path to the Sun Trail along the waterfront
- Intersection improvements to improve safety near schools and community amenities
- Explore how to create gateways into the district

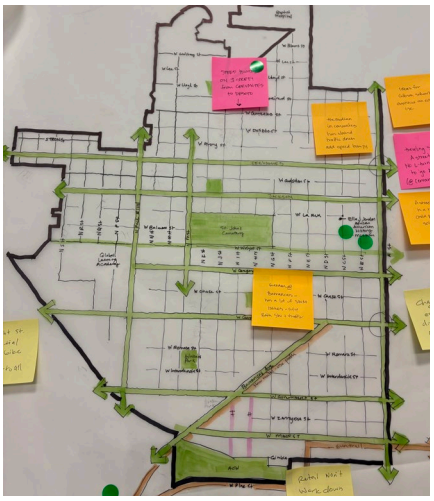
STEPS 3 & 4: FINALIZING THE PLAN

The final steps of the process included refining the project ideas to prioritize investment in the neighborhood. The final plan reflects input from residents regarding the most impactful opportunities for improvement.









Testing Workshop

Developer Feedback: Important Factors

Placemaking and Amenities

- Well-maintained streets & sidewalks are attractive
- Open spaces nearby add a boost
- Near other developments (residential, commercial, mixed) is attractive
- Perception of safety is attractive

Economic and Job Hubs

- Clustering of high(er) paying jobs is attractive
- Resident today have mixed perceptions about economic growth accelerating
- Desire for proximity to or inclusion of jobs/ business/ entrepreneurship / workforce training opportunities

Infrastructure

- Attracted to sites where the City takes on stormwater retention responsibility
- For now, high flood risk areas are avoided due to cost/risk
- Need for additional transit access

Land Availability

- City facilitating the availability of public land (via parcel cost or assembly) is attractive, as a means to support private development moving forward
- Project on other types of land (churches, etc.) with zoning changes is attractive
- Proposed projects on privately-owned land will be more expensive to develop

Parking

- Existing minimum parking requirements are viewed as a cost challenge that could be reduced

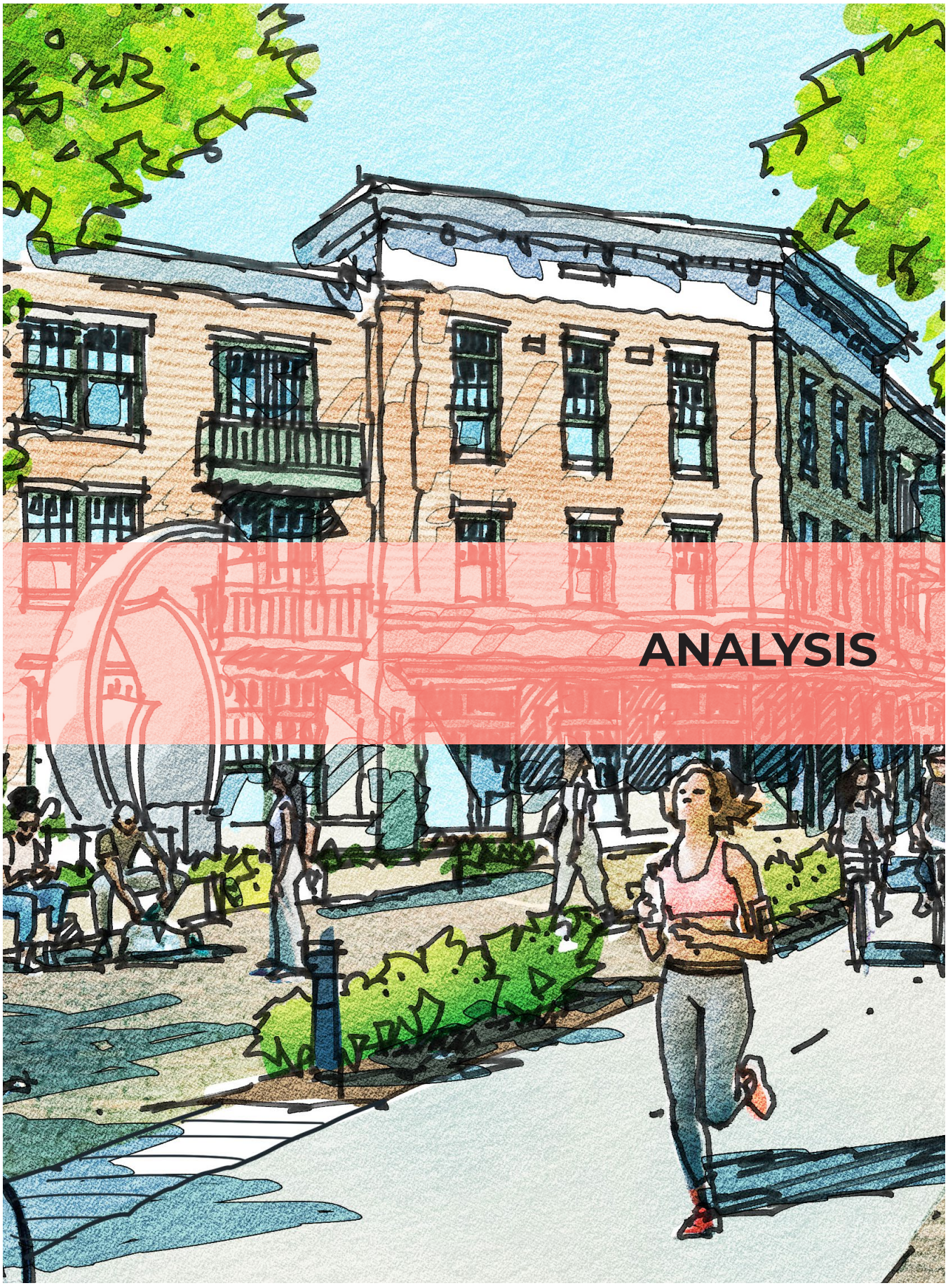
Funding

- Investors and developers from outside of the region tend to be less risk averse, but need a compelling vision and project opportunities to attract them

Permitting

- Projects that can easily obtain permits are more attractive

Developer feedback from stakeholder meeting



ANALYSIS

DEMOGRAPHICS & MARKET ANALYSIS SUMMARY

Analyzing the existing demographics and market conditions of the CRA Districts was an essential step, laying the foundation for effective recommendations for policies, programs, and projects. This analysis was conducted across all three CRA Districts simultaneously, but also narrowed in on each district to identify specific conditions per district.

The intent of this analysis was to:

- Analyze demographics of each CRA District
- Identify primary community stressors
- Identify opportunities in the market
- Determine the potential impacts of development in each district in order to prevent the displacement of residents and businesses
- Provide priorities for designers and policymakers to make positive impacts and avoid negative impacts on the community.

DEMOGRAPHICS AND SOCIOECONOMICS

Resident Demographics

The Metropolitan statistical area (MSA) where Pensacola sits has a steadily growing population (1.1% annual average growth rate from 2020 to 2024, similar to the state's overall trend at 1.3% per year in the same period). The MSA's population is younger than the state's overall (40.3 vs 43.5 in median age), an asset that the City leverages for job creation and economic development.

In the Westside CRA District specifically, as of 2024, there are over 6,000 residents residing in the District, with a population density (3,419 per square mile) significantly higher than the city (2,375 per square mile) and the MSA (320 per square mile). The District's population has been stable with slight decline (-0.2% annual average growth rate from 2020 to 2024), and the median age is 2 years older than that in the MSA (42.1 vs 40.3).

Income and Affordability

At the regional level, Pensacola MSA's median household income is on par with and slightly higher than the state's ($76k vs $75k), while the MSA's median home prices tend to be lower than the state average ($331k vs $392k). Hence the MSA has a much higher affordability index, which takes into consideration both price and income factors, than the state (93 vs 75). Housing affordability index, developed by ESRI Business Analyst based on Census data, indicates the relative affordability of a place; an index greater than 100 suggests homes are easily afforded by the average area resident, and an index less than 100 suggests that homes are less affordable. In terms of poverty, the city's and the MSA's poverty rates are on par with the state's level (all around 12%-14%).

Statistic	State	MSA	County	City	Eastside	Westside	Urban Core
Resident Demographics							
Population (2024)	22,779,514	534,840	329,878	54,094	1,269	6,192	3,825
Density (population per square mile) (2024)	425	320	502	2,375	3,165	3,419	1,935
Annual average population growth rate (2000-2020)	1.3%	1.1%	0.5%	-0.2%	0.1%	-0.2%	0.6%
Median age (2024)	43.5	40.3	39.9	43.5	37.5	42.1	46.8
Income and Affordability							
Median home value (2024)	$391,816	$300,875	$303,143	$354,287	$267,157	$208,696	$505,696
Median household income (2024)	$74,715	$75,688	$64,816	$69,067	$37,906	$26,158	$71,036
Percentage of households below the poverty level (2022)	13%	12%	14%	14%	25%	38%	11%
Vacancy rate (2022)	13%	12%	13%	11%	21%	15%	24%
ESRI Housing Affordability Index (2024)	75	93	87	79	58	51	57
Percentage of owner-occupied housing (2024)	66%	69%	64%	61%	54%	37%	54%
Jobs, Businesses, and Employment							
Total businesses (2024)	1,073,557	18,933	13,451	4,804	65	463	1,658
Total employees (2024)	9,448,528	229,861	186,682	58,160	649	6,475	19,450
Average annual employment growth rate (2010-2022)	2.2%	0.4%	0.2%	-0.2%	-0.4%	1.6%	0.5%
Average size of business (employees per business) (2024)	9	12	14	12	10	14	12
Share of population age 25+ with bachelor's degree of higher (2024)	35%	32%	31%	43%	32%	20%	50%

Data source: ESRI Business Analyst; American Community Survey

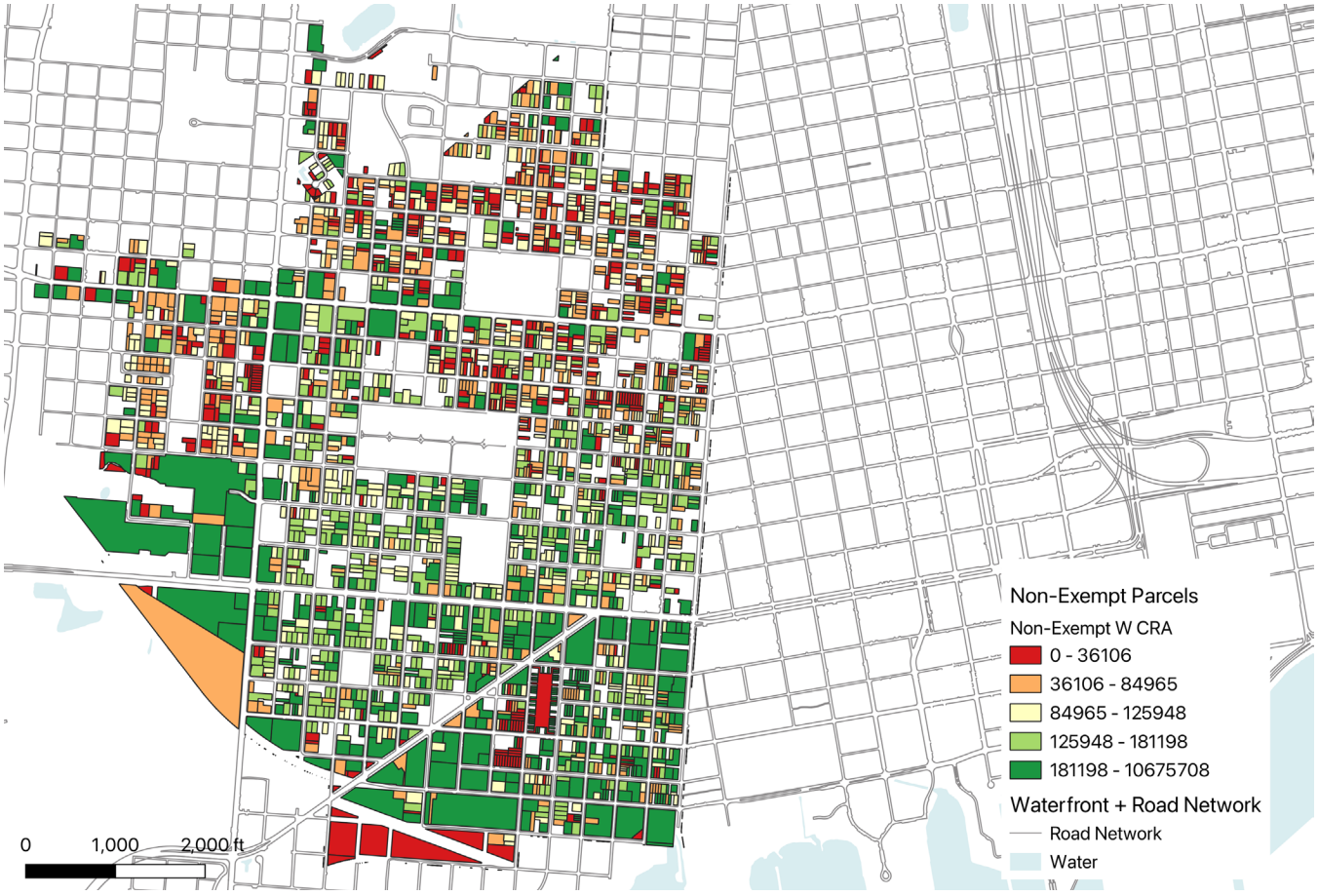
In the Westside CRA District specifically, as of 2024, the homeownership rate is significantly lower than the MSA (37% vs 69%). The District's median home price is lower than the MSA ($208k vs $331k), but so is its median household income ($26k vs $76k). Therefore, the affordability index in the District is lower than that in the MSA (51 vs 93), pointing to the need for both increased income and attainable housing. The poverty rate in this district (38%) is significantly higher than the city average (14%), hence residents in this area might be particularly vulnerable to major market fluctuations.

Jobs, Business, and Employment

In the region, the military has been a major employment driver, together with key sectors such as professional services, education, healthcare, tourism, and public administration. The city is a job hub in the area, with an employee to resident ratio of 1.1 to 1 (compared to the 0.4 to 1 ratio in the MSA). In terms of job growth, the MSA and the city have seen relatively stagnant growth (0.4% and -0.2% on average per year since 2010) compared to the state (2.2%). In terms of residents' access to jobs, the city has a higher educational attainment than the MSA, measured by the share of population above 25 years old with a Bachelor's degree or higher (43% vs 32%).

In the Westside CRA District specifically, as of 2024, the area has an employee to resident ratio of 1 to 1, on par with the city. The job growth rate here is higher than the city and the region, at 1.6% per year on average since 2010. The educational attainment of residents in the District tends to be significantly lower than that in the city as a whole (20% of District residents above 25 years old have a Bachelor's degree or higher, compared to the city's 43%). The District's median income is significantly lower than the city median ($26k vs $69k), indicating a need for greater access to upskilling and quality job opportunities.

All these statistics and more are further detailed in the Appendix.



Assessed Property Value by Parcel (2024)

REAL ESTATE MARKET

Housing Market

Compared to the MSA, the city has a slightly lower share of single-family homes in the total housing market (73% vs 80%), and a higher share of small-sized multi-unit housing (11% vs 7%); the shares of larger structures are similar at the city and the MSA levels (both around 5%-6%). The city's pace of building new housing, however, is slower than the MSA, as 6% of the city's housing stock was built in 2010 or later, whereas the statistic in the MSA is 13%. The city's vacancy rate is on par with the MSA's (11%-12%). In terms of price, the median home value in the city is slightly higher than the MSA ($354k vs $330k), while median rent in the city is lower than that in the MSA ($1,144 vs $1,260).

In the Westside CRA District, a higher share of the housing stock is in multi-family buildings; housing with more than 50 units provides 13% of total units in the district (compared to 5% in the MSA). 11% of the total housing in the district was built after 2010, higher than the city (6%) and just slightly lower than the MSA (13%). Vacancy rate is slightly higher than the city average (15% vs 11%), and median home value ($209k) and median rent ($620) are both significantly lower than the city medians.

Commercial Market

The city has a high concentration of office, retail and hospitality assets in the region, with the city's commercial space (measured by SF or unit) to population ratios being 7 times as high as those in the MSA and state. For office, the city's current vacancy rate (2%), on par with the MSA's level (3%), is significantly lower than the state's (8%); new construction and absorption activities in the city have been relatively low. For retail, vacancy rates at the city, MSA and state levels are similar (all around 3%); there is currently more new retail under construction in the city than new office construction. In the hospitality sector, the city's current occupancy rate (62%) is on par with the state's (63%), both slightly lower than the state average (70%); there are several new hotel developments under construction or in the pipeline within the city.

The Westside CRA District has approximately 511,000 square feet of office spaces (with 0 reported vacancy) and 595,000 square feet of retail spaces (with 2% vacancy). There is a potential need for commercial spaces that suit neighborhood character and can help grow local small businesses.

Property Value Analysis

The data for this analysis was obtained from the City and included a comprehensive list of assessed parcels within each Community Redevelopment Area (CRA). To ensure an accurate representation of taxable properties, all parcels with a noted exemption status or public ownership were removed from the dataset. This filtering process allowed for a focused analysis of non-exempt parcels, providing a clearer picture of the assessed property values within each CRA.

Statistic	State	MSA	County	City	Eastside	Westside	Urban Core
Housing Market							
Total Housing Units (2022)	9,075,148	206,688	136,891	27,066	761	3,253	1,983
Share, 1-2 units per building (2022)	67%	80%	76%	73%	84%	59%	65%
Share, 3-9 units per building (2022)	10%	7%	9%	11%	11%	13%	7%
Share, 10-50 units per building (2022)	12%	5%	7%	6%	0%	7%	10%
Share, 50+ units per building (2022)	9%	5%	5%	6%	0%	13%	12%
Median year built (2022)	1987	1988	1983	1972	1955	1965	1966
Share, units built after 2010	11%	13%	10%	6%	8%	11%	11%
Vacancy rate, all housing (2022)	16%	12%	13%	11%	21%	15%	24%
Median home value (2024)	$391,816	$330,875	$303,143	$354,287	$267,157	$208,696	$500,696
Median rent (2024)	$1,580	$1,260	$1,203	$1,144	$841	$620	$1,736
Commercial Market							
Office, inventory in square feet (2025)	780,000,000	17,700,000	15,800,000	15,400,000	21,500	511,000	4,100,000
Office, vacancy (2025)	8%	3%	2%	2%	0%	0%	2%
Office, under construction in square feet (2025)	5,300,000	5000	0	0	0	0	0
Retail, inventory in square feet (2025)	1,300,000,000	32,500,000	23,900,000	22,600,000	131,000	595,000	1,400,000
Retail, vacancy (2025)	3%	3%	3%	3%	1%	2%	3%
Retail, under construction in square feet (2025)	6,400,000	153,000	153,000	153,000	0	0	0
Hospitality, inventory in rooms (2025)	508,244	9,892	8,783	7,115	N/A	26	795
Hospitality, occupancy rate (2025)	70%	63%	63%	62%	N/A	51%	69%
Hospitality, under construction in rooms (2025)	16,976	200	98	98	N/A	0	0

Data source: ESRI Business Analyst; American Community Survey; CoStar

The Westside CRA has a total assessed value of $387 million across 2,551 non-exempt parcels. The average assessed value is $152k. The highest-valued property is assessed at $11 million, indicating the presence of some high-value and large-size properties. Many of the lowest property values are scattered toward the north and around Cervantes Street.



Kindel Media

MARKET OPPORTUNITIES

Based on the assessment of the regional and local socioeconomic and market conditions, the following potential strategies are identified to further drive the city's economic development efforts:

- **Public realm strategy:** Induce and organize private development with investments in parks, open spaces, high-quality streets and sidewalks, and amenities. In the planning and implementation strategy, be mindful of gentrification and displacement risks.
- **Strategic development sites**: Identify shovel-ready development and/or adaptive reuse sites as demonstration projects. Attract private investments with streamlined site assemblage and community-supported visions.
- **Incentives:** Motivate private investments where ROI is currently too low relative to competition from other regions. Consider the following when designing and implementing potential incentive programs:

1. Tie the applicants' qualifying criteria to KPIs aligned with key policy goals and the City's Strategic Plan;
2. Conduct cost-benefit analysis to determine the programs' fiscal impact;
3. Consider a broad array of incentive tools - in addition to fiscal tools, consider zoning policies, land contribution, and permitting and regulatory relief as part of the toolkit;
4. Consider a phased approach to test the programs in specific high-priority areas before expanding their application;
5. Consider combine guidance on community benefits agreement with incentive design to ensure fairness and preempt gentrification concerns;
6. Leverage state and federal programs to maximize the impact of local programs.

- **Economic opportunities and wellbeing**: Continue to leverage workforce training partnerships as well as education programs to prepare residents for high-quality careers and attract businesses. Uplift residents with access to fresh food, health, and social services. Improve the perception of public safety. These improvements also help attract further private investments.

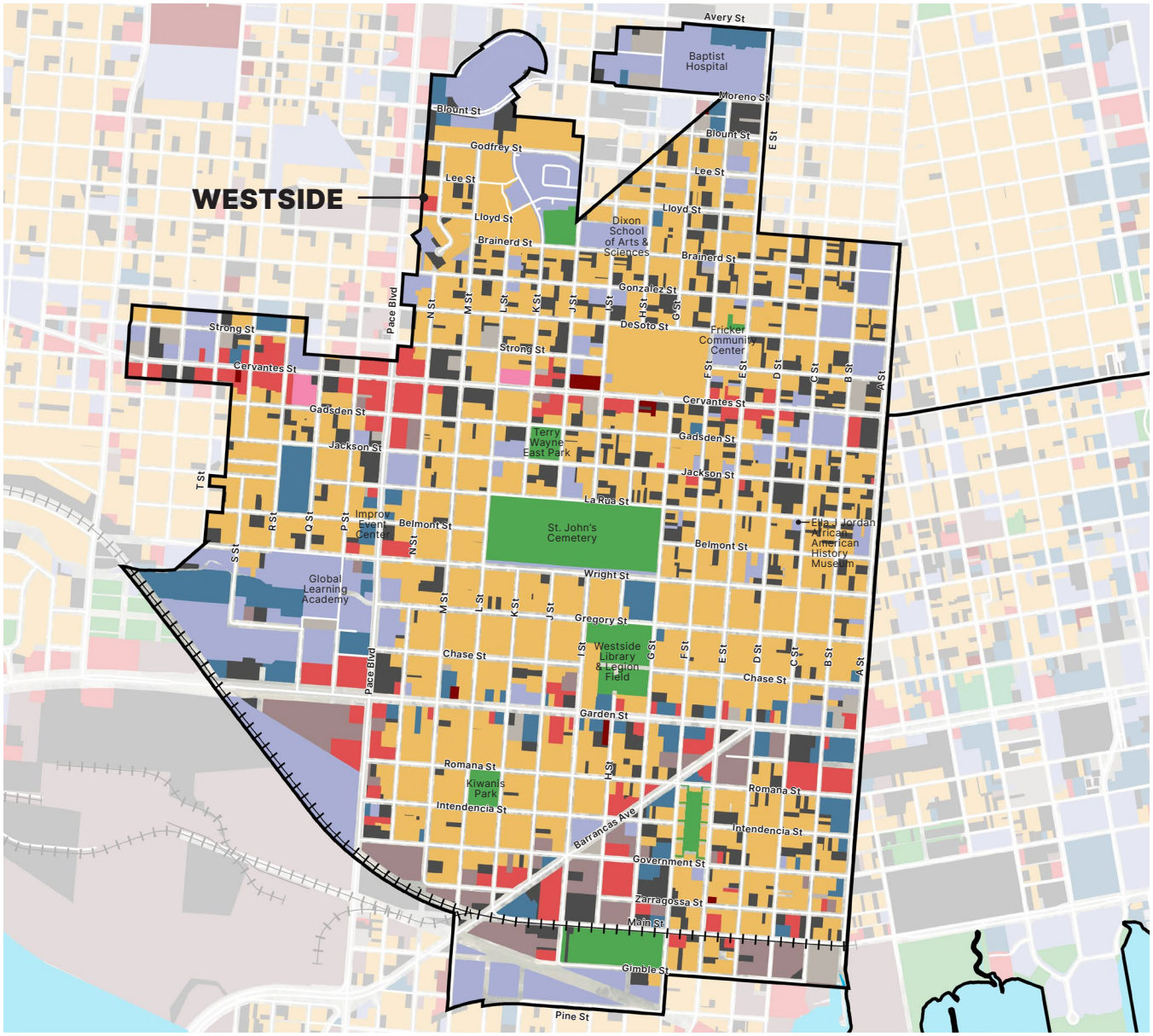
PHYSICAL PATTERNS



Mapping patterns during the workshop helps reveal objective conditions and prove residents' anecdotal experiences

PATTERN ANALYSIS OVERVIEW

The following series of diagrams is intended to reveal key characteristics and opportunities about the community by isolating both physical and zoning elements such as land use designations, street typologies, open space amenities, vacancies, distinct classifications, and more. Identifying patterns through these standardized analytical plan diagrams helps to target specific community place-based needs and opportunities.

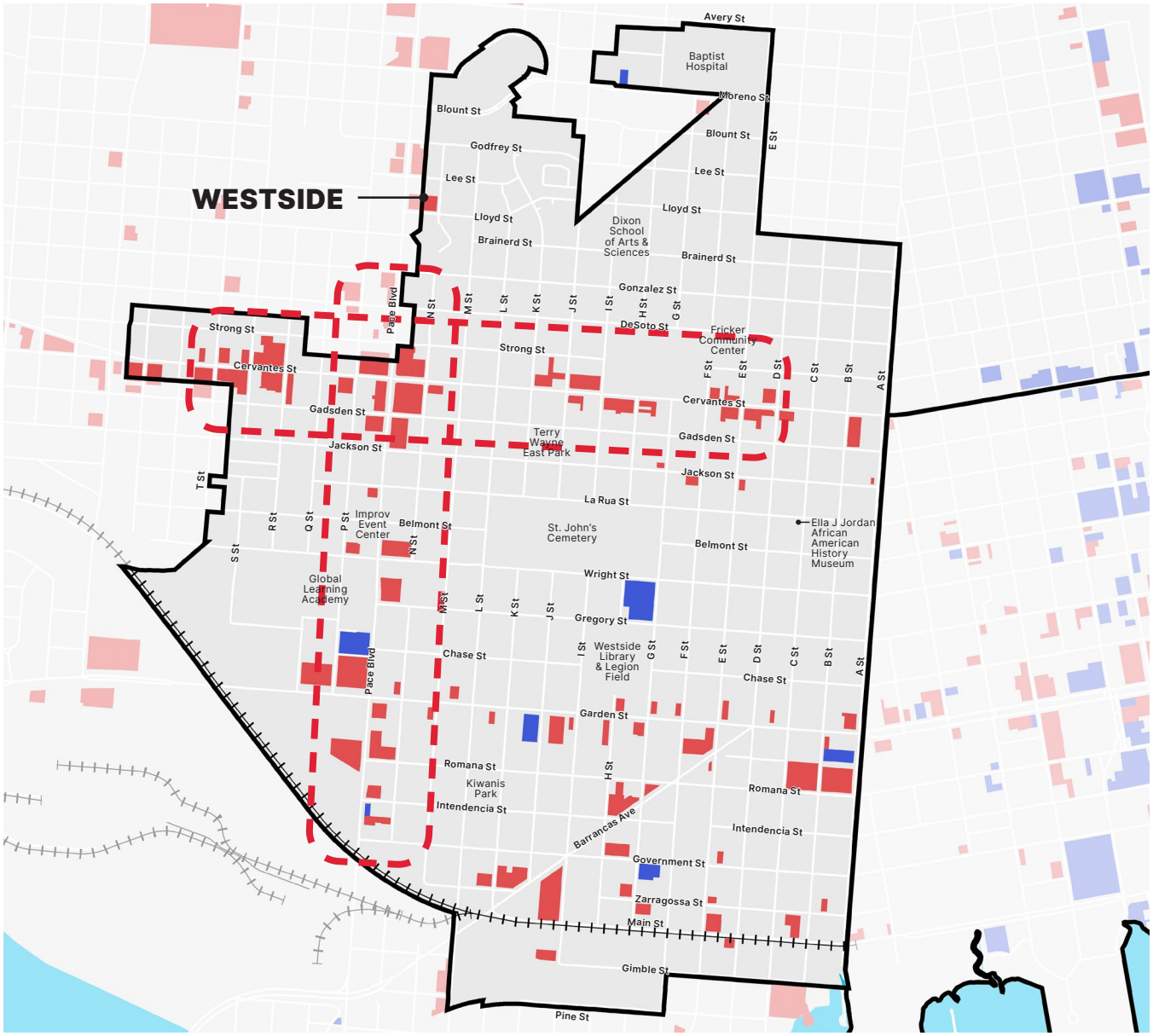


EXISTING LAND USES

The Westside is predominantly residential; however, the district also includes extensive commercial corridors along Cervantes Street, Pace Boulevard, Barrancas Avenue, and Garden Street. Industrial uses are located along Barrancas Avenue and W Main Street. Former industrial sites present opportunities for remediation and redevelopment.

Open Space	4.21%
Hotel/Lodging	0.22%
Residential	34.43%
Institutional	7.68%
Industrial	9.94%
Retail/Commercial	3.11%
Office	4.46%
Mixed-Use	0.24%
Parking Lots	1.43%
Vacant	12.76%
Public Rights-of-Way	21.52%
Water	—

Map created using ESRI GIS Data from City of Pensacola, January 2024

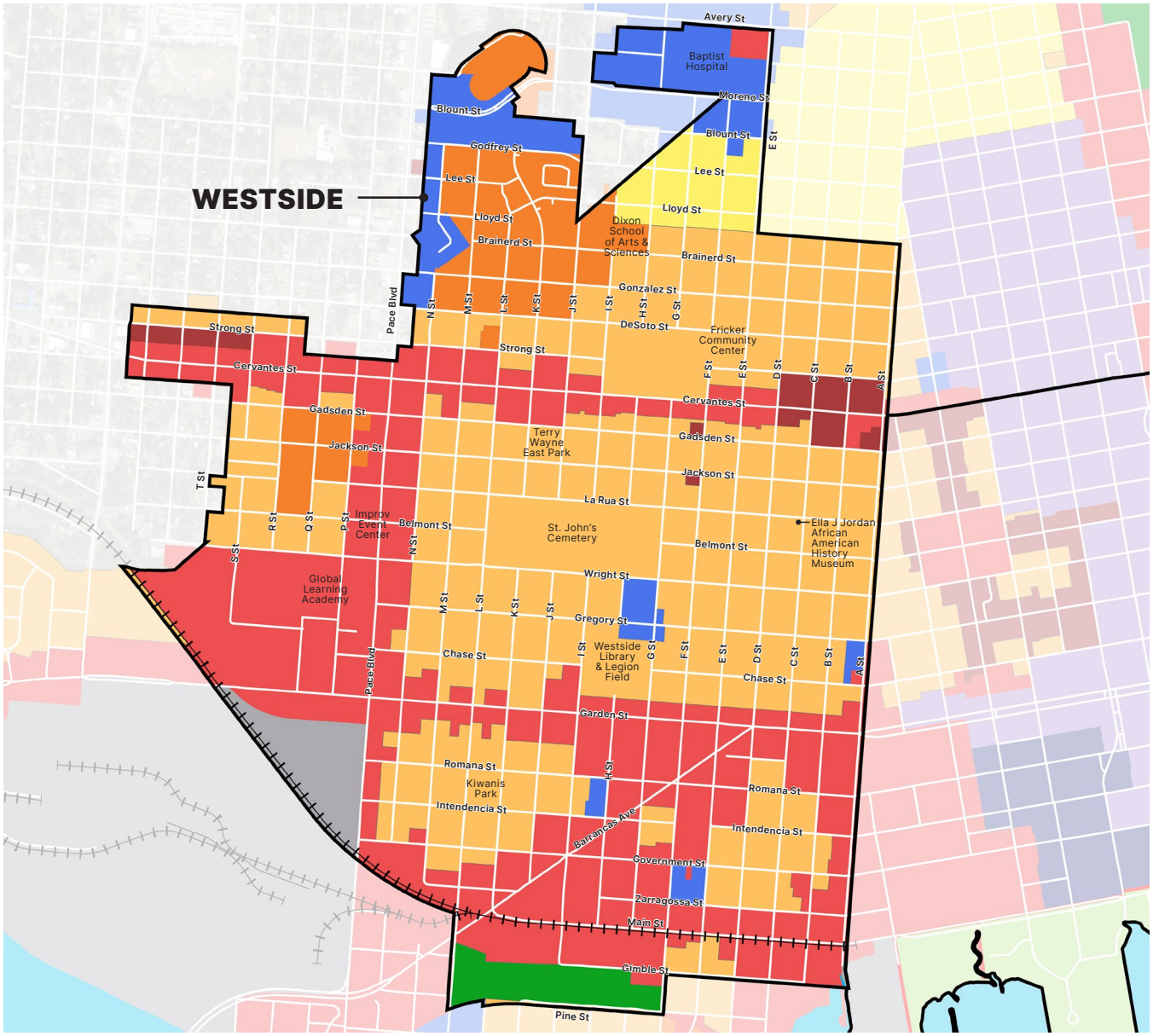


COMMERCIAL & RETAIL USES

The Westside commercial corridors are located along Cervantes Street, Pace Boulevard, Barrancas Avenue, and Garden Street. Retail in the Westside is more auto-oriented and less walkable than other districts, in part due to the fractured sidewalk network, scale of roadways, and the development patterns.

- Retail/Commercial Use
- Commercial Office Use
- Commercial Centers

Map created using ESRI GIS Data from City of Pensacola, January 2024

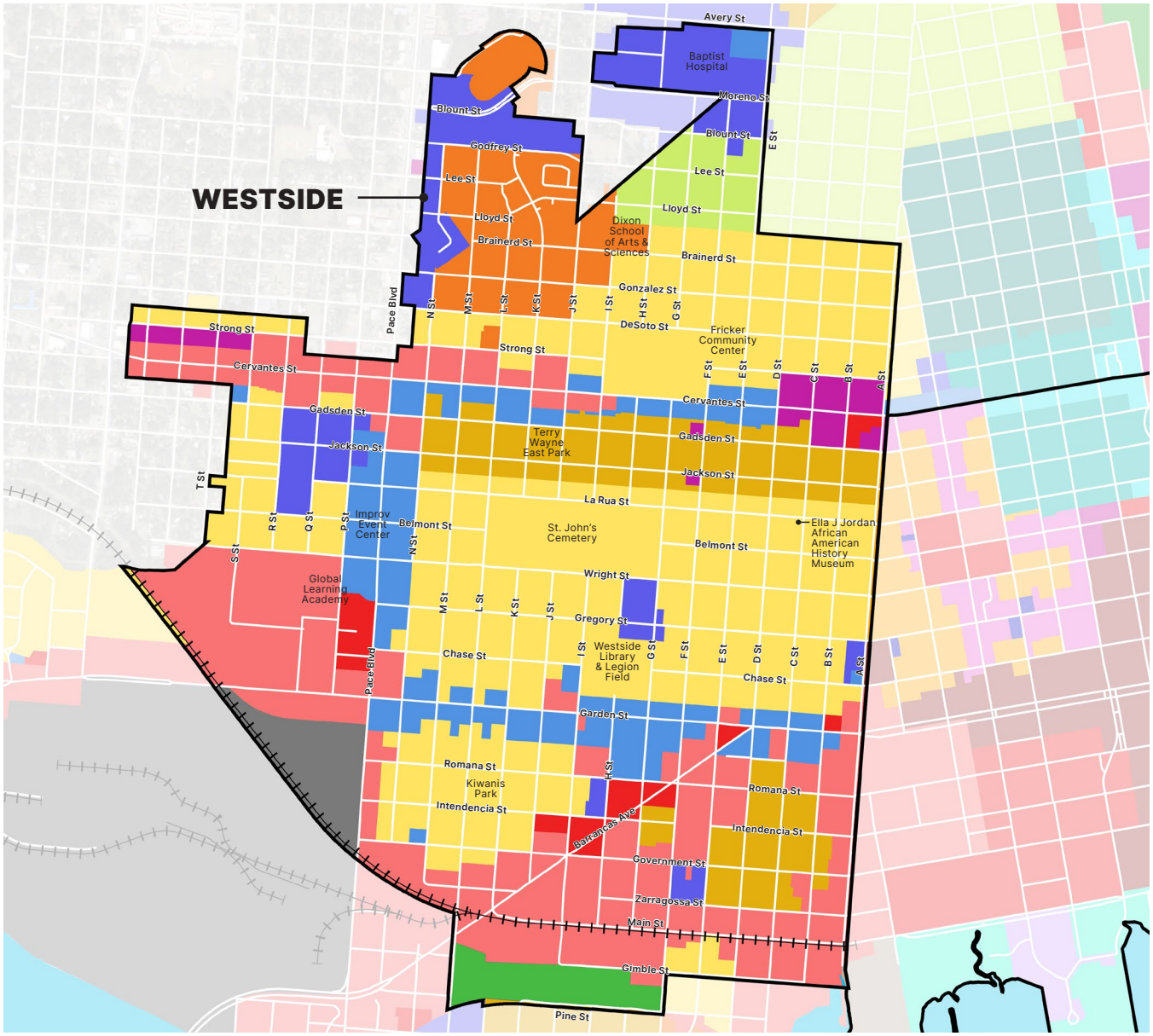


FUTURE LAND USE

The City of Pensacola Land Development Code (LDC) establishes the intended future land uses for districts and parcels. The City is currently in the process of revising the LDC, and the map above may change with future updates. The full range of future land use categories are listed to the right.

- Conservation Land Use (CO)
- Low-Density Residential Land Use (LDR)
- Medium-Density Residential Land Use (MDR)
- High-Density Residential Land Use (HDR)
- Office Land Use (O)
- Residential/Neighborhood Commercial Land Use (RNC)
- Commercial Land Use (C)
- Industrial Land Use (ID)
- Historic and Preservation Land Use (HP)
- Redevelopment Land Use (R)
- Business (B)
- Interstate Corridor (IC)

Map created using ESRI GIS Data from City of Pensacola, January 2024

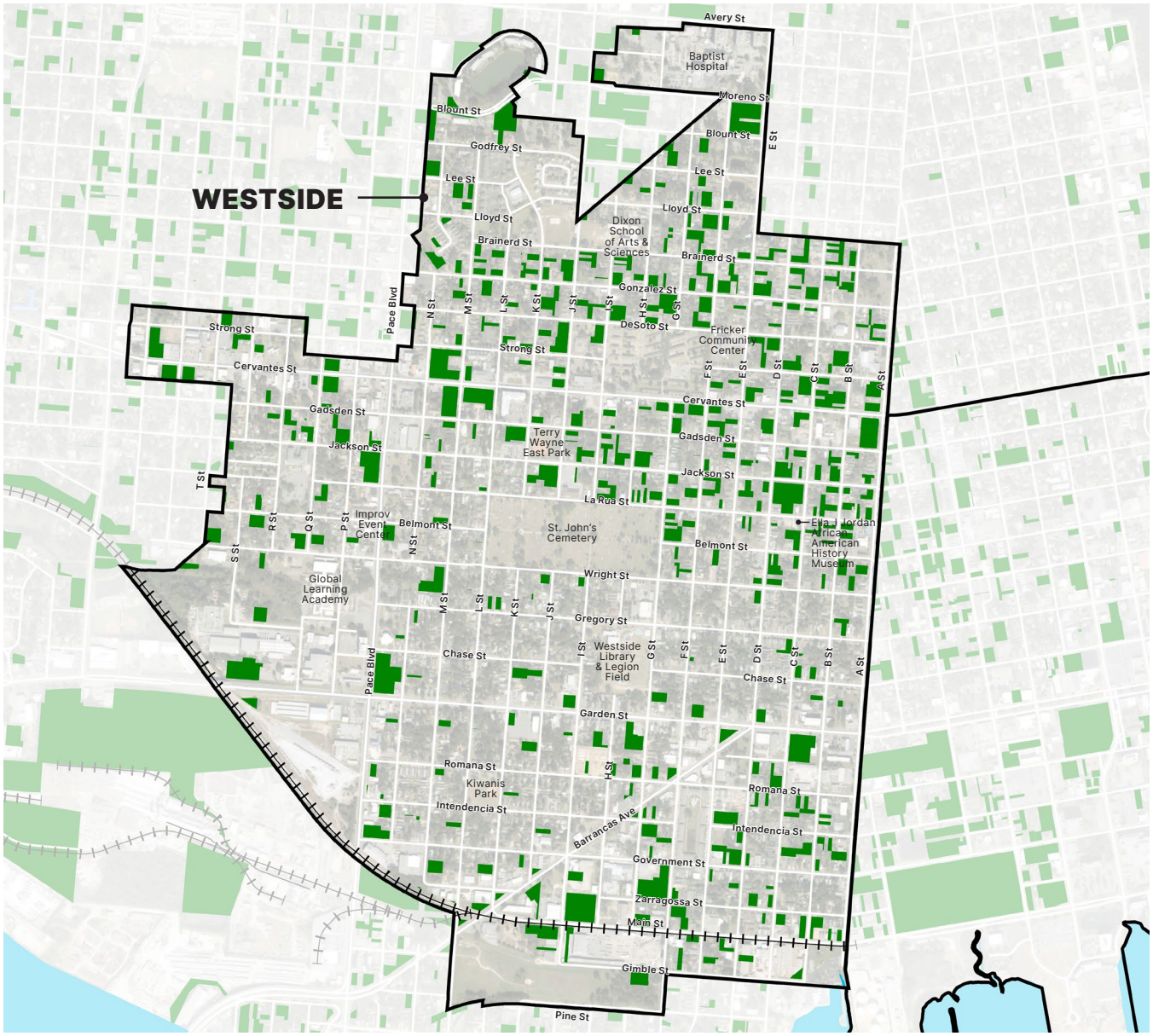


ZONING

A large area of the Westside is zoned low-density residential. Several blocks on the northern side are zoned for Multiple Family. The two main road corridors and the area along the rail line combine a variety of commercial zoning classifications.

- Commercial (C-2)
- Commercial (C-3)
- Conservation
- Heavy Industrial
- Multiple Family
- One and two family (R-1A)
- One and two family (R-1AA)
- Residential/Neighborhood Commercial
- Residential/Office
- Retail Commercial (C-1)
- Single Family (R-1AAA)

Map created using ESRI GIS Data from City of Pensacola, January 2024

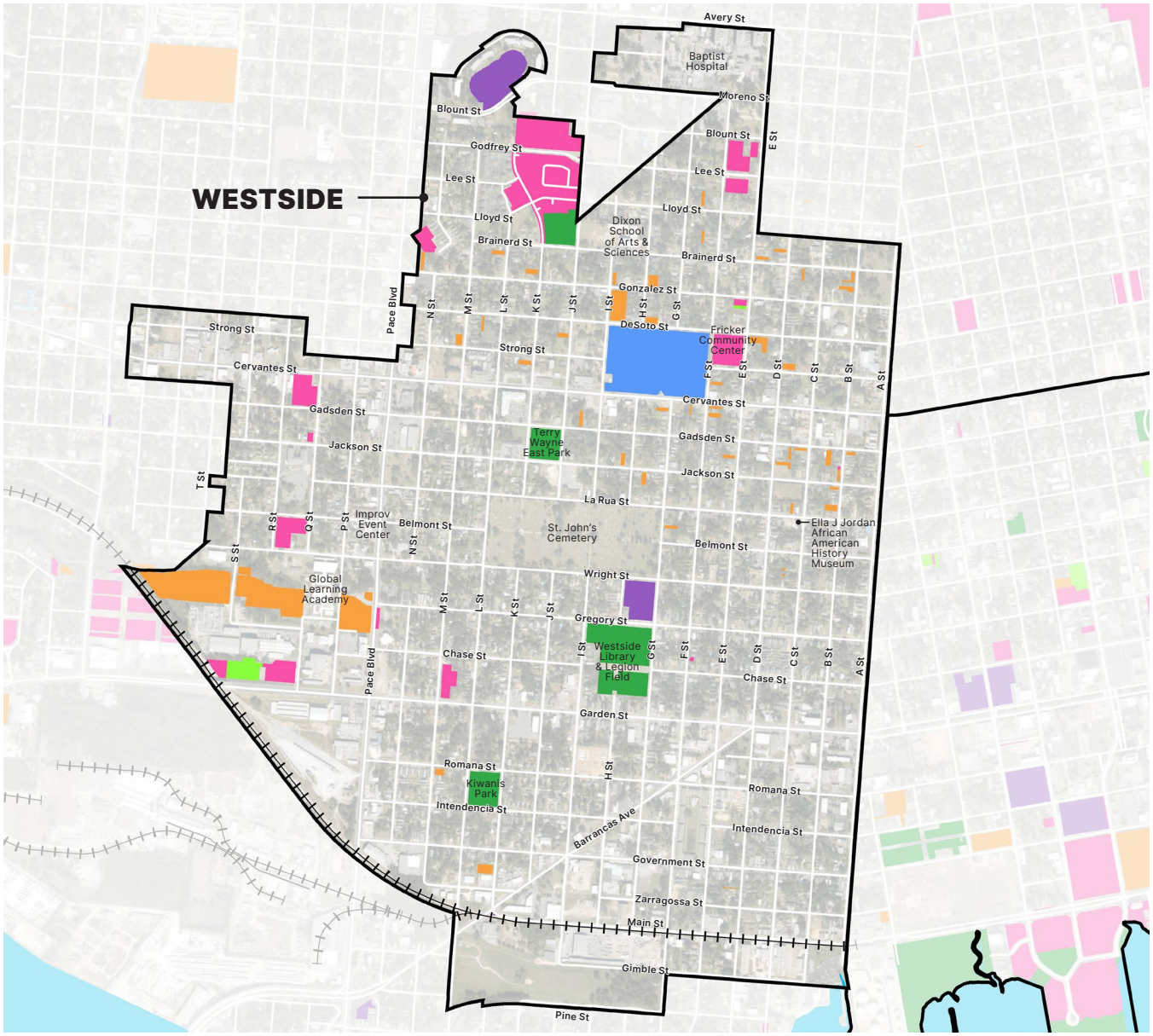


Vacant Lots

VACANCY

Approximately thirteen percent of the Westside CRA District is vacant. These are unoccupied lots that are not being used for their intended purpose. A large number of these vacancies are smaller, single-family lots within an existing residential neighborhood. The larger vacant lots are concentrated along Cervantes Street and the rail line.

Map created using ESRI GIS Data from City of Pensacola, January 2024

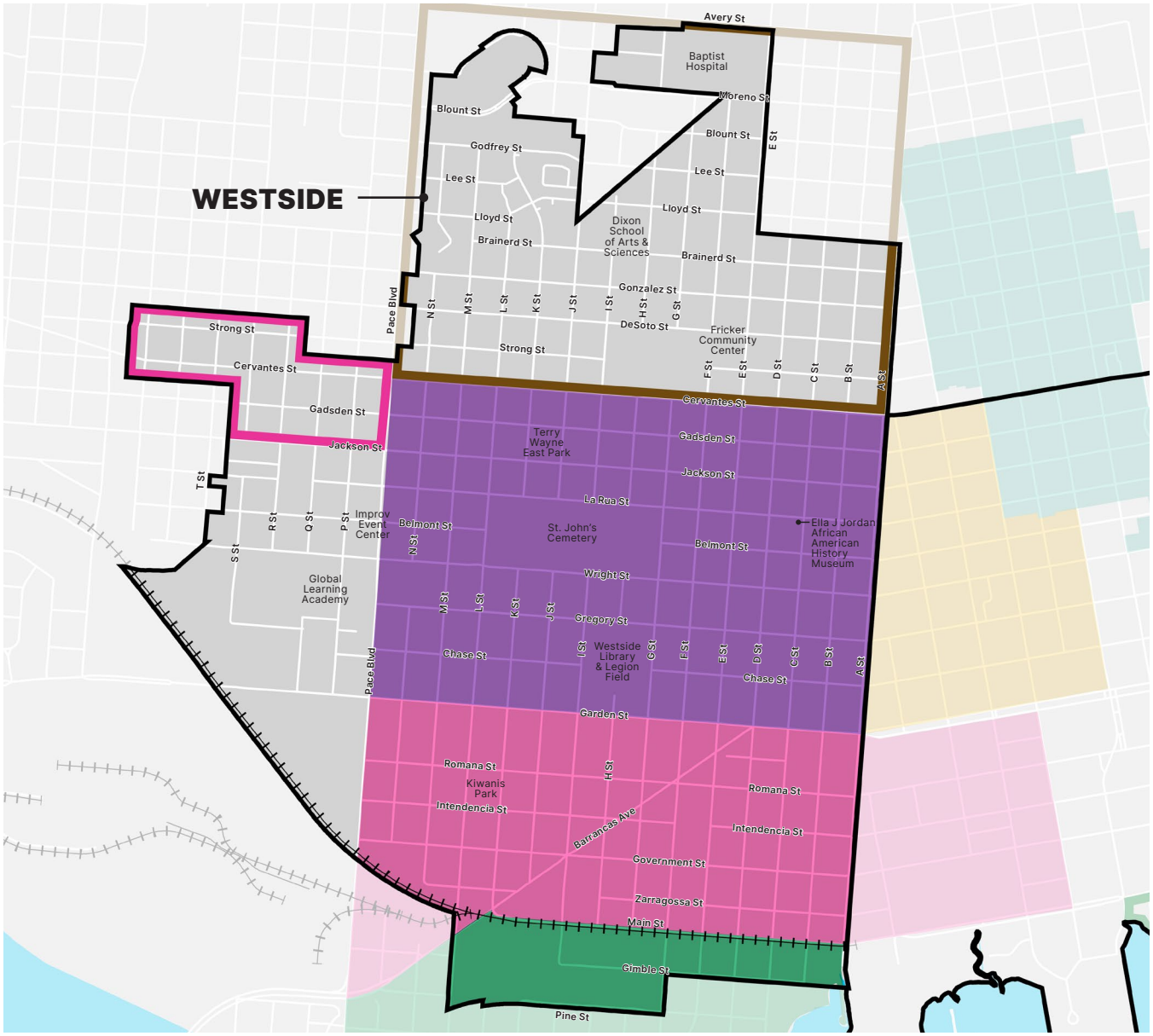


PUBLICLY-OWNED LAND

Publicly-owned land is an important asset. It can incentivize development that benefits the community and be used to create amenities such as open spaces and recreation facilities. The Westside is limited in publicly-owned land available for development. A number of public amenities are located throughout the district, including the library, Kiwanis Park, the Fricker Community Center, and Terry Wayne East Park. Large-scale reuse of the Baptist Hospital and ACW site offer opportunities for public-private partnerships to bring new uses and community amenities to the Westside.

- Federal-owned land
- State-owned land
- County-owned land
- City-owned land
- City-owned parks & open space
- City-owned vacant land

Map created using ESRI GIS Data from City of Pensacola, January 2024



NEIGHBORHOODS

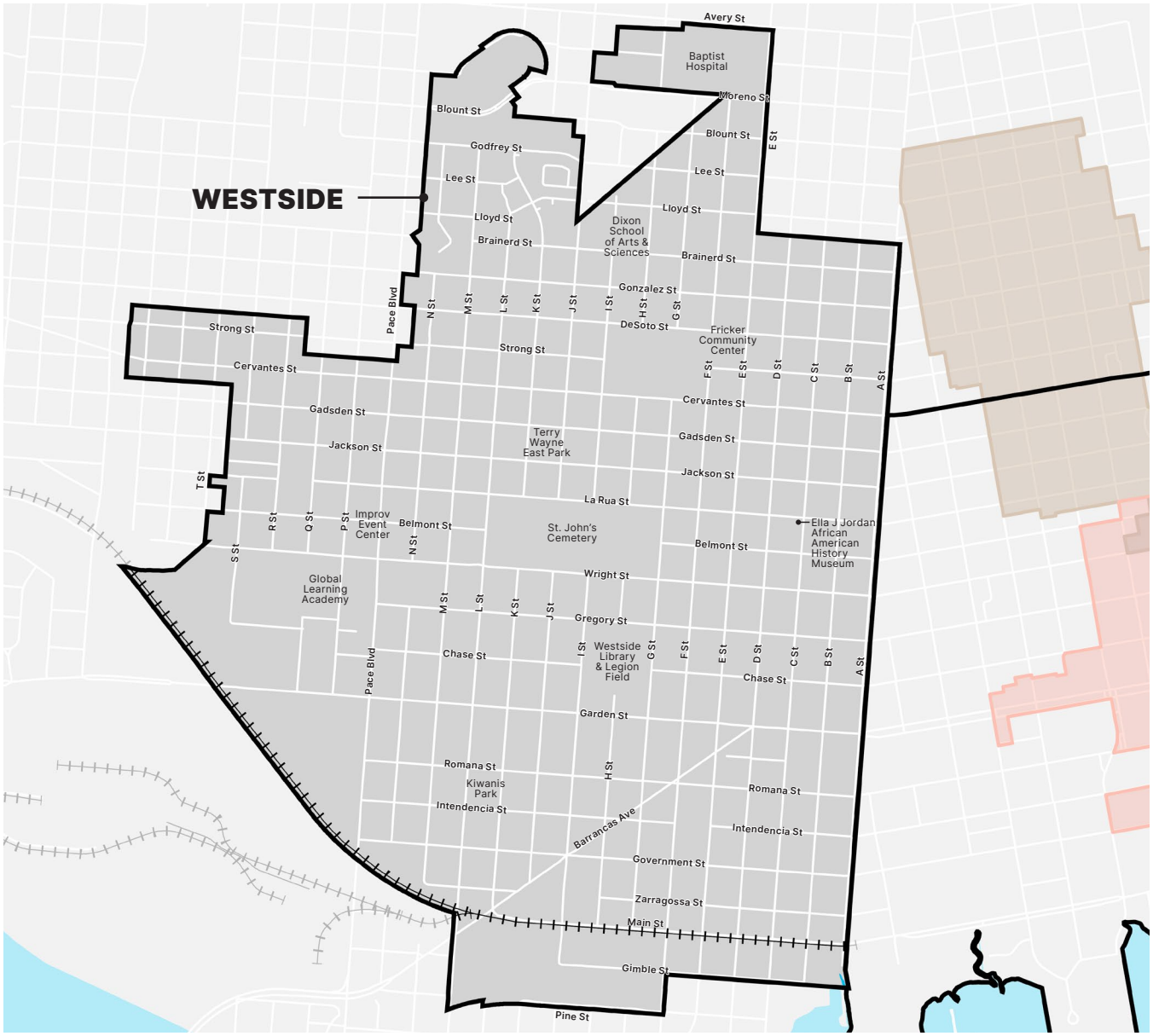
The Council of Neighborhood Association Presidents of Pensacola (CNAPP) is the official organization for neighborhood representation in the City of Pensacola. There are three CNAPP member organizations. Two additional neighborhood associations are also known to have existed within the Westside district in the recent past. However, the level of activity and incorporation for these associations, and potentially others, cannot be confirmed due to their lack of membership with CNAPP.

- Westside Garden District
- Tanyard
- Sanders Beach

OTHER

- Historic Brownsville Neighborhood Association
- Westpointe Heritage Neighborhood Association

Map created using ESRI GIS Data from City of Pensacola, January 2024

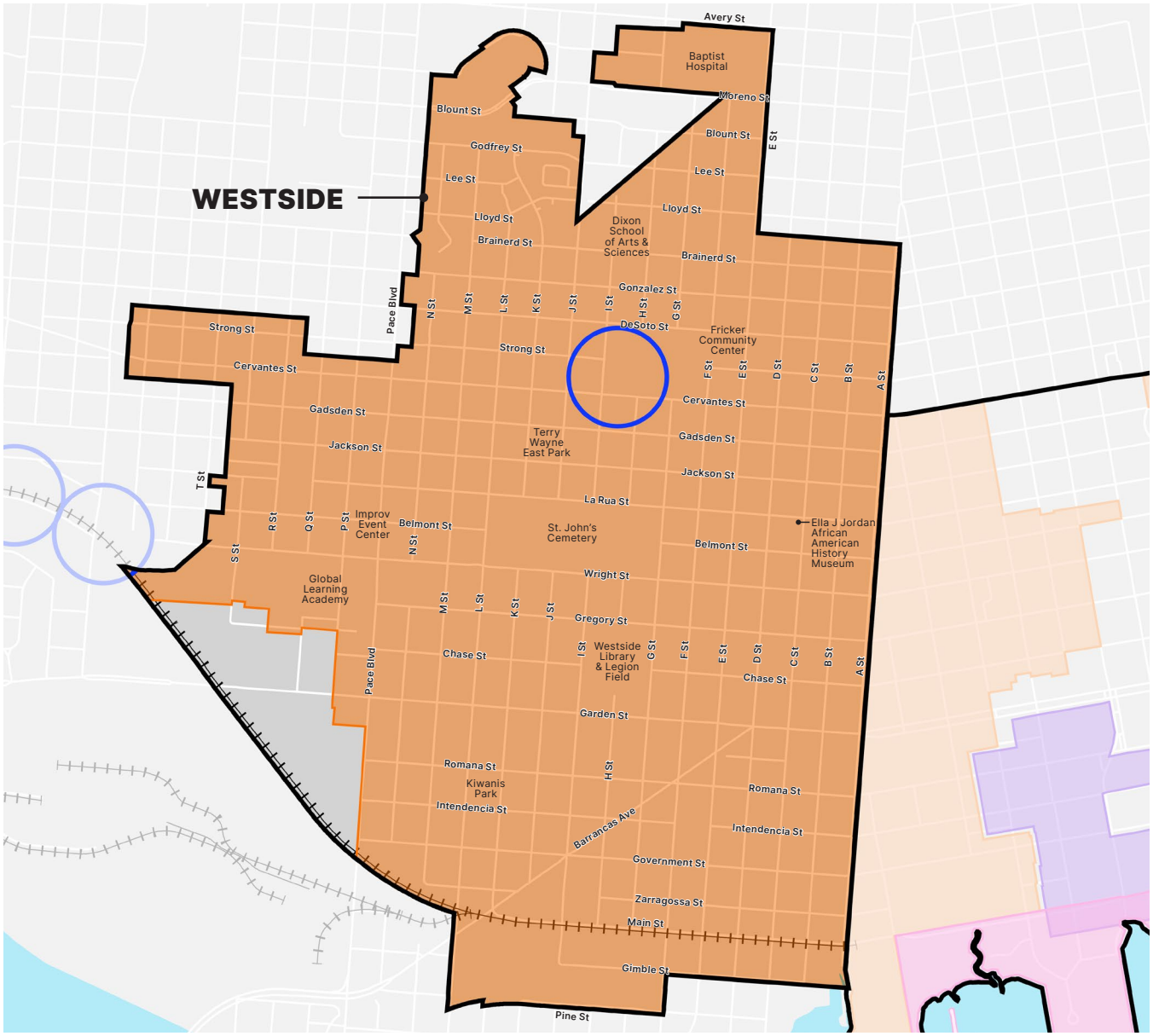


HISTORIC DISTRICTS

Because of Pensacola's long history, there are many areas that are historically and archaeologically important.

There are no historic districts currently located in the Westside CRA District. This does not mean there are no historically-significant properties, structures, or sites; however, there are no protected preservation areas currently.

Map created using ESRI GIS Data from City of Pensacola, January 2024



UNIQUE DISTRICTS

There are several unique districts and overlays that require sensitive design and enhanced access in the City of Pensacola. The Westside CRA District includes the CRA Urban Design Overlay and Wellhead Protection Areas.

CRA Urban Design Overlay

The CRA Urban Design Overlay area covers the majority of the Westside CRA District. The purpose of the district is to improve the visual appearance of these areas, while preserving the urban and architectural character. The regulations support replacing blighted properties with quality, pedestrian-oriented development and encourages a mix of uses that can support a variety of locally-oriented businesses and cultural institutions.

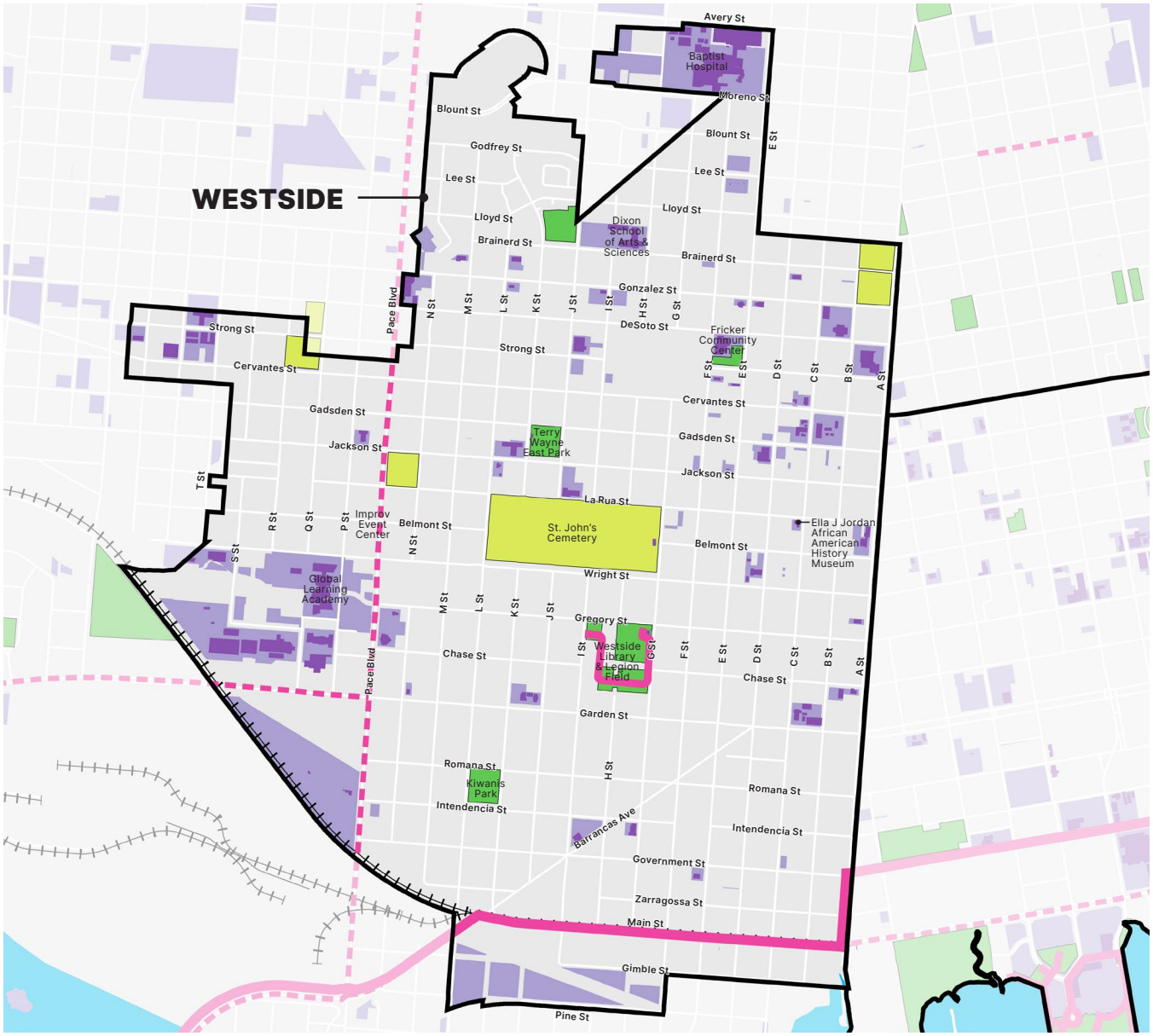
Wellhead Protection Area

CRA Urban Design Overlay

Wellhead Protection Area

The Westside CRA District contains one Wellhead Protection Area. These areas are established to protect underground-based sources of drinking water. The goal is to protect the ground area around public water supply wells from contamination.

Map created using GoMaps 4.0 GIS Data from City of Pensacola, September 2024



PARKS, OPEN SPACE, AND AMENITIES

The Westside includes many parks, open spaces, and public amenities that enhance the livability and desirability of these areas, including:

- Kiwanis Park
- Legion Field
- Morris Court
- St. John's Cemetery
- Terry Wayne East Park

Further analysis should categorize the parks as passive versus active open space and show how future planned open space connections could better link the existing parks, open space, and amenities to ensure that all parks and open spaces are utilized appropriately and contain amenities that are well-maintained by the city and well-used by the community.

- Parks & Open Space
- Cemetery
- Institution/Community Amenity
- Trail Network
- Dedicated Bike Lanes

Map created using ESRI GIS Data from City of Pensacola, January 2024

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TRANSPORTATION ANALYSIS SUMMARY

EXISTING CONDITIONS

Understanding the existing conditions of transportation infrastructure and usage establishes a foundation for developing near-, medium-, and long-term recommendations to ensure that all residents enjoy safe and comfortable mobility options. This assessment was assembled from a variety of sources, including city and FDOT traffic and crash data, previous plans, and resident comments.

Geography & Layout

The locations of arterial roadways split the Westside into multiple pockets which lack connectivity to each other. These arterials carry high volumes of traffic in and out of the city, with wide lanes and high speeds. This prioritization of vehicular movement over pedestrian mobility leads to development patterns that do not foster a sense of place, catering exclusively to drivers and automobile-related services.

Pedestrian & Bicycle Facilities

There are many challenges with the pedestrian and bicycle infrastructure in the Westside. The lack of sidewalks, crosswalks, bicycle lanes, and maintenance of any of these types of facilities creates huge barriers in safety and comfort, particularly for those who rely on mobility aids like wheelchairs, walkers, scooters, etc.

The Westside does feature the second-most quantity of sidewalks among the three CRA Districts, but also represents 83% of all sidewalk gaps in the city.

Roadway Safety

The allocation of space within rights-of-way tends to favor space for cars over any other form of travel. Drivers tend to drive faster as lanes widen, further decreasing the safety of pedestrians, bicyclists, and the drivers themselves.

The Active Transportation Plan (ATP) adopted in 2023 identified the intersections of Barrancas Avenue at W Main Street and Barrancas Avenue at W Garden Street as two of the top five "high crash intersections" within the CRA Districts.

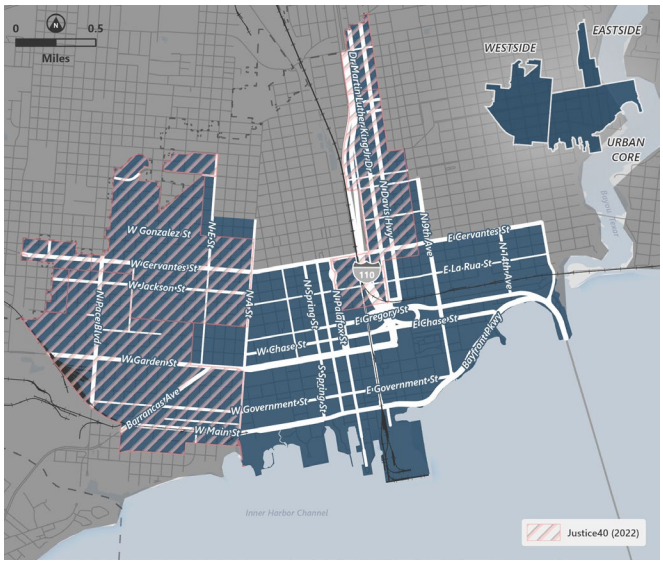


Katie E

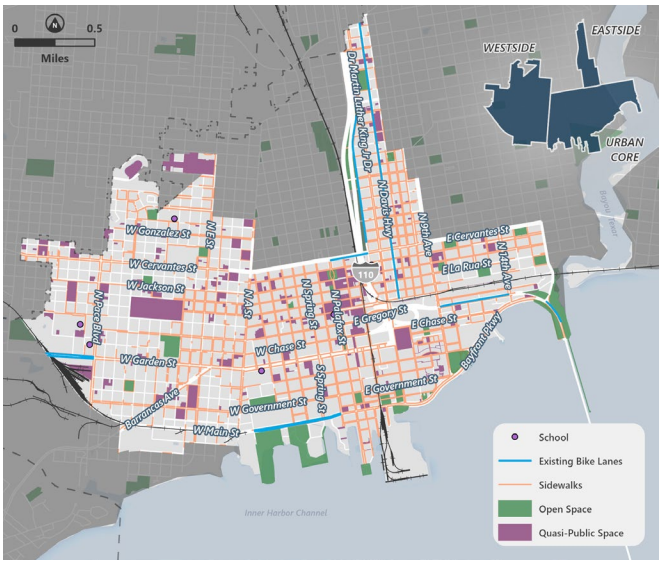
WHAT IS WALKABILITY?

Walkability is a term that refers to the ease and ability to access amenities on foot. Great urban places tend to be very walkable, meaning that residents and visitors are able to walk (or use mobility aids) to safely and comfortably reach destinations like shops, daily services, parks, schools, employment centers, and more. Ideally, making a place more walkable will translate into more people choosing to walk instead of driving, which has health, social, economic, and environmental benefits.

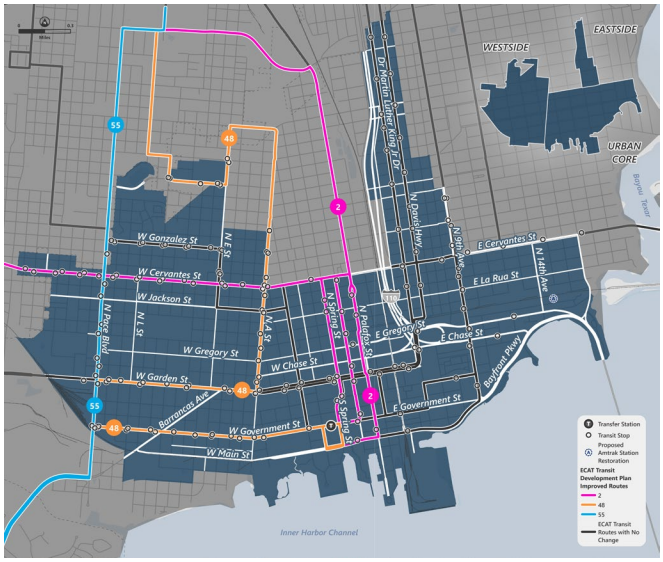
This concept also often extends to bicycling infrastructure, called "bikeability." Leading to the same benefits, bikeability is another important ingredient for great urban places.



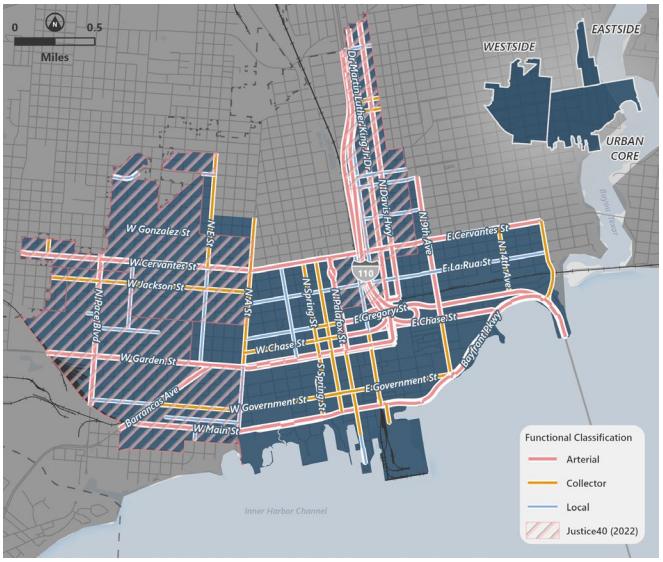
Major Roadways and USDOT Disadvantaged Communities



Pedestrian & Bike Facilities and Community Assets



Transit Routes & Stops



Functional Classification of Streets

Equity and Transportation

The Westside ranks in the 99th percentile for transportation cost burden, compared to the city's 63rd percentile rank; and 96th percentile rank for traffic safety versus the city's 46% percentile rank. This indicates that Westside residents pay more for less services compared to others in the city. Only six bus routes serve the Westside, three of which have been designated for planned improvements in ECAT's Transit Development Plan.



RECOMMENDATIONS

BIG IDEAS FOR THE WESTSIDE

ABOUT THE RECOMMENDATIONS & VISIONS

The recommendations in this plan are based on the input gathered during the public engagement process for the Westside, and an extensive analysis of existing conditions and ideas in prior plans, and a study of best practices. These recommendations build on prior work, while acknowledging the current market conditions, and the ever-evolving needs of the community. The recommended strategies and policies are broken down into in order to manage implementation of the plan. This chapter includes key areas of focus to enhance the Westside, followed by policy recommendations that provide additional detail on how to this vision a reality.



Family-friendly amenities are a priority

CORE CONCEPTS

The following are core concepts to invest in to complement recent successes in the Westside, while addressing some of the areas that remain a challenge. This includes building on the eclectic nature of new development, addressing specific streets that currently act as barriers, and improving pedestrian safety. These ideas reflect the priorities that were heard throughout the public engagement process on how best to improve the Westside.



Create pedestrian-friendly neighborhoods

Taming Traffic Corridors

While the Westside has a series of beautiful parks and recreation amenities, walkability between these spaces is somewhat of a challenge due to the nature of several high-traffic arterials. Future investment must consider how to reimagine these traffic corridors to make them more pedestrian-friendly, ensure safe crossings, and support infill development along them. Creating safe routes to schools, connecting bike routes, and improving key intersections are priorities that Westside residents identified.

Placemaking & Infill Development

Over time, the Westside has become the home to a number of ethnic restaurants, businesses, and locally-owned shops. Building on this momentum and continuing to encourage infill development, particularly where there are opportunities to create new public spaces, is a priority. Both the Cervantes Street and Barrancas Avenue corridors are opportunities to create eclectic districts with a wide variety of uses.

Opportunities in the Neighborhood

Both the former Baptist Hospital site and the American Creosote Works (ACW) Superfund Site present opportunities to develop amenities and housing that can complement the neighborhoods in the Westside.



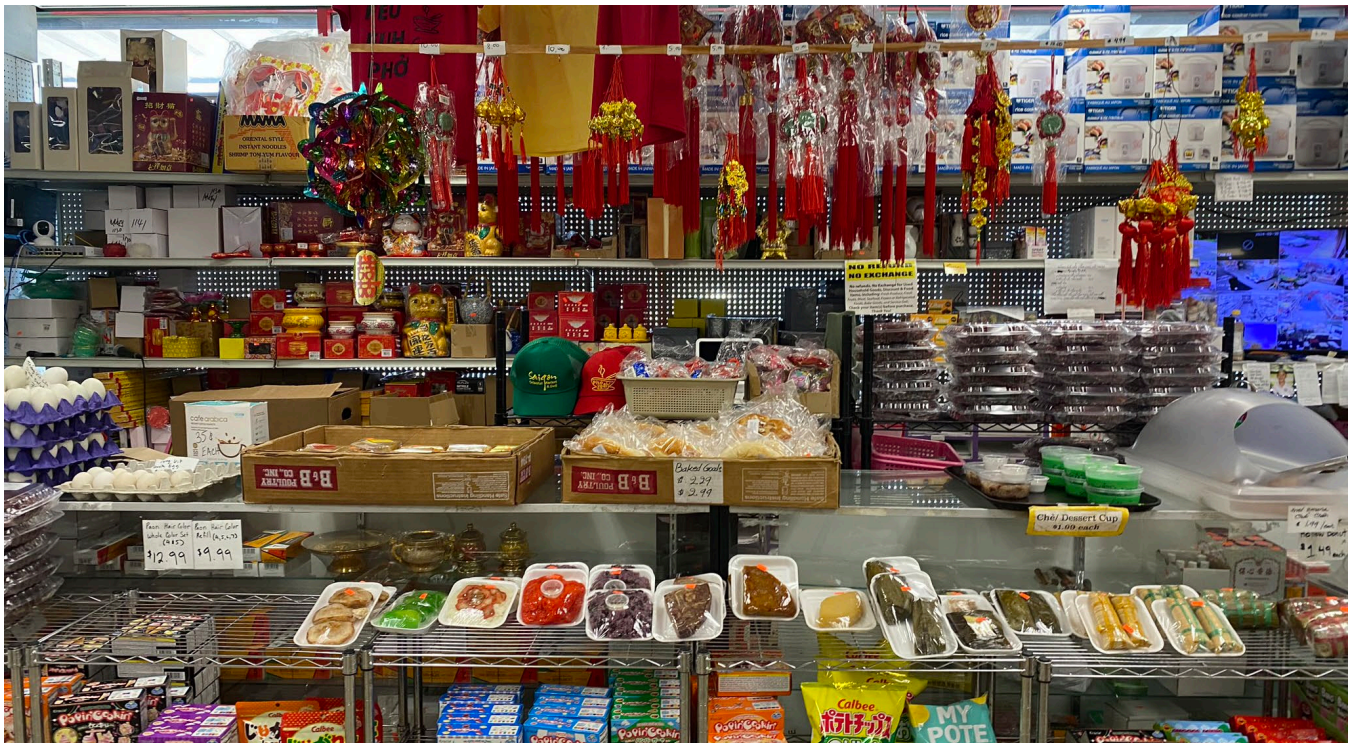


Local small businesses are thriving in the Westside

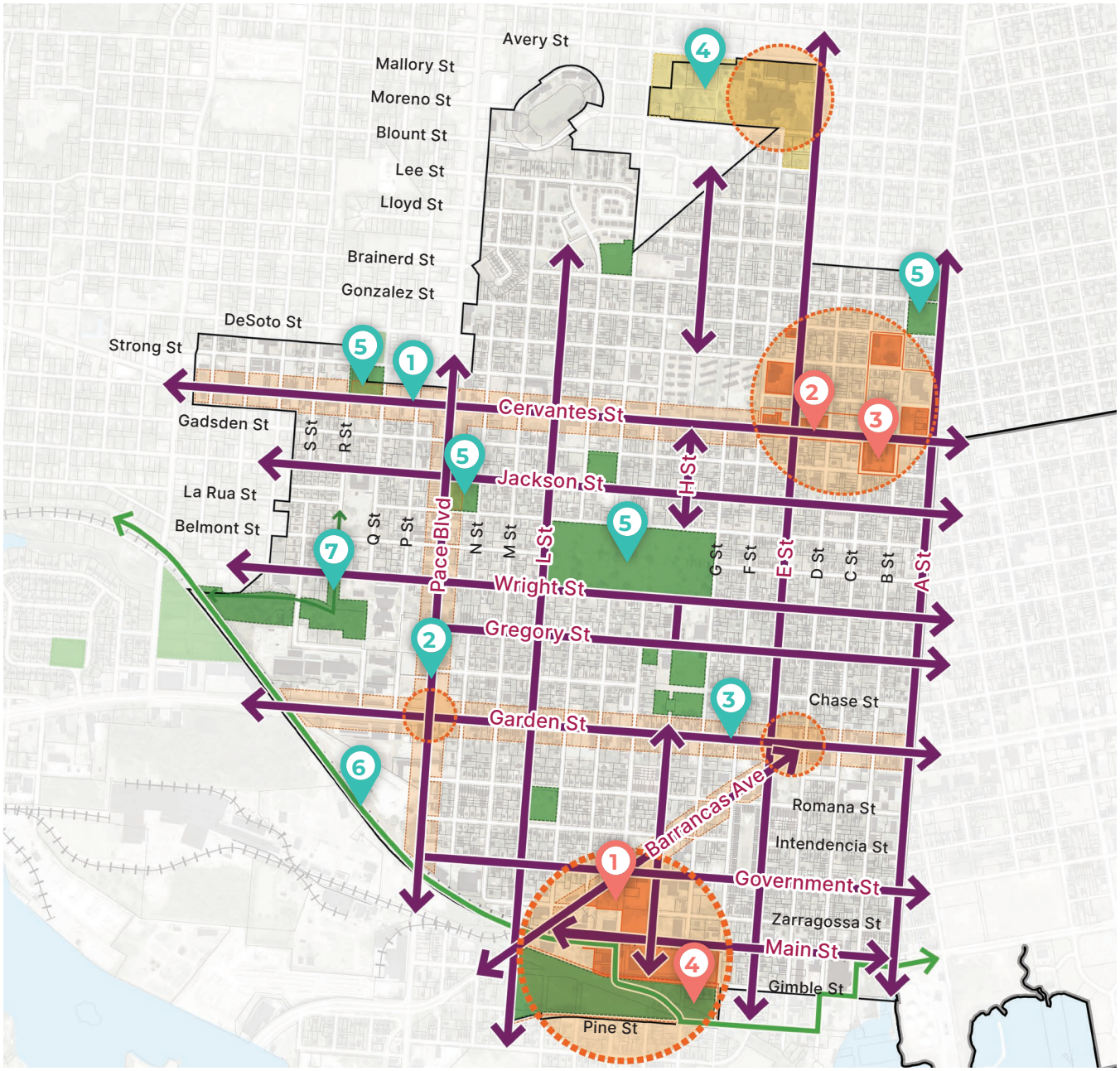




Community resources are spread throughout the district



The Westside hosts a rich culture of ethnic restaurants and businesses owned by locals



Putting It All Together Policy Recommendations & Special Demonstration Projects in the Westside

RECOMMENDATIONS

1. Cervantes Street Infill West of F Street
2. Pace Boulevard Development Opportunities
3. Garden Street Development
4. Baptist Hospital Redevelopment
5. Cemeteries
6. Continuation of the Bluffline
7. R Street Trail

SPECIAL DEMONSTRATION PROJECTS

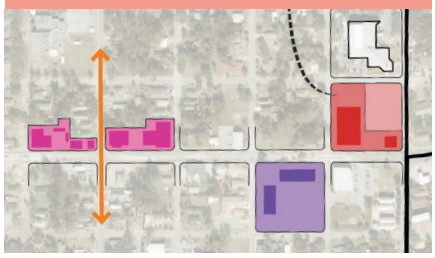
Special Demonstration Projects are examples of potential projects that achieve community goals by addressing all six categories of recommendations. These projects show potential future visions that are subject to change. In the Westside, these catalytic projects could include:

** The quotes shown on the Special Demonstration Project pages represent comments received from residents and stakeholders throughout the engagement process, including community meetings, surveys, website commenting tools, etc. Minor adjustments to the language of the comments were made for clarity purposes only.*

1. Barrancas Avenue Corridor Strategy



2. Cervantes Street Corridor Strategy



3. Gibson School Site Redevelopment



4. ACW Superfund Site Redevelopment



HOW THE RECOMMENDATIONS ARE ORGANIZED

Recommendations are organized into the following topics:

Land Use, Zoning, and Special Districts
These recommendations are focused on optimizing planning regulations to encourage appropriate future development while preserving the existing character of neighborhoods.

Economic Development
These recommendations target initiatives that boost local economies by bringing commercial and rich mixes of uses into the district.

Neighborhood Development
These recommendations are aimed at strengthening neighborhoods through partnerships, capacity building, and building on existing assets.

Housing
These recommendations are focused on creating a wide range of affordable/attainable housing options.

Transportation, Streets, and Parking
These recommendations are intended to improve safety, connectivity, accessibility, and navigability for all users.

Open Space and Community Amenities
These recommendations aim to improve public spaces and equitably distribute and provide community resources.

SPECIAL DEMONSTRATION PROJECT

BARRANCAS AVENUE CORRIDOR STRATEGY



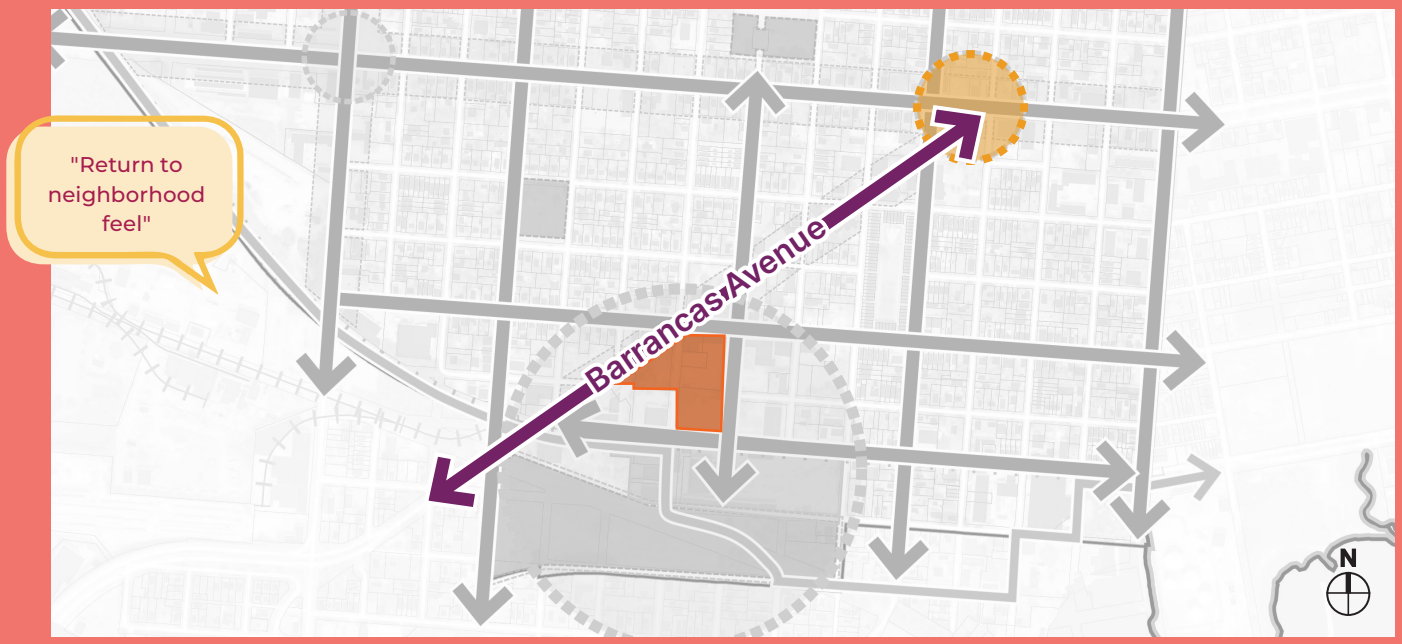
About the Special Demonstration Project

Barrancas Avenue was cited as one of the two streets of highest priority for improvements in the Westside. Several traffic lanes wide, the current street design poses a safety concern for both drivers and pedestrians with posted speed limits of 35 miles per hour and a right-of-way of approximately 100 feet. The current conditions on Barrancas Avenue lack a comfortable pedestrian experience with narrow sidewalks, wide traffic lanes, and inconsistently activated buildings along the street. Two of the most unsafe intersections identified in the ATP are intersections along Barrancas Avenue, at W Garden Street and W Main Street.



Additionally, because Barrancas Avenue cuts diagonally through the grid of the Westside, the intersections are frequent and wide, which makes crossing the street tricky and dangerous. These conditions are worsened by irregular blocks and intersections which create a disrupted pedestrian realm. Improvements are needed to all pedestrian infrastructure in order to improve safety and comfort.

Improvements to Barrancas will need to coincide with the thoughtful redevelopment of the corridor in order to change the character of the street. The improvements should further explore the opportunity to transform

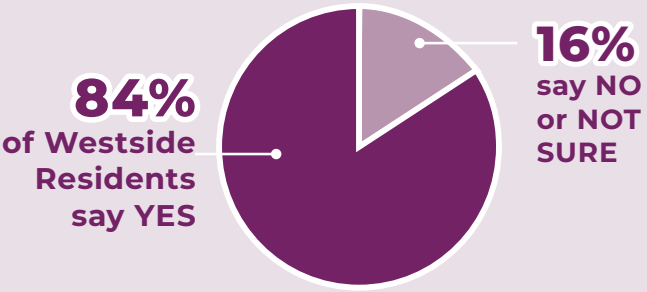


the street into a lush boulevard with wide sidewalks and planting strips, shared-use paths that connects to the SUN Trail and gives the opportunity for community activities to occur. This street design provides a more pleasant experience for pedestrians, bicyclists, and drivers along the corridor. Mixed-use development is designed to face Barrancas Avenue and activate the street throughout all times of the day, which helps to enhance the perception of this area of the Westside and catalyze higher-quality development.

Potential stand-alone improvements such as the ones listed below may also be considered:

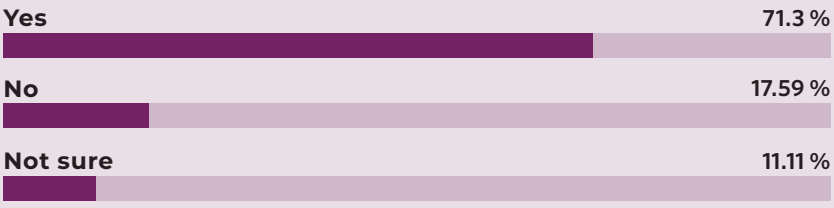
- Further analyze the reduction of travel lanes to allow for wider pedestrian amenities;
- Analyze impacts of reconfiguring intersections to have more regular geometry;
- Study to access the feasibility of undergrounding utilities along the entire corridor.

Do you think that these concepts would improve safety and walkability on Barrancas Avenue?



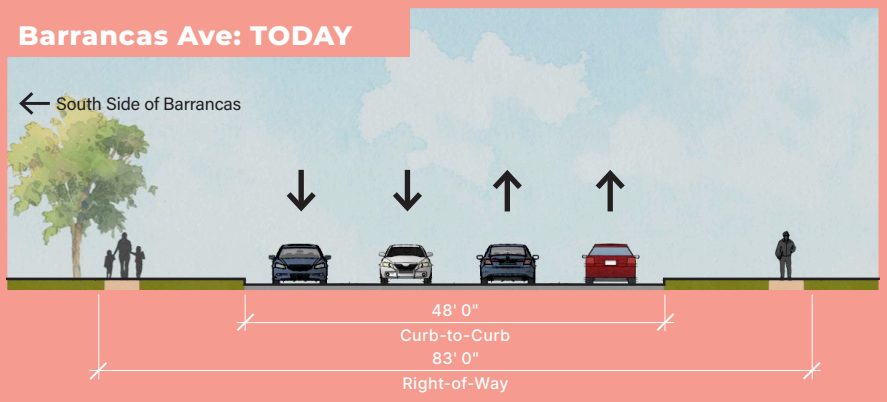
*For full survey results, see Appendix

Do you think that these concepts (widening sidewalks, adding planting strips with landscaping, and creating a multi-use path along the street) would improve safety and walkability on Barrancas Avenue?



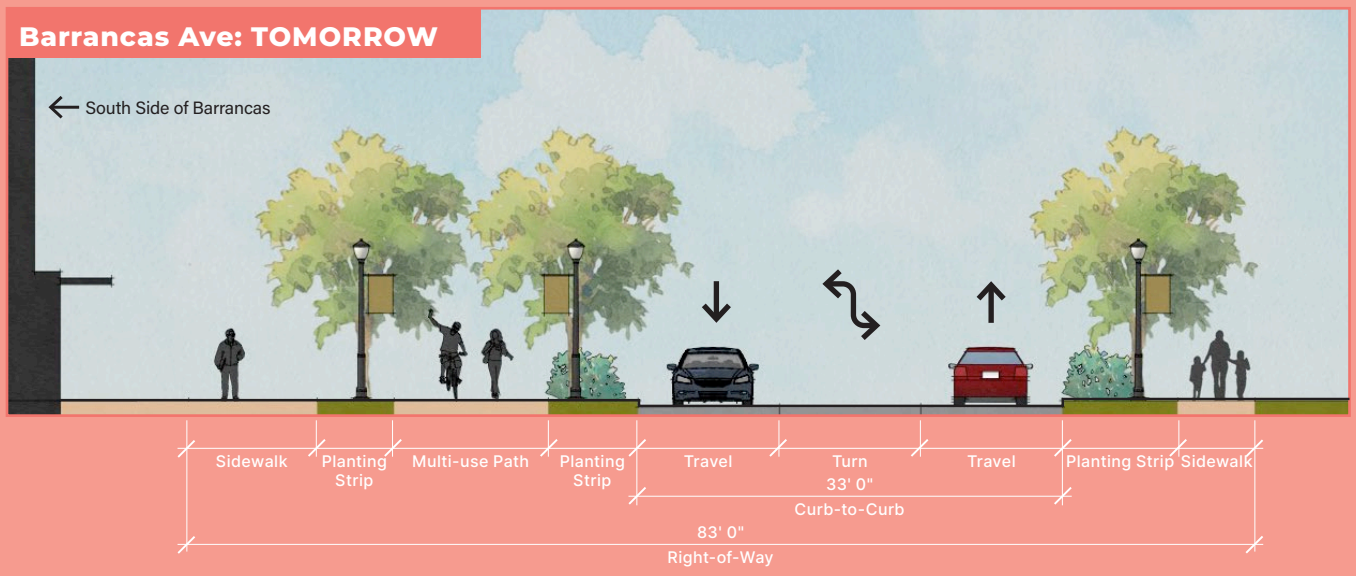
*For full survey results, see Appendix

Barrancas Ave: TODAY



The removal of a single lane of traffic creates an opportunity for a wide multi-use path along the south side of Barrancas Avenue, providing a safe, protected, and shaded path for pedestrians and bicyclists to travel. Other street improvements could include added landscaping, street lights and signage, and improved sidewalks and crosswalks.

Barrancas Ave: TOMORROW



Community Feedback

The majority of residents and community members place a high priority on making Barrancas Avenue a safe, walkable street with new destinations and housing and support the concepts as presented. However, some residents worry that reducing the number of lanes on Barrancas will slow traffic down or divert traffic onto neighborhood streets.



Multi-use paths are areas for pedestrians and cyclists, typically separated from roadways



Implementation & Next Steps

Barrancas Avenue is a locally-controlled street, which gives the City of Pensacola more flexibility in redesigning it. The next step in the street redesign should be to conduct a traffic study to better understand the impacts of reducing through lanes. Then, the City and CRA should share the findings of the report with the community to gather additional input and gauge support for the project. In the interim, the City and CRA should pursue partnerships with developers to reuse buildings, build new housing, and attract new dining and entertainment destinations.

RELATED POLICY RECOMMENDATIONS

LAND USE, ZONING, AND SPECIAL DISTRICTS

- Develop Design and Form Standards for all projects receiving CRA funding
- Build protections into the Land Development Code and the Urban Design Overlay District to prevent commercial uses from encroaching into residential neighborhoods. Strategies for reducing impacts may include inclined planes, screening with walls or landscaping, etc.
- Upzone for higher-density multifamily residential
- Review the current zoning districts along Barrancas Avenue, E Gregory Street, and E Chase Street and make modifications as required to allow redevelopment of the corridors to be classified and subsequently designed per FDOT context classification zones C4 or C5

ECONOMIC DEVELOPMENT

- Focus the CPIP toward the Barrancas Avenue corridor to support adaptive reuse and improvements to commercial buildings along the corridor
- Support new businesses opening along the Barrancas Avenue corridor
- Designate Barrancas as a candidate for the Main Street program

NEIGHBORHOOD DEVELOPMENT

- Pursue grants for neighborhood capacity building, and update to the neighborhood plan, and additional neighborhood identity, placemaking, and branding
- Develop unique identity and branding for the Barrancas Avenue corridor

HOUSING

- Develop mixed-use housing that increases housing choices (building types, rental and homeownership, mixed-income and market-rate)
- Develop multi-family housing according to New Urbanist design principles with high-quality multi-family or townhouses development offer new housing options in the neighborhood

TRANSPORTATION, STREETS, AND PARKING

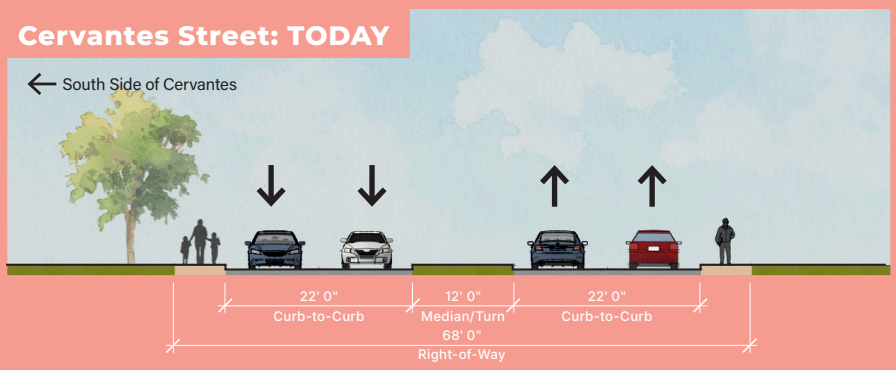
- Explore curb management plans

OPEN SPACE AND COMMUNITY AMENITIES

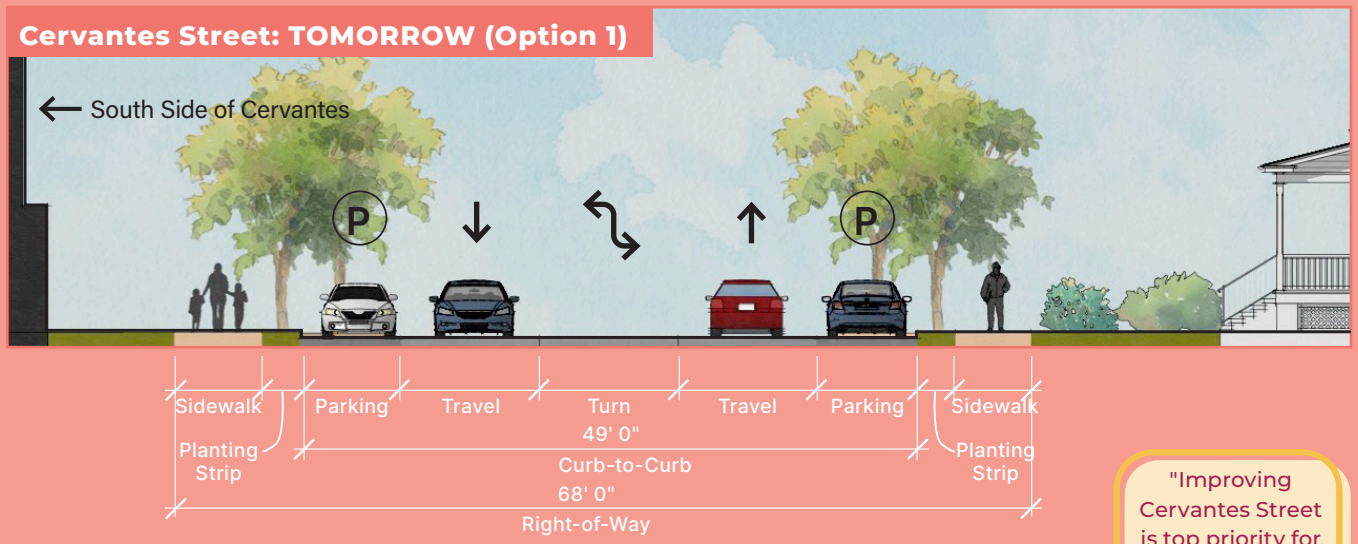
- Create a multi-use path along the south side of Barrancas Avenue that connects to the SUN Trail and the new park on the American Creosote Works (ACW) site
- Fund and build improvements to community facilities and programs, especially on infill sites along Barrancas Avenue
- Require art and placemaking enhancements in new developments

SPECIAL DEMONSTRATION PROJECT

CERVANTES STREET CORRIDOR STRATEGY







"Improving Cervantes Street is top priority for Westside"

About the Special Demonstration Project

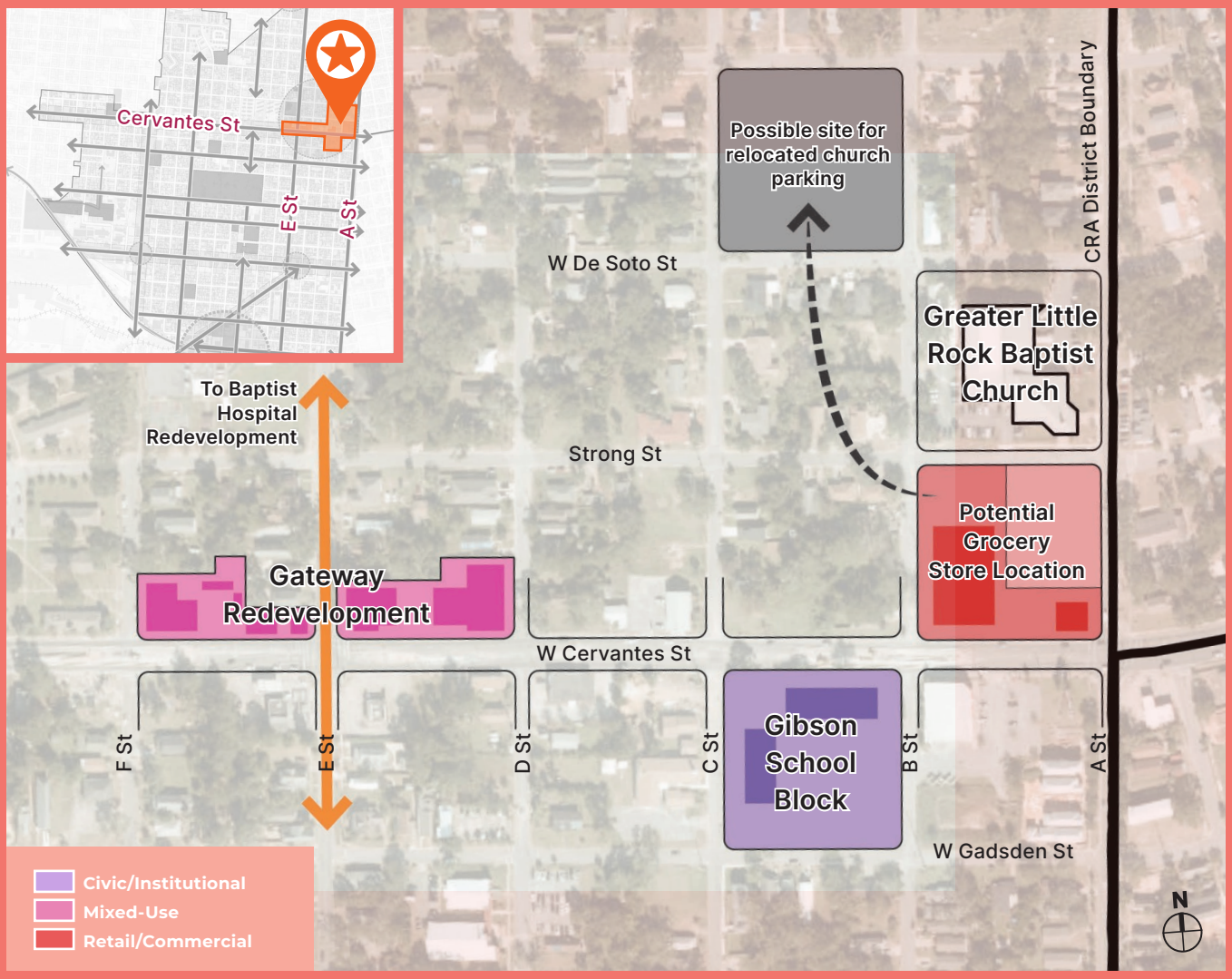
There are two parts to the strategy along the Cervantes Street Corridor. Today, Cervantes acts as a divider between the north and south areas of the Westside; additionally, there are many gaps in development along the street. The high visibility of these properties, as well as the fact that Cervantes cuts across the entire city, indicates that these properties will become opportunities for larger mixed-use development in the future.

Part 1: Making Cervantes Street Safer

Cervantes Street was identified as a physical barrier in all three CRA Districts - it is difficult to cross and uncomfortable to walk and bike along, dividing neighborhoods north and south of the road.

Making Cervantes safer and less of a barrier could be accomplished in one of two ways. In the first option, the number of moving lanes could be reduced to provide more space for sidewalks, street trees providing shade, and on-street parking. Crossings would also be improved.

This would require coordination with FDOT and studies to understand the impacts on traffic and delays. In the second option, the lane configuration would remain the same and improvements would be concentrated at intersections to help people cross safely on foot or bicycle.



Part 2: Developing the Corridor

The more walkable and comfortable Cervantes Street becomes, the more friendly it will be to mixed-use development that invites people to gather and spend time along the corridor. The CRA should pursue a four-part strategy for development:

1. **Work East-to-West** — the current market conditions are strongest in Westside closest to the Urban Core and Downtown. For this reason, early development should be focused on the eastern edge of Cervantes, closest to A Street. Incremental investment will strengthen the market for projects moving west with time.
2. **Develop the Gibson School Block** — renovate the historic school building and develop the vacant land surrounding it with business incubation and/or commercial uses.
3. **Develop a Grocery Store** — acquire the block north of Cervantes Street between A and B Street for the development of an urban grocery store that would serve the Urban Core and Westside neighborhoods. Partner with the School District and Greater Little Rock Baptist Church to explore possible relocations of parking and maintenance facilities.
4. **Develop a Food Destination around E Street** — the CRA should assemble parcels on the north side of Cervantes Street on either side of E Street. E Street will be an important connector and gateway to the Baptist Hospital redevelopment. This would be an ideal location for spaces for small ethnic food-related businesses (food truck and pop-up festival spaces and small incubator spaces for permanent locations for Latino and Vietnamese restaurants or grocers).







LEARNING FROM UNCONVENTIONAL COOPERATIVE GROCERY STORE MODELS

Gem City Market, Dayton, Ohio

Gem City Market is a community- and worker-owned cooperative (co-op) grocery store build from the ground up in West Dayton, Ohio. As a full-service grocer, the Gem City Market offers affordable, quality kitchen staples, including fresh produce and deli, as well as specialty local and organic products. Multiple partners coordinate community health and wellness programs in the community room, teaching kitchen, and small health clinic.

Residents and stakeholders formed a committee to focus on the issue of food access. Through their research, they began a business planning process to determine if and how a cooperative grocery could be feasible in West Dayton. With support from the City and County as well as the University of Dayton's Business Research Group, the committee commissioned a professional market study and administered a market survey. Once they confirmed that a grocery store was feasible, the committee incorporated the cooperative Gem City Market, adapting the bylaws from Apple Street Market in Cincinnati, Ohio. With leadership from Co-op Dayton, the Market's Board and supporters:

- Developed a business plan and financial model
- Negotiated control of a site on lower Salem Avenue
- Launched a capital campaign and membership drive, raising $6 million to construct the Market and engaging more than 3,000 members prior to opening day
- Mobilized dozens of partnerships across our region
- Coordinated the construction and operations planning process

In 2020 and 2021, the Gem City Market hired its initial staff of member-worker-owners. Equity from all members creates a stronger, more resilient Gem City Market.



Mother Road Food Hall, Tulsa



Google

Coffee n' Arepas Food Truck, Pittsburgh



WPB Magazine

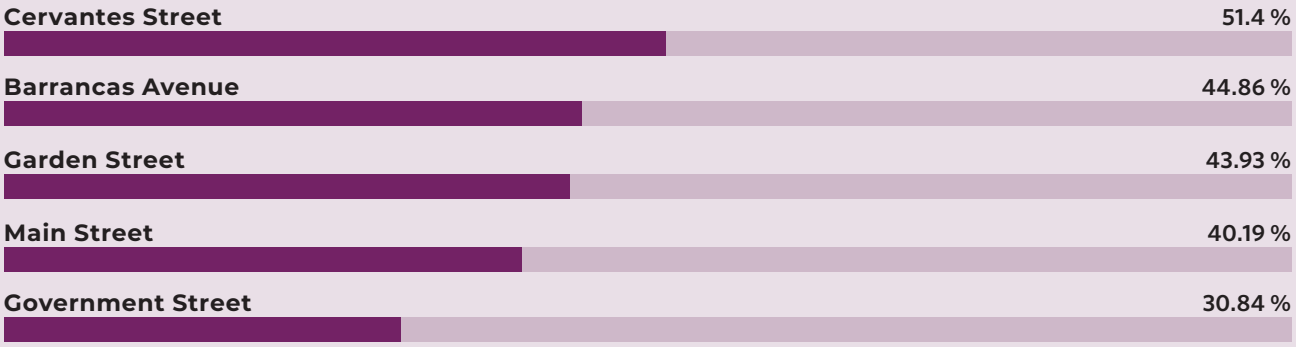
Grandview Public Market, West Palm Beach



Fotoluminate LLC

Add a photo from Miami's Calle Ocho

Which streets in the Westside CRA District are your top priority or priorities for improvements to pedestrian and bicycle safety and comfort?



*For full survey results, see Appendix

Community Feedback

Improving the pedestrian and bicycle experience along Cervantes Street is a top priority for residents. However, residents are also wary that reducing lanes on Cervantes will divert traffic onto neighborhood streets. In the 2007 Westside CRA plan, there was strong support for a Westside Town Center in approximately this location. The development of destination retail around E Street responds to that community vision.

Implementation & Next Steps

The City and CRA should continue to gauge public support for a road diet on Cervantes Street and work with FDOT to evaluate the traffic impacts. The CRA should earmark the available CDBG funding to advance commercial development in the five blocks of Cervantes Street between A and F streets.

"A road diet on West Cervantes is needed"

"Cervantes Street is speedway for cars"

"Fix the inability to cross Cervantes Street"

RELATED POLICY RECOMMENDATIONS

LAND USE, ZONING, AND SPECIAL DISTRICTS

- Develop Design and Form Standards for all projects receiving CRA funding
- Build protections into the LDC and UDO to prevent commercial uses from encroaching into residential neighborhoods (such as inclined planes and additional setbacks or buffers)
- Upzone for higher-density multifamily residential

ECONOMIC DEVELOPMENT

- Focus the CPIP toward the Cervantes Street corridor to support adaptive reuse and improvements to commercial buildings along the corridor
- Support new businesses opening along the Cervantes Street corridor
- Support small businesses in both temporary and move-up permanent space
- Designate Cervantes as a candidate for the Main Street program
- Support infill development along Cervantes Street

NEIGHBORHOOD DEVELOPMENT

- Partner with Escambia County on investments that extend beyond the City boundary, such as in the Historic Brownsville neighborhood
- Pursue grants for neighborhood capacity building, and update to the neighborhood plan, and additional neighborhood identity, placemaking, and branding
- Develop unique identity and branding for the Cervantes Street corridor

HOUSING

- Develop mixed-use housing that increases housing choices (building types, rental and homeownership, mixed-income and market-rate)
- Develop multi-family housing according to New Urbanist design principles with high-quality multi-family or townhouses development offer new housing options in the neighborhood

TRANSPORTATION, STREETS, AND PARKING

- Explore curb management plans
- Underground utilities
- Explore the impacts of reducing lanes of traffic on Cervantes Street west of A Street

OPEN SPACE AND COMMUNITY AMENITIES

- Require art and placemaking enhancements in new developments

SPECIAL DEMONSTRATION PROJECT

GIBSON SCHOOL SITE REDEVELOPMENT





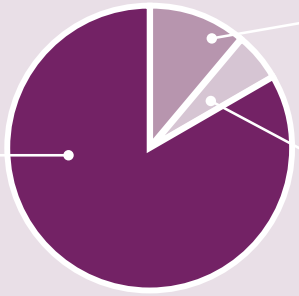


"Remodel the school building for other uses"

"Any housing in this area should be affordable"

"A mix of housing and incubator space at the Gibson site would be great"

Do you think the historic John A. Gibson School is an important cultural landmark in the Westside that should be preserved and reused?



83% of Westside Residents say YES

11% say NOT SURE

6% say NO

*For full survey results, see Appendix

About the Special Demonstration Project

The historic John A. Gibson School building currently sits vacant on the corner of C Street and Cervantes Street. The community identified the site as an important cultural landmark. The site is in public ownership (Escambia County Public School District), making it good candidate for adding housing and economic development to the district.

The historic portion of the school building could be adaptively reused and converted for new uses. One alternative would be to convert the historic portion of the building into multifamily apartments. A second alternative would be to create a business incubator or co-working space.

Non-historic portions of the building and site should be demolished, creating space for infill housing development, facing Cervantes, B, and Gadsden Streets.

Community Feedback

Community members responded positively to the concept of reusing the Gibson School building. Residents mentioned that housing on or near this site should be a priority in the future. Residents also desire a fresh foods grocery store in Westside. This has been considered north of Cervantes Street between A and B Streets.

Implementation & Next Steps

The CRA should perform due diligence for the historic Gibson School building and site to determine the viability and costs of a development.

"Focus on affordable housing for the community in this area"

RELATED POLICY RECOMMENDATIONS

LAND USE, ZONING, AND SPECIAL DISTRICTS

- Develop Design and Form Standards for all projects receiving CRA funding
- Use CDBG funding to acquire land for commercial development
- Build protections into the LDC and UDO to prevent commercial uses from encroaching into residential neighborhoods (such as inclined planes and additional setbacks or buffers)
- Upzone for higher-density multifamily residential

ECONOMIC DEVELOPMENT

- Support small businesses in both temporary and move-up permanent space
- Continue to build a relationship with the Escambia County School District

NEIGHBORHOOD DEVELOPMENT

- Pursue grants for neighborhood capacity building, and update to the neighborhood plan, and additional neighborhood identity, placemaking, and branding
- Offer incentives and support projects that celebrate cultural destinations and preserve historic buildings, like the Gibson School building

HOUSING

- Develop new infill housing that increases housing choices (building types, rental and homeownership, mixed-income and market-rate)
- Develop multi-family housing according to New Urbanist design principles with high-quality multi-family or townhouses development offer new housing options in the neighborhood

TRANSPORTATION, STREETS, AND PARKING

- Design gateways and branded streetscape for the Cervantes Street corridor
- Underground utilities

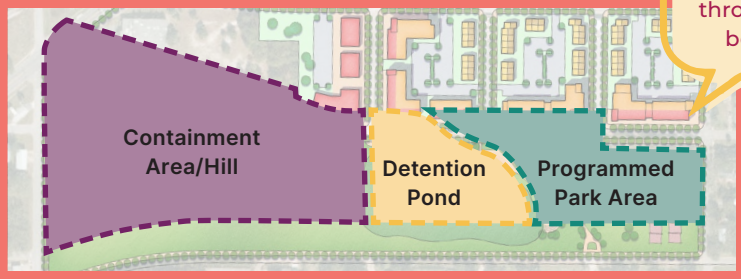
OPEN SPACE AND COMMUNITY AMENITIES

- Require art and placemaking enhancements in new developments

SPECIAL DEMONSTRATION PROJECT

AMERICAN CREOSOTE WORKS (ACW) SUPERFUND SITE REDEVELOPMENT





"It would be great to see shaded trails through botanically beautiful park"

About the Special Demonstration Project

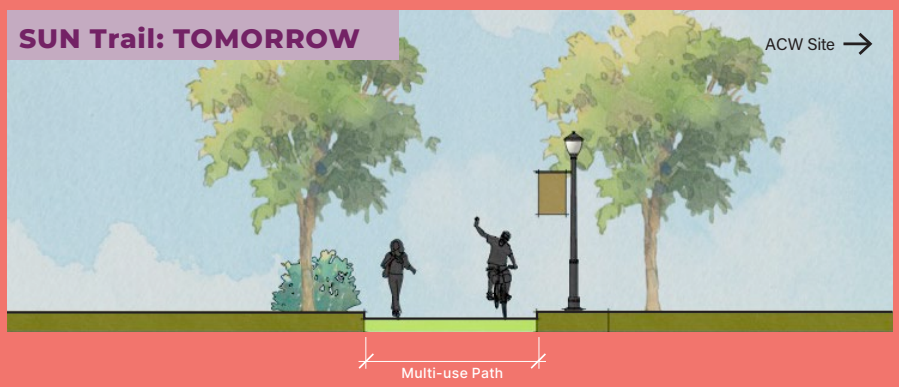
The ACW site is a now-inactive wood-treating facility, which was in operation from 1902 to 1981.

In the Fall of 2022, the Environmental Protection Agency studied options for remediation. A mounded hill is required to cap the contaminated area, and a dry detention pond will capture and treat runoff from the site. On the western two-thirds of the site, there are limitations on what can be built. However, the east side of the site is flat and is open for community uses. The Sanders Beach neighborhood has been collecting community input and developing a vision for a park on this usable portion of the site. The park will serve as primarily a passive park with walking trails, natural plants and tree canopy, benches, and space for temporary markets or community gatherings. Additionally, Pine Street should be transformed as a multi-use path for pedestrians and bicyclists, as part of the SUN Trail and Bluffline route.

Over time as the Barrancas corridor develops and the ACW site has been remediated, the lumberyard north of Gimble Street may no longer be the highest and best use for that location.



"Incorporate SUN Trail on Pine Street"



If the lumberyard were to relocate, the railroad tracks could be removed from D Street to Barrancas Avenue. The land between Gimble Street and Barrancas Avenue could be developed as mixed-use and multi-family residential housing, offering housing in an emerging neighborhood adjacent to the new park.

Community Feedback

In addition to the CRA Plan Update workshop in October, the CRA also held a meeting specifically for the Sanders Beach Neighborhood to provide input on the design of the park. The neighborhood clarified their vision and priorities, which helped guide the early visioning of the park space and amenities.

Implementation & Next Steps

The EPA remediation process will have a long implementation schedule, and public amenities can only be built after remediation and staging are complete for each area. The City and CRA should engage a landscape architect to work with the neighborhood and surrounding communities to refine the park plan, once the EPA has an updated understanding of the land area available.

"We need more green spaces and shaded areas"

SANDERS BEACH NEIGHBORHOOD PARK VISIONS

- Trees and natural habitat
- Extensive, connected walking paths with shade, places to sit, natural planting, gardens, and water features
- A pop-up area for markets, festivals, and music events
- Stormwater that addresses the on-site needs as well as helps prevent flooding in the neighborhood
- Flexible outdoor activity space for disc golf or other passive recreation
- Educational & interpretive signage about the history of the site and its clean-up and remediation
- An amphitheater (if it is possible to bench it into the grade of the hill)
- A multi-use path along the Pine Street alignment south of the site (no vehicular access)

RELATED POLICY RECOMMENDATIONS

LAND USE, ZONING, AND SPECIAL DISTRICTS

- Develop Design and Form Standards for all projects receiving CRA funding
- Upzone for higher-density multifamily residential

ECONOMIC DEVELOPMENT

- Advocate for business support to be focused in the new district near ACW site

NEIGHBORHOOD DEVELOPMENT

- Develop unique identity and branding for the new park and development blocks to the north of the ACW site

HOUSING

- Develop mixed-use housing that increases housing choices (building types, rental and homeownership, mixed-income and market-rate)
- Ensure authentic community engagement and public participation opportunities
- Break down large-scale redevelopment projects into walkable block sizes with public streets
- Develop multi-family housing according to New Urbanist design principles with high-quality multi-family or townhouses development offer new housing options in the neighborhood

TRANSPORTATION, STREETS, AND PARKING

- Promote low-impact design standards to increase landscaping opportunities and provide stormwater mitigation where necessary

OPEN SPACE AND COMMUNITY AMENITIES

- Develop a flexible space in the park for pop-up markets, festivals, and music events
- Extend a branch of the SUN Trail along the southern edge of the new park, along the Pine Street alignment. Connect this trail to the proposed multi-use path along the southern edge of Barrancas Avenue
- Require art and placemaking enhancements in new developments
- Remove rail from Main Street and replace with multi-use trail

LAND USE, ZONING, AND SPECIAL DISTRICTS





The Land Use, Zoning, and Special Districts category includes recommendations that entail adoption of policies or development of guidelines, standards, or tools. These recommendations form the regulatory framework to allow the other recommendations and projects to take place. Examples of recommendations in the Land Use, Zoning, and Special Districts category include:

- Design and Form Standards;
- Design Review Processes;
- Recommendations to explore changes to zoning districts, minimum lot sizes, density, and land use adjacencies in the City's Land Development Code (LDC);
- Updates to special or aesthetic review districts, including the CRA Urban Design Overlay District (CRAUDOD).

The policy recommendations emerged as important through the CRA Plan Update process, through a combination of community input and suggestions, conversations with CRA and City staff about challenges of the current development review and approvals process, and relevant recommendations from the previous plans. Some recommendations are location-based, while others are global and applicable to the whole district.

The Land Use, Zoning, and Special Districts policy recommendations, like the Special Demonstration Projects, are intended to provide examples of appropriate CRA projects. However, policies are not limited to those listed. The policies included are not listed in order or priority. The CRA will use the evaluation tools in the Implementation chapter to prioritize projects and match projects to available funding.

RECOMMENDATIONS

1. Design and Form Standards for CRA-Funded Projects

Develop a single set of design and form standards and a design review process for any projects in the CRA Districts receiving CRA funding. The Form and Design standards can be opt-in from a regulatory standpoint, and participation in the design review process should be a condition for any projects receiving CRA funding. In addition to the topics already covered in the Urban Design Overlay, these expanded standards should also address the design of renovation projects and the appropriateness of architectural character. This tool should ensure that CRA investment in neighborhoods doesn't compromise or detract from historic character.

2. Adjacent Use Considerations

- Explore the compatibility of adjacent uses in more detail through the Neighborhood Plan process.
- Consider additional strategies to minimize impacts of commercial areas on residential neighborhoods.

3. Upzoning for Higher Density Housing and Mixed-Use

- Explore opportunities to upzone for higher density housing and mixed-use, in particular along higher visibility corridors.
- Balance the recommendations for upzoning for higher density housing and the protection of residential character.

4. Minimum Lot Sizes

- Work with the Planning and Zoning Department to conduct a survey of lot sizes and development trends in the district to determine where conflicts are occurring.
- Update the LDC and Comprehensive Plan accordingly.





Examples of neighborhood-scale adaptive reuse

OVERVIEW OF REGULATORY AND NON-REGULATORY STANDARDS

ADDITIONAL DESIGN & FORM STANDARDS FOR CRA-FUNDED PROJECTS

Write and adopt design standards for CRA-funded projects that would further improve urban form.

- Include guidelines for preserving architectural character (scale, composition, etc.)
- Because these standards would not be adopted as part of the Land Development Code, they could be updated iteratively to respond to project needs
- Administer through the CRA's internal plan review & work with owners and developers

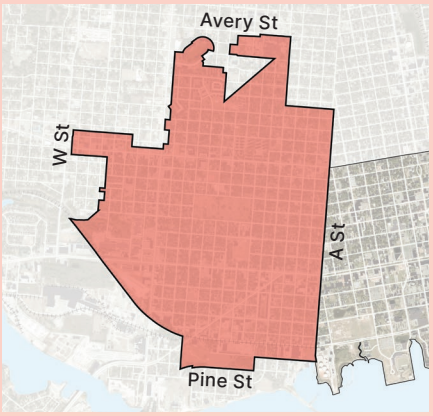
URBAN DESIGN OVERLAY DISTRICT (CRAUDOD)

What it Currently Covers

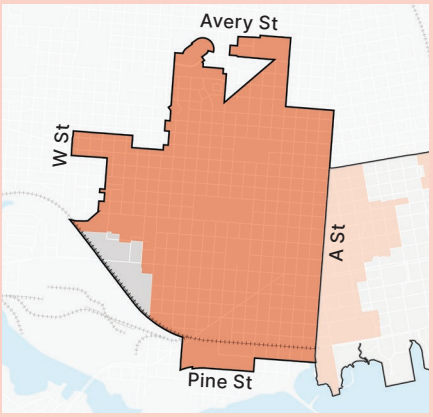
- New construction only
- Maximum building height
- Minimum floor-to-floor heights
- Roof pitches
- Frontages percentages, facade types, and entrance locations
- Facade composition standards
- Location and screening of service and mechanical equipment
- Setbacks (in particular ensuring they respond to their context)
- Lot width & coverage
- Parking

Additions to the CRAUDOD that Would Further Improve Urban Form:

- Expand the CRAUDO to apply to renovations
- Address architectural character, scale, and composition
- Address the location of parking



Map of the Westside CRA District



Map of the Urban Design Overlay District in the Westside





Examples of the existing residential character

5. Adaptive Reuse

Neighborhood-serving commercial is a desirable complementary use within residential neighborhoods. The scale, design, and servicing of these non-residential uses must be carefully designed to reduce any negative impacts on neighborhoods. Both commercial and residential buildings can be adaptively reused to house neighborhood offices, small-scale retail specialty shops, and other similar uses. These projects may not be allowed under current zoning regulations. CRA funding should support projects of this nature in areas supported by the community, in particular along commercial corridors or in historic commercial nodes (such as Barrancas Avenue, Cervantes Street, and Pace Boulevard).

6. Protect Residential Character

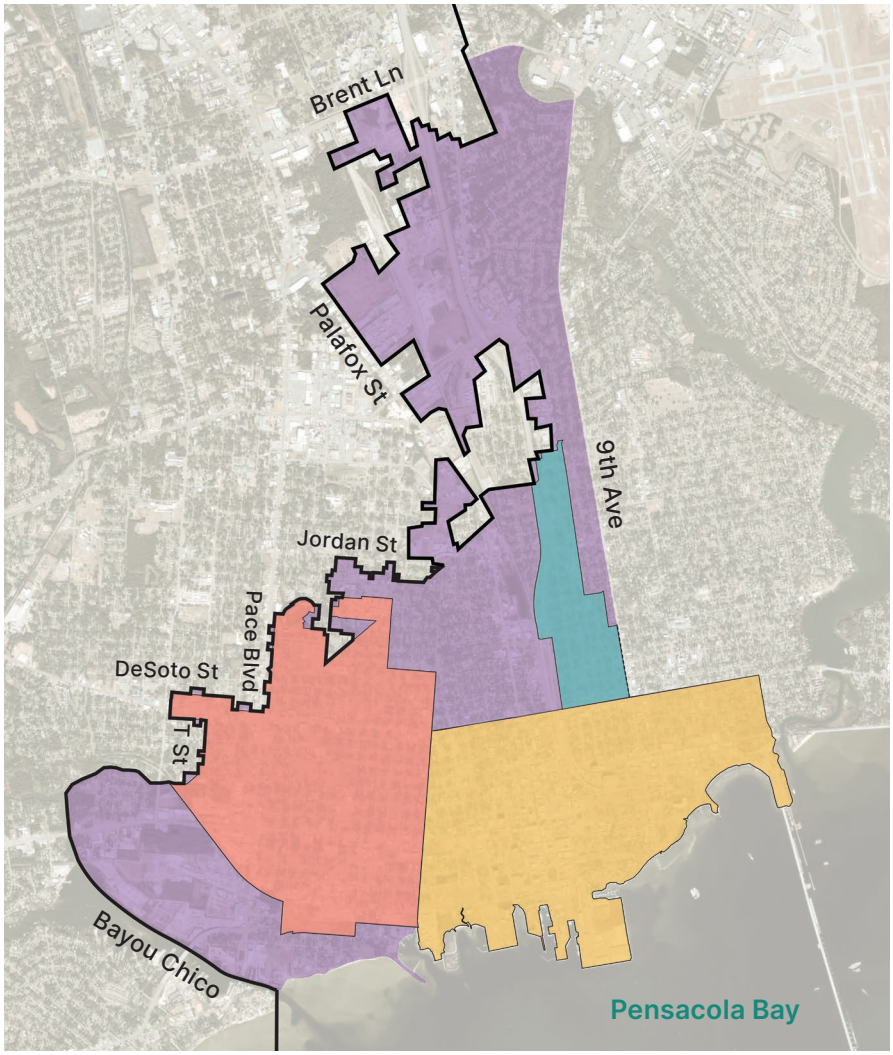
In areas that are primarily residential, support the preservation and protection of residential character.

7. Update the CRA Urban Design Overlay District (CRAUDOD)

- Expand the CRAUDOD to apply to renovations, building in regulations that renovations and rehabilitation projects do not worsen non-conformities with the Urban Design Overlay.
- Add standards to address architectural character, scale, composition, and the location of parking.
- For areas not currently covered by any special or aesthetic review district, expand the CRAUDOD to include.

SPECIAL DISTRICTS & UDOD

Where guidance and standards are provided on architectural scale, options should be provided to allow flexibility to meet the intent of the standards through comparable or similar design strategies and materials. The focus should be on building and parking siting, simple massing, appropriate scale, facade composition, and other strategies that improve design without adding cost.

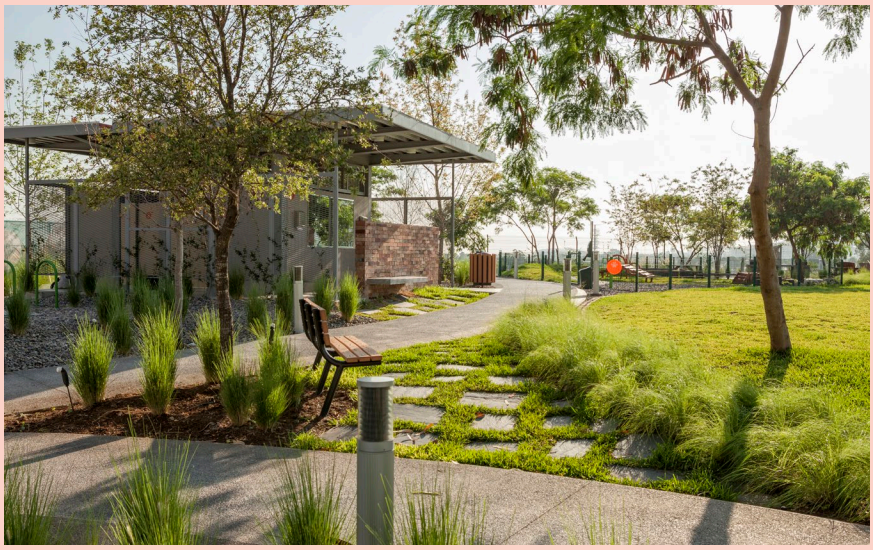


Potential CRA District Boundary Expansion

- City of Pensacola Boundary
- Urban Core CRA District Boundary
- Eastside CRA District Boundary
- Westside CRA District Boundary
- CRA expansion areas to be explored through a Necessity of Finding

8. CRA Boundary Expansion

The Westside CRA has a fairly large boundary. However, it excludes an isolated area to the south and west that is still within the city boundary. The recommendation would be for the CRA to conduct a Necessity of Finding to understand the feasibility of expanding the Westside CRA Boundary south and west to match the city boundary. An expanded boundary would generate additional TIF revenue from substantial commercial and industrial uses, providing for more potential investment in the Westside District. The CRA should conduct a Necessity of Finding to explore potential boundary expansions for all of the CRA Districts and engage the community in the process to determine which areas should be expanded, depending on compliance with the statute and demographic analysis. The boundary shown is a prospective boundary that may be modified with further data analysis and community input.



MiguelMalo





Aleksandr Vorobev



Fly View Productions

DESIGNING FOR SAFETY AND COMFORT

In Public Square, the journal for the Congress of New Urbanism, Robert Steuteville writes about necessary elements to create spaces that feel safe and comfortable. Quoting noted architect and urban designer Ray Gindroz, Steuteville outlines the following seven qualities:

HUMAN PRESENCE

People in a public space must feel the presence of other people in the space and in the buildings surrounding the space. The sense that we are not alone and are being observed helps us to behave properly and feel safe. Windows are symbols of that presence, whether people are behind them or not. Mixed-use buildings help promote 24-hour presence.

CONGENIALITY

The dimensions and scale of the space should encourage comfortable interactions among people.

HUMANE PROTECTION

Mechanical devices such as cameras and gates should be invisible. Where possible, police presence should be personal, on foot or bicycle, so police officers can interact with others.

VISIBILITY, LIGHT, AND OPENNESS

Open views that enable us to see other people and to be seen—by people driving by, as well as by others in the space—provide natural supervision. Light should ensure nighttime visibility.

ORDER

Coherent landscapes, streetscapes, and signs in both the public rights-of-way and bordering properties make a clear statement that a space is well-managed and safe.

CONNECTIONS

Spaces must be perceived as part of an interconnected network of streets and public open space, so we feel we have access to others who make the space safe.

LEGIBILITY

The clarity with which each space connects to the rest of the city helps us understand the form of the city and keeps us from feeling lost.

ECONOMIC DEVELOPMENT

The Economic Development category includes recommendations that would bring commercial and mixed-uses to the districts, add jobs, and build support for businesses. Examples of recommendations in the Economic Development category include:

- Mixed-use and commercial infill development;
- Incubators and employment uses;
- Building strategic partnerships;
- Commercial property improvement programs;
- Partnering to support small businesses and workforce development.

The policy recommendations emerged as important through the CRA Plan Update process, through a combination of community input and suggestions, conversations with CRA and City staff about challenges of the current development review and approvals process, and relevant recommendations from the previous plans. Some recommendations are location-based, while others are global and applicable to the whole district.

The Economic Development policy recommendations, like the Special Demonstration Projects, are intended to provide examples of appropriate CRA projects. However, policies are not limited to those listed. The policies included are not listed in order or priority. The CRA will use the evaluation tools in the Implementation chapter to prioritize projects and match projects to available funding.



Mikael Blomkvist



Alvarez

RECOMMENDATIONS

1. Commercial Property Improvement Program (CPIP)

- Continue to administer the CPIP program and expand the program as funding becomes available to invest in commercial properties.
- Prioritize the Barrancas Avenue, Cervantes Street, and Garden Street corridors to reinforce neighborhood commercial centers.

2. Neighborhood Commercial Nodes

- Support the development of small neighborhood-scale retail nodes through the construction of single-story retail buildings or the conversion of houses into small-scale restaurants and shops. Neighborhood commercial should be located along higher visibility/traffic corridors, or at nodes that have historically had commercial uses. Some of these areas include along Cervantes Street, Pace Street, Garden Street, and Barrancas Avenue.
- Prioritize these nodes for the Commercial Property Improvement Program (CPIP).
- Ensure that neighborhood nodes are not zones for multi-story or vertical mixed-use buildings that would disrupt the scale and character of the neighborhood.

3. Incentivizing Neighborhood Commercial and Community Services

- Acquire land to RFP for development and/or support City Economic Development recruitment of uses desired or needed by the community (post office, banks, fresh food options, etc.).
- Provide financial incentives to cover gaps for uses that may not be market viable but are important to the community.
- Identify strategic properties to acquire and assemble, and adaptively reuse vacant commercial structures.

4. Business Support

Advocate for business support to be focused along Cervantes Street and in the new district emerging along Barrancas Avenue.



Joe Patti's has sold fresh seafood to the community for decades



Westside businesses are thriving gathering places for the community



Example of re-purposing historic buildings for commercial use

5. Strategic Development Support and Incentives

- Motivate private investments where the return on investment is currently too low relative to competition from other regions. Consider a broad array of incentive tools - in addition to fiscal tools, consider zoning policies, land contribution, and permitting and regulatory relief as part of the toolkit.
- Tie the applicants' qualifying criteria to Key Performance Indicators (KPIs) aligned with key policy goals and the City's Strategic Plan.
- Conduct cost-benefit analysis to determine the programs' fiscal impact.
- Consider a phased approach to test the programs in specific high-priority areas before expanding their application.
- Consider combining guidance on community benefits agreement with incentive design to ensure fairness and preempt gentrification concerns.
- Leverage state and federal programs to maximize the impact of local programs.

6. Workforce Development & Skills Training

- Partner with local organizations that coordinate workforce training opportunities and support for entrepreneurs and small businesses.
- Connect these opportunities and programs to places neighborhood residents already frequent (community centers, libraries, etc.).
- Ensure that neighborhood organizations and residents are aware of job and business opportunities that arise from investment coming into the neighborhood.
- Engage these providers in partnership at the Baptist Hospital Redevelopment.

7. Main Street Program

- Designate areas in the Westside for the Main Street Program: Cervantes Street, Barrancas Avenue, and Garden Street.
- Match these designations with traffic calming and investments in making the streets more walkable, safe, and comfortable for pedestrians.

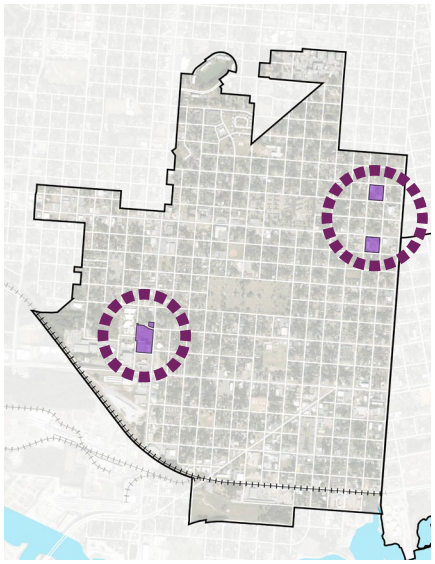
8. Relationship with Escambia County School District

- Continue to build a relationship between the Escambia County School District and the CRA.
- Provide constructive input into planning for future school sites and the redevelopment of any surplus school district-owned property.



fauxels

Comparing costs versus benefits is an important tool to analyze effectiveness



Land owned by the Escambia County School District in the Westside CRA District



Main Street America



Main Street America



Union Bulletin, Downtown Walla Walla

LEARNING FROM MAIN STREET AMERICA

Main Street America leads a collaborative movement with partners and grassroots leaders that advances shared prosperity, creates resilient economies, and improves quality of life through place-based economic development and community preservation in downtowns and neighborhood commercial districts across the country.

For more than 40 years, Main Street America has helped to build economic power in downtowns and neighborhood commercial districts – since 1980, Main Street America has helped to generate over $107.62 billion in local reinvestment, rehab 335,675 buildings, create 782,059 new jobs, and start 175,323 new businesses in over 2,000 communities.

The Main Street America Community Evaluation Framework outlines what it means to be a highly successful Main Street program and sets a path for growth and development. Developed by Main Street America in close partnership with Coordinating Partners through an extensive multi-year evaluation and revision process, the current community evaluation framework, assessment process, and standards for evaluation launched in early 2024.

Main Street America designation is a powerful advocacy tool, signaling to local stakeholders, as well as city, state, and national funders, that a Main Street program has an established position within a nationwide movement that has a 45-year proven track record of generating impressive economic returns, building local capacity, creating welcoming and inviting communities, and creating lasting impact.



9. Cervantes Street Infill West of F Street

- After the completion of the Cervantes Street Corridor strategy (between F and A Streets), the CRA should continue to pursue and support infill development to the west of F Street.
- Projects may focus on expanding retail offerings and adaptive reuse of valuable buildings.

10. Pace Boulevard Development Opportunities

Development along Pace Boulevard will continue to respond to the roadway's character. Fast-moving traffic and poor pedestrian conditions will perpetuate suburban development patterns. Long-term improvements to the right-of-way are recommended to facilitate walking and biking connections across the boulevard and a comfortable pedestrian environment along the street.

Pace Boulevard will be undergoing a limited study to explore creating a safe, connected, and visually appealing corridor. The study will make recommendations for a handful of mid-block crossings and intersections.

Recommendations from this study should be implemented to make Pace Boulevard more comfortable and safe for pedestrians and bicyclists. Following physical improvements to the right-of-way, more urban development along the corridor (smaller setbacks, parking located in the rear of buildings, front entrances facing the street, etc.) should be a priority. The development of the Pace Boulevard corridor will likely follow later in the development timeline, given the market and existing roadway conditions.



Pace Boulevard



The former Baptist Hospital site today

11. Garden Street Development

The focus of development along the Garden Street corridor will likely begin at the intersection with Barrancas Avenue, where a highly-visible commercial node already exists, with intersection improvements and CRA-guided infill development. The economic impact of that investment will likely ripple out to the west in later phases.

- Fund development that respects the scale and character of Garden Street;
- Guide developers through a design review process to adaptively reuse houses and small structures to minimize the impact of commercial uses;
- Ensure that parking, noise, trash, and other negative impacts on the residential neighborhoods are minimized.

12. Baptist Hospital Redevelopment

- Conduct a national search for a mixed-income, mixed-use, visionary developer who will coordinate a holistic redevelopment that incorporates health, education, and well-being in addition to residential and commercial development.
- Lay out and execute a robust and authentic community engagement process to involve the surrounding neighborhoods and city-wide stakeholders in the redevelopment process.
- Form partnerships with education and health organizations that could serve as anchors for the redevelopment.
- Work with Escambia County to pursue the annexation of blocks located north of Avery Street and blocks west of E Street to Pace Boulevard.

NEIGHBORHOOD DEVELOPMENT

The Neighborhood Development category includes recommendations that would build neighborhood organization capacity, preserve cultural landmarks and historic buildings, and create branded destinations. Examples of recommendations in the Neighborhood Development category include:

- Neighborhood identity and wayfinding;
- Neighborhood capacity building;
- Corridor development;
- Development of entertainment destinations;
- Community policing strategies.

The policy recommendations emerged as important through the CRA Plan Update process, through a combination of community input and suggestions, conversations with CRA and City staff about challenges of the current development review and approvals process, and relevant recommendations from the previous plans. Some recommendations are location-based, while others are global and applicable to the whole district.

The Neighborhood Development policy recommendations, like the Special Demonstration Projects, are intended to provide examples of appropriate CRA projects. However, policies are not limited to those listed. The policies included are not listed in order or priority. The CRA will use the evaluation tools in the Implementation chapter to prioritize projects and match projects to available funding.



www.elajordanhome.org

Ella L. Jordan African American History Museum



Attribution

Paver patterns help create unique identities in different neighborhoods

RECOMMENDATIONS

1. Neighborhood Capacity Building

- Secure grants to support and help neighborhood organizations build capacity.
- Identify resources that neighborhood organizations can connect to (such as non-profit development courses at Pensacola State College, Neighborworks, etc.).

2. Develop Neighborhood-Specific Plans

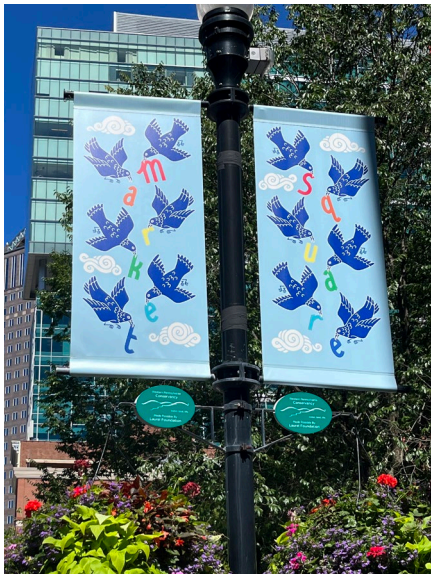
Fund and support the development of neighborhood plans that define projects and activities that are most important to the neighborhood. The CRA and City should define the topics appropriate for neighborhood plans (such as increases in density, locations for mixed-use, lot sizes, and considerations about adjacent uses). The City and CRA should also help to identify implementation activities that would be the responsibility of the neighborhood and those that would be led by the City, CRA, or partner organizations.

3. Neighborhood Identify & Wayfinding Building

- Fund efforts to support neighborhoods in developing unique identity, branding, and wayfinding for individual neighborhoods, areas of cultural significance, and special districts. These efforts can be used to reinforce sense of place and distinguish neighborhoods and special districts from one another.
- Fund the installation of branded neighborhood gateway signs, banners, and other placemaking elements.
- Rather than marking and defining the edges of CRA districts, placemaking signage should be used to indicate centers and places people gravitate toward. Identity signage should focus on the Barrancas Corridor, Cervantes Street between F and A Streets, and Historic Brownsville.

4. Revitalize Cultural Landmarks & Historic Buildings

Offer incentives and support projects that preserve and celebrate cultural destinations and preserve historic buildings, like the Gibson School. Look for viable uses to adaptively reuse important buildings in the neighborhood.



Signage based on local destinations



Public art establishes a theme

5. Community Safety

Fund programs that enhance community safety in the CRA District, reducing minor and violent crimes. Making places feel safe will encourage further investment and new residents moving into the district.

Community policing strategies may include:

- Funding increased patrols in the CRA District;
- Working with the police department to employ community policing best practices (bicycle patrols, community outreach events, etc.);
- Funding violence prevention programs, such as park or community ambassadors or outreach team members.

6. Partnership with Escambia County

Work with Escambia County to execute joint projects, such as streetscape improvements and urban design guidelines for the Brownsville neighborhood and coordination with on-going or completed plans (the Brownsville Redevelopment Plan, Barrancas Redevelopment Plan, Englewood CRA plan).



Brett Sayles

LEARNING FROM SAFE COMMUNITIES

BUILDING RELATIONSHIPS

Police should work with community members to build trust and rapport. This can lead to more people reporting crimes and providing information.

TRANSPARENCY

Police should be open about their policies and procedures, and how they operate. This can help build trust and accountability.

PROACTIVELY SOLVING PROBLEMS

Police should work with the community to identify and address the underlying causes of public safety issues.

EMBEDDING COMMUNITY ENGAGEMENT

Community engagement should be a core part of an agency's culture. When people trust the police, they are more likely to follow the law and help create a safer community.

WHAT ARE EXAMPLES OF COMMUNITY VIOLENCE INTERRUPTION (CVI) INITIATIVES?

- Violence interrupter programs, which use peace-building approaches to stop violence before it occurs by placing ambassadors on the street who can de-escalate conflict, provide mediation, and build supportive relationships with those at highest risk of experiencing violence.
- Programs to reduce gang-related affiliation and connect at-risk young people to employment and economic opportunities.

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HOUSING

The Housing policy category includes recommendations that will increase the options for housing in the district, including rental and homeownership and a range of housing types and affordability. Examples of recommendations in the Housing category include:

- Providing incentives for developers to build affordable housing;
- Working with developers to improve the quality of proposed housing design;
- Developing pre-approved building plans;
- Acquiring land for infill housing;
- Substantial rehabilitation of existing housing;
- Residential property improvement programs;
- Supporting first-time homebuyers;
- Large-scale mixed-use, mixed-income housing development.

The policy recommendations emerged as important through the CRA Plan Update process, through a combination of community input and suggestions, conversations with CRA and City staff about challenges of the current development review and approvals process, and relevant recommendations from the previous plans. Some recommendations are location-based, while others are global and applicable to the whole district.

The Housing policy recommendations, like the Special Demonstration Projects, are intended to provide examples of appropriate CRA projects. However, policies are not limited to those listed. The policies included are not listed in order or priority. The CRA will use the evaluation tools in the Implementation chapter to prioritize projects and match projects to available funding.





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RECOMMENDATIONS

1. Residential Property Improvement Project (RPIP)

Continue offering property improvement programs, such as RPIP and the Resiliency program, to preserve and create affordable housing units.

2. Demolition and Reconstruction Funding Program

- Develop a companion program to the RPIP for substantial demo and reconstruction (for primary structures and ADUs, rehab or new construction). This could be accessed by both owners as well as developers to facilitate infill in the districts.
- Applicants would need to demonstrate that preservation wasn't feasible.
- The CRA should conduct a study of contributing structures to historic character in neighborhoods to ensure that significant buildings are not demolished as part of this program.

3. CRA-Led Infill Development

- Acquire lots for infill development.
- Help fund the construction of new housing, partnering with organizations such as the Homebuilders Association to keep costs as low as possible.
- Facilitate land swaps to locate the highest and best uses along key corridors.

4. Partnership with Community Land Trusts for Infill Development

- Acquire lots for infill development and convey to Community Land Trust(s), such as the Northwest Florida CLT. Reference Escambia County's escheated property list to target lots for potential acquisition.
- Help fund the construction of new infill housing, partnering with organizations such as the Homebuilders Association to keep costs as low as possible.
- Facilitate land swaps to locate the highest and best uses along key corridors.

5. Pre-Approved Building Plans

Continue to develop a selection of pre-approved building plans, especially for narrow 30-foot infill lots, and establish a program where potential homebuyers can apply to use these plans. Partnering with a local builder experienced in this building type should be explored to help implement this program.



Example of newer infill housing



Examples of narrow housing types can be found throughout Pensacola







LEARNING FROM GREAT NEIGHBORHOODS

Require affordable housing projects receiving CRA funding to meet general design standards, including the principles of good design described below.

BUILDINGS FRONT PUBLIC AREAS

If a development does not include public streets, parking drive aisles should be designed with enhancements to make them "street-like," i.e. with shade trees, non-circuitous sidewalks, street furniture such as benches, trash receptacles, and street lights.

ACCESS

Convenient access to public transit, walking/bike trails, and amenities enhances access to opportunities for employment, education, and cultural experiences.

NEIGHBORHOOD-SCALE STREETS & BLOCKS

Development should be organized into blocks that are less than 3 acres each to create a walkable community. Streets should create an interconnected grid, with comfortable, shaded sidewalks.

FRONTS AND BACKS

Buildings should have discernible fronts and backs. Front facades should face other front facades and rears of buildings should face other rear facades.

PERIMETER FRONTAGE

Fronts of buildings should face publicly accessible streets (or parking lot drive aisles designed to be "street-like") or greenways. Service areas, off-street parking, and semi-private outdoor space should be located in the center of blocks or in the rear of buildings.

DIVERSE BUILDING TYPES

The objective is to build new homes in new or extended neighborhoods. A range of building types and architectural designs are required to move from building a development or apartment complex (typically with one or two repeating building designs) to a neighborhood.

MIXED-INCOME

If possible, affordable projects should aim to serve a range of incomes by offering a range of unit types and sizes, or by building in long-term affordability through subsidy for a portion of the units.

HUMAN-SCALE BUILDING ELEMENTS

Architectural elements including porches, stoops, awnings, balconies, and other elements are necessary to create places where people can interact and enjoy outdoor space. The scale of buildings should be consistent with the surrounding neighborhood.

ACCESSIBLE AMENITIES

The development has a diverse range of indoor and outdoor amenities, including small parks for children, indoor community gathering space, fitness amenities, etc.

QUALITY MATERIALS

Build affordable housing with high-quality, durable materials that are comparable in quality to moderate market-rate projects to ensure affordable projects will not be easily identified or stigmatized.

6. First-Time Homebuyers

- Identify barriers that may keep residents from using the first-time homebuyers programs provided by the City and the county.
- Connect potential first-time homebuyers to financial incentives.
- Explore strategies for increasing homeownership.

7. Affordable Housing Incentive

- Use incentive programs aligned with the principles and goals of the redevelopment plan to continue to fund affordable housing projects.
- Identify target areas for incentives, which may include affordable housing, infrastructure improvements, coordination with redevelopment project(s), floodproofing as a means to encourage certain uses, etc.
- Engage partners like the Northwest Florida Community Land Trust to develop high-quality affordable projects in the CRA Districts.

8. Small-Scale Affordable Housing Rental Program

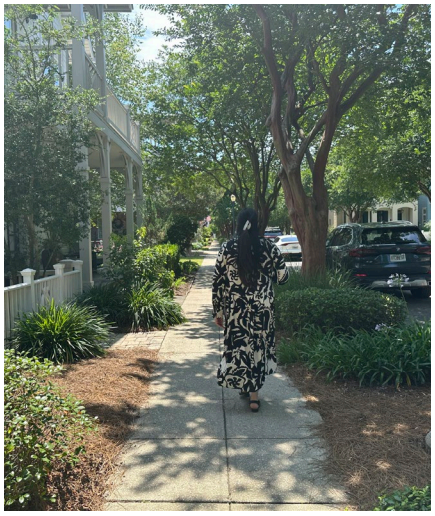
Create an incentive program to create and preserve affordable missing middle rental housing. The CRA is restructuring the TIF Rebate Incentive program to offer greater flexibility and effectiveness in supporting redevelopment within the city's redevelopment areas. The updated program is designed to be more robust, enabling developers to access tailored incentives that better align with the unique needs of their projects. By introducing a more adaptable framework, the revised TIF Rebate program will provide a wider range of options, ensuring that developers receive timely support while fostering sustainable growth in key redevelopment zones. This revamped incentive structures aims to drive economic development and revitalization efforts across the city, enhancing the overall impact of the program.

9. Large Scale Redevelopment Projects

- Ensure authentic community engagement and public participation opportunities.
- Select developers and design consultants that adhere to principles of good urban design (connected street grid, walkable block size, streets designed for pedestrians, mix of uses, dense and compact building types, access to transit, creation of public gathering spaces, etc.)
- Large-scale redevelopments must be broken into walkable block sizes with public streets or publicly-accessible private drives designed like public streets (with on-street parking and sidewalks).

10. Quality Multifamily Development

Use New Urbanist design principles in the design of multifamily housing developments. Incorporating language into the CRA's RFQs and RFPs specifying the selection of developers and/or design consultants who adhere to New Urbanist design principles will ensure alignment with best practices.



Example of a walkable neighborhood street

TRANSPORTATION, STREETS, AND PARKING

OVERVIEW

Transportation investments are an essential component to achieving broader community goals. Streets, trees, sidewalks, bicycle lanes, public art, and parking spaces often make up the majority of the land area of communities and are the heart of the public realm. As a result, many economic development plans and community-oriented policies are contingent on their thoughtful alignment with transportation projects. Ensuring that residents feel safe and comfortable while walking, driving, biking, taking transit, using public amenities, and patronizing businesses is always an important factor for all great neighborhoods.

The transportation recommendations outlined in this section can be understood as adhering to the following three high-level goals:

- **Accessibility** Support the development of an integrated and connected multi-modal transportation system that focuses on improvements that prioritize people walking, biking, using transit, and people with disabilities, providing everyone the opportunity to reach destinations for employment, leisure, and essential services.
- **Placemaking & Public Realm** Design transportation projects and site design that preserves community identity and provides welcoming spaces for civic, social, and commercial activity.
- **Safety** Provide safe and comfortable streets to support healthy and vibrant communities while improving residents' quality of life and the overall walkability of a neighborhood.

Transportation equity is an integral part of the evaluation and prioritization of projects and runs across all the goals.

The recommendations detailed in this section were shaped by community feedback and build on efforts undertaken by the CRA in previous plans, the City of Pensacola, and the Westside community. Specifically, these recommendations are aligned with the Active Transportation Plan (ATP) adopted by the City in August 2023 and the Westside Community Redevelopment Area Plan adopted by the City in 2007.

In the Westside, transportation strategies are focused on establishing a neighborhood identity, supporting a multimodal transportation network, and improving the safety and comfort of W Cervantes Street, Barrancas Avenue, and key intersections along N Pace Boulevard and A Street.

ACTIVE TRANSPORTATION PLAN (ATP) – 2023

The goal of the ATP is to accommodate all community members and encourage alternative transportation modes outside of car travel. The plan is focused on filling gaps in the transportation network and linking key destinations such as schools, parks, and commercial areas. Three categories of pedestrian- and bicycle-focused infrastructure are established by a Future Network framework in the ATP:

- Neighborhood Greenways
- Bike Routes
- Trails

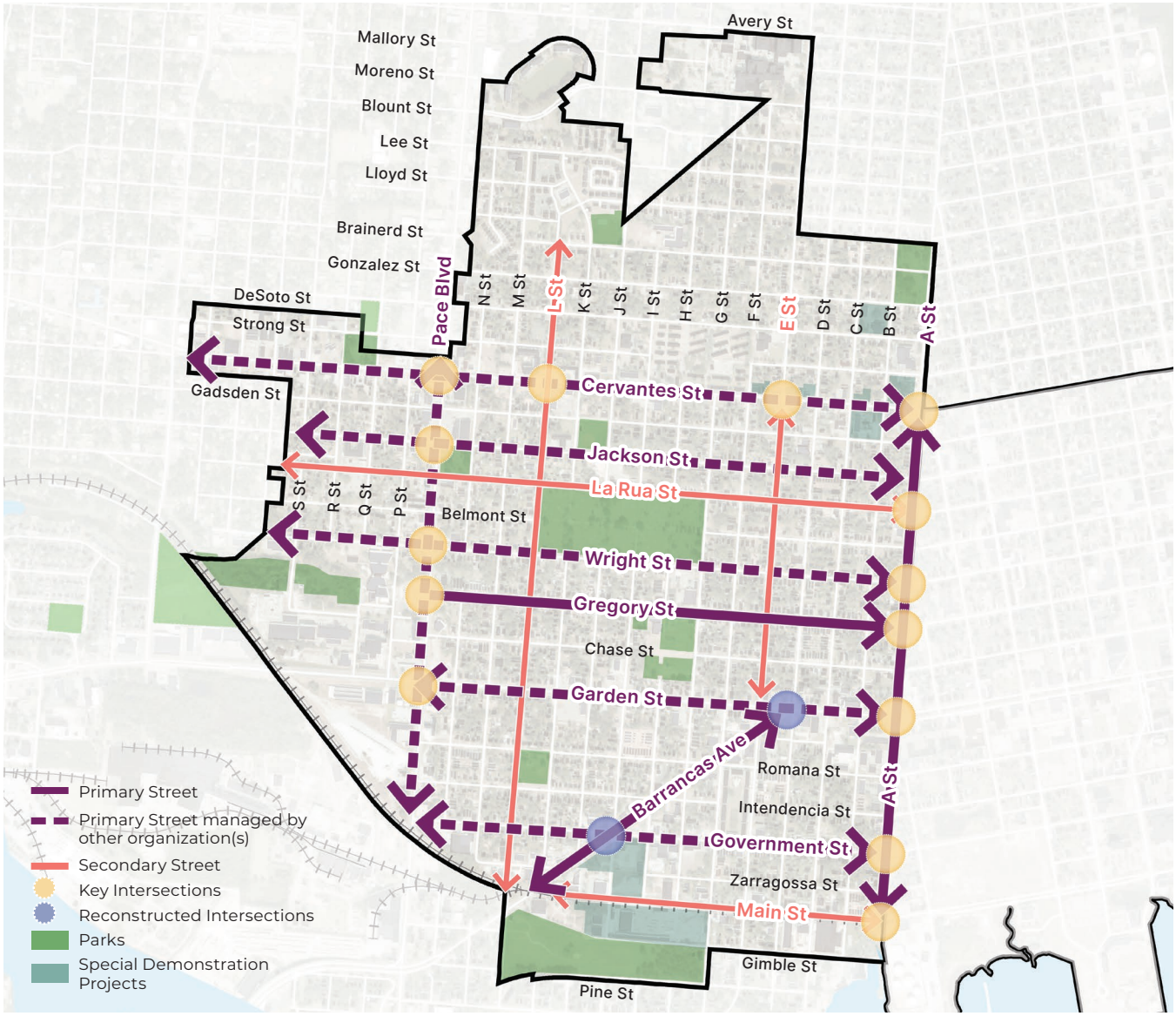
The Future Network design recommendations include using context-sensitive designs to make streets safer and more accessible based on their location (urban, suburban, etc.), using countermeasures to calm traffic, improve crossings, and/or expanding the bicycle network.

WESTSIDE COMMUNITY REDEVELOPMENT AREA PLAN – 2007

Although adopted nearly two decades ago, the Westside Community Redevelopment Area Plan made a variety of recommendations for corridors that are still relevant today, including:

- Pace Boulevard
- Garden Street
- Barrancas Avenue
- W Cervantes Street

Projects in the 2007 plan generally focused on traffic calming, intersection and streetscape improvements, and overall connectivity.



Westside Streets

Recommendations contained in this section are intended to improve safety, connectivity, accessibility, and navigability for all users and are focused on improvements that support and further the special demonstration projects and that are focused on selective corridors for improvements. These corridors are generally identified as primary streets but may also include other key streets and intersections that provide important connectivity within the district.

Not all recommendations listed are able to be directly undertaken by the CRA, there are various roles for the CRA to play in the implementation of these projects. Some of these roles are further defined in the implementation section of this plan. Recommendations which require the CRA to play more of an advocate role are provided separately as these may be broader and more general and scope or simply not within the CRA's purview yet were identified as a need from community members throughout the engagement process of this plan update.

The goal of creating more safe, accessible, and aesthetically vibrant communities will take advocacy and partnerships across multiple agencies and city departments for transportation improvements that go above the baseline standards. Such improvements may not be routinely implemented currently but as part of a plan that has a 20-year horizon to improve inadequate infrastructure, these upgrades could have bigger placemaking impacts and address community needs while also setting the stage for economic and neighborhood development within the Westside.

RECOMMENDATIONS

1. Curb Management Study

Fund a curb management study and create a plan to maximize opportunities for landscaping, dedicated bicycle lanes, and on-street parking along key corridors.

2. Low-Impact Design Standards

Promote low-impact design standards for use in corridor improvement projects and parking design standards to increase landscaping opportunities and provide stormwater mitigation where necessary.

3. Undergrounding Utilities

For all CRA-funded projects, advocate for the undergrounding of utilities as an investment that adds placemaking and resilience value.

4. Partnerships

Continue and strengthen partnerships with the Florida-Alabama Transportation Planning Organization (FL-AL TPO), the Florida Department of Transportation (FDOT), the Emerald Coast Regional Council (ECRC), and Escambia County Area Transit (ECAT) to integrate CRA projects into the transportation planning process. Additionally, CRA should continue to work on providing project lists to be integrated into the Transportation Improvement Plan (TIP) and Long Range Transportation Plan (LRTP) for the region.

5. Connecting Disadvantaged Communities

Partner with the City to fund and advocate for development of wider micromobility policies and plans that focus on supporting disadvantaged communities.

6. Data Collection

Assist other organizations with collecting data to support implementation of projects. For example, hosting "walking audits" with community residents to document needs related to maintenance, safety, and crossings.

7. Pedestrian & Bicycle Facilities Design Guidelines

Work with the City to review and update city policies and standards for pedestrian and bicycle facilities to adopt design guidelines that are aligned with best practices and state-of-the-art systems.

8. Transit First and Last-Mile Experience

Work with the City and local developers to implement transportation infrastructure projects for pedestrian, bicycle, and micromobility services and facilities that improve transit's " first and last-mile" experience.



Creating standards for pedestrian and bicycle facilities can make a huge impact on increasing safety

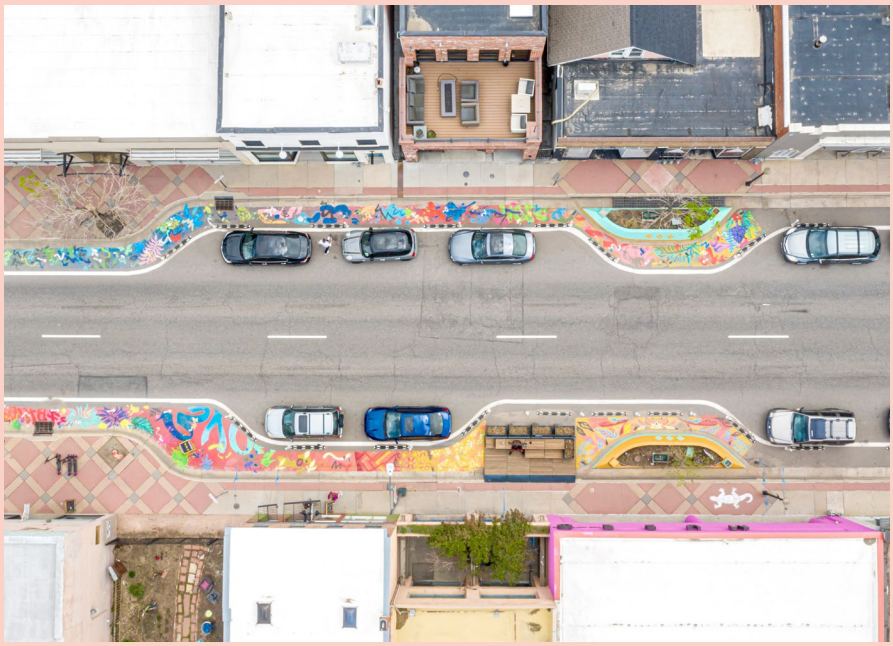
THE CHALLENGE

There are several challenges in the Westside voiced by community residents. These challenges are also a common occurrence in other districts. These include:

- Intersections that are unsafe for bike/ped crossing
- Speeding vehicles
- Lack of maintenance on existing pedestrian flashing crosswalk lights
- Lack of pedestrian crosswalks
- Lack of maintenance on existing sidewalks
- Lack of sidewalks
- Lack of protected space or roadways that accommodate pedestrians and bicycles and connect them across all districts and neighborhoods
- Lack of places to walk to i.e., restaurants or stores (Westside)
- Flooding issues are a big challenge
- Vehicle dominated streets make pedestrians and bicyclist feel unsafe
- Roadways that are the most unsafe or are barriers in districts are State roads



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LEARNING FROM GREAT STREETS

CURB MANAGEMENT

A plan that manages the space between the curb and travel lanes can provide a wide range of benefits when considered in combination with access management (or curb cuts/driveways) It is also a way to claim back space that can be used for amenities such as micromobility, parklets, enhanced transit stops or an extension of the pedestrian zone and in commercial areas can also provide for loading zones. The CRA should partner with the city to fund such a study in key corridors like A Street, Garden Street, and Government Street.

ACCESS MANAGEMENT

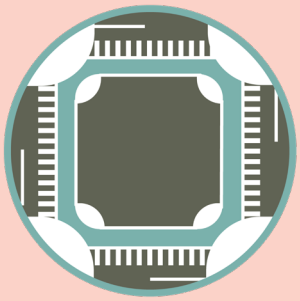
Removing redundant access to properties along busy corridors can provide other opportunities within the right-of-way such as continuous sidewalks or streetscape improvements. By reducing the number of interruptions and conflict points for pedestrians and vehicles, accessibility and mobility are increased and safety is improved for all users.

LANE RE-PURPOSING

Removing unnecessary driveways improves safety by minimizing car turning movements and consequently, provides the opportunity for removal of left-turn lanes to allow for pedestrian mid-block crossings instead where applicable and/or for the addition of such streetscape improvements as medians in place of the left-turn lane.



REDUCE SPEED LIMITS



ENHANCED INTERSECTIONS



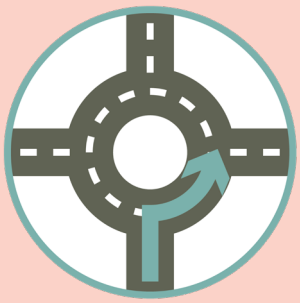
CROSSWALK DENSITY



NEW & ENHANCED BIKE LANES



NEW & ENHANCED SIDEWALKS



TRAFFIC CALMING



ACCESS MANAGEMENT



WAYFINDING

COUNTERMEASURES

A countermeasure is a safety improvement that is designed to prevent or offset an issue. While the CRA is not responsible for operation and maintenance of roadways, the CRA can be great partners and advocates for the implementation of such improvements that support and further the CRA's mission and goals. In addition to advocacy for certain improvements, safety improvements should link to Emerald Coast Regional Council (ECRC) Safe Streets and Road for All (SS4A) Safety Action Plan (adopted Dec 2024). Countermeasures that could provide district-wide benefits may include:

REDUCE SPEED LIMITS

Setting speed limits that are appropriate for the surrounding environment helps enhance safety and further street design concepts that prioritize pedestrians and cyclists. CRA may provide funding support for target speed studies to help develop a plan to set appropriate speed limits based on context and safety concerns.

ENHANCED INTERSECTIONS

Enhanced intersections help to delineate pedestrian and bicycle movements by slowing traffic and providing shorter crossing distances. Improvements can include corner islands, curb extensions, pavers, and even painted designs to bring attention to the space.

CROSSWALK DENSITY

Increasing the number and frequency of crosswalks to the network maximizes connectivity for pedestrians and improves safety by providing multiple designated, marked crossing locations. CRA can help provide the City with a prioritized list of intersections where new or improved crosswalks are needed.

NEW & ENHANCED BIKE LANES

Separating bike lanes with physical barriers, adding pavement markings, and incorporating signage helps to reduce crashes and slow car speeds.

NEW & ENHANCED SIDEWALKS

Completing the sidewalk network by adding or widening sidewalks is essential to the safety and comfort of pedestrians. This will also help to fill gaps in facilities and infrastructure that accommodates users of all abilities.

TRAFFIC CALMING

Installing traffic calming features can reduce crashes by slowing traffic and reducing points of conflicts. Improvements can include mini traffic circles which use paint and soft hit posts to replace 4-way stops, roundabouts, or chicanes.

ACCESS MANAGEMENT

Removing redundant driveways creates continuous predictable zones for pedestrians, bicyclists, and vehicles, thereby increasing the safety of all users. Improvements can go beyond closing or modifying driveways and include creating other curb management amenities, such as bicycle parking, parklets, or landscaping areas.

WAYFINDING MEASURES

A network of signs highlighting nearby pedestrian and bicycle facilities helps guide users to crossing locations as well as cultural amenities.



Providing great spaces for pedestrians encourages people to walk instead of drive, alleviating traffic congestion

9. Intersection and Sidewalk Improvements

The CRA should advocate for and consider funding further analysis for safety improvements that prioritize key intersections along priority corridors such as:

- N A Street at W Cervantes Street, W Wright Street, W Gregory Street, W Garden Street, and W Government Street;
- N Pace Blvd at W Garden Street, W Gregory Street, W Wright Street, W Jackson Street, and W Cervantes Street.

These improvements help to prioritize pedestrian and cyclist connectivity without the need for a whole corridor reconstruction and furthers the ATP prioritization of neighborhood greenways. Additional funding towards countermeasures that go above the standard and are proven to increase safety and prioritize resident quality of life can provide improvements that are cost effective and timely. There are a variety of countermeasures to choose from such as raised crosswalks at key intersections. Additional countermeasures that could be used that may be most applicable for the Westside are further discussed in this section.



MINI ROUNDABOUTS

A mini roundabout is a small yet powerful tool in traffic calming. These improvements when applied correctly can give additional access for pedestrians and bicyclists; reduce the occurrence of speeding and running STOP signs; reduce the noise caused by vehicles braking hard and accelerating at intersections. Additionally, they can provide enhanced aesthetics while improving traffic flow.

10. N Pace Boulevard Intersection Improvements

Closely coordinate with City and ECRC to provide input and make sure that intersection improvements are also being considered along with the corridor management study that will begin early 2025. Study should include engineering and planning principles necessary to create a safe, connected, and visually appealing corridor. Recommendations should not require additional right-of-way (ROW), and further enhance intersection improvements that support the adopted ECRC Safe Streets and Roads for All (SS4A) Safety Action Plan December 2024). Improvements could include countermeasures such as:

- Removing redundant driveways to create continuous predictable zones for pedestrians, bicyclists, and vehicles notably at W Gregory St and W Wright St and the Global Learning Academy;
- Developing a wayfinding master plan that promotes community assets such as St. John's Cemetery, Westside Library and Legion Field. Highlighting nearby pedestrian and bicycle facilities helps guide users to crossing locations as well as cultural amenities;
- Introduce traffic calming through streetscape improvements such as medians, on-street parking, and raised crosswalks;
- Conduct further analysis and study for the reduction of speed limits and design improvements according to a new target speed. N. Pace Blvd is one the few roadways in the city that current speed limit is 40 mph.

11. W Garden Street Improvements

Improvements should enhance and feature the landscaped median in the urban core providing pedestrian access. Remove on-street parking to allow for improved transit connectivity. Provide additional and improved mid-block pedestrian crossings initiated by FDOT project 435178-3 . Pedestrian crossings could utilize the landscaped median for refuge and repurposed on-street parking dimension and lane width reductions could allow for passive activities in the median.

12. Parking Projects and Requirements

- Quick build pilot projects that either remove or add on-street parking can provide short-term improvements that allow residents and visitors to experience impacts before committing to large financial investments.
- Convert strategically located, such as at corners or midblock, on-street parking spots into landscape zones, parklets, pop-ups, and street.
- Residential or commercial parking areas should be located to preserve building presence on the street and provide uninterrupted pedestrian facilities.
- All non-residential buildings and multi-family residential buildings should provide both short-term and long-term bicycle or other micromobility storage space.



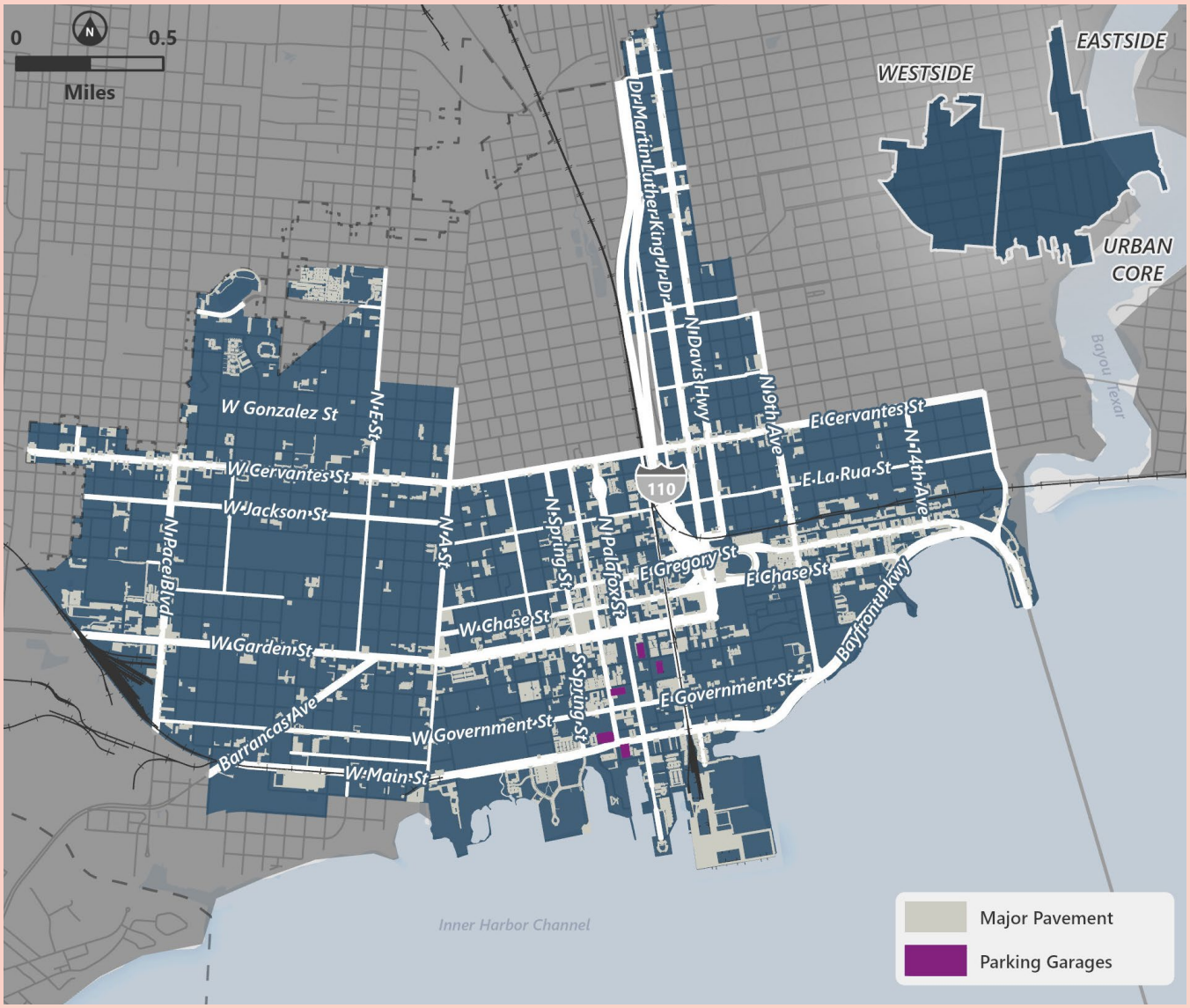
Produce bicycle parking and/or storage



Introduce traffic calming through on-street parking



Convert parking spaces into parklets or pop-ups



LEARNING FROM BEST PARKING PRACTICES

Parking plays a major role in an area's mobility. It can be an asset if thoughtfully located – supporting local businesses or meeting the needs of residents. But parking can be a liability when ineffective policies place a premium on parking demands; as a result, the pedestrian fabric of a community is eroded.

Requiring minimum parking standards and locating surface parking lots along street frontages lead to environments that are hostile to pedestrians. The heat island effects that are caused by large areas of asphalt without tree cover, underutilized parcels, and a lack of street definition make a huge impact on the environment and to the quality of life for residents.

In the Westside, there are 254 "Major Paved" areas for a total of 110 acres of paving.

PARKING GOALS

The goals of parking recommendations are to:

- Facilitate easy access to downtown while promoting transit and other modes of transportation while prioritizing a more walkable and bikeable environment.
- Coordinate parking locations – surface lots or structured – with transit, micro-transit, and micromobility hubs.
- Develop parking facilities that meet parking needs through a shared parking methodology.
- Minimize impact from parking on the public realm.

OPEN SPACE AND COMMUNITY AMENITIES

The Open Space and Community Amenities policy category includes recommendations that enhance the quality of life within the district by increasing access to parks, trails, recreation, community centers, and other community destinations. Examples of recommendations in the Open Space and Community Amenities category include:

- Recommendations about specific parks or open spaces;
- Recommendations for new or improved community amenities;
- Qualities that the CRA should prioritize in proposed designs, such as natural habitats or tree canopy and shade;
- Participation in the City's upcoming Parks Master Plan;
- Celebration of places with historic and cultural significance in neighborhoods and special districts through public art;
- Requirements for developers to incorporate public art into their developments;
- Walking and bicycling connections to existing or future parks and destinations;
- Recommendations for community garden, improvements to cemeteries, and other neighborhood opens space.

The policy recommendations emerged as important through the CRA Plan Update process, through a combination of community input and suggestions, conversations with CRA and City staff about challenges of the current development review and approvals process, and relevant recommendations from the previous plans. Some recommendations are location-based, while others are global and applicable to the whole district.

The Open Space and Community Amenities policy recommendations, like the Special Demonstration Projects, are intended to provide examples of appropriate CRA projects. However, policies are not limited to those listed. The policies included are not listed in order or priority. The CRA will use the evaluation tools in the Implementation chapter to prioritize projects and match projects to available funding.



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RECOMMENDATIONS

1. Parks Master Plan

- Participate in the 2025 Parks Master Plan being conducted by the City Parks and Recreation Department.
- The plan should assess the existing conditions and amenities and make recommendations for enhancing existing amenities, increasing the usability of the existing open spaces and cemeteries, and transforming vacant lots into new neighborhood parks where needed.
- The planning process should engage residents, relying on community input to guide the amenities, designs, and programming of parks.
- Park designs should prioritize amenities and programming that match the desires and needs of surrounding demographics.
- All interventions in parks and public spaces should prioritize increasing shade, comfort, and usability.
- Neighborhood parks or publicly-accessible open space should be located within 1/4-mile of all neighborhood blocks.
- The CRA may explore the option to fund future specific park enhancements that relate to placemaking.

2. Art Requirement for New Development

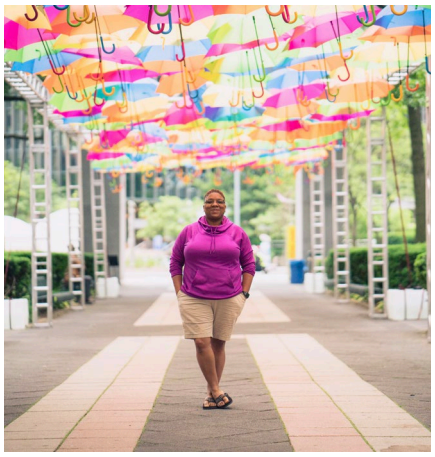
- Require new development receiving CRA funding to meet a requirement to incorporate public art that celebrates the history, culture, or place.
- Projects would be identified, funded, and installed by private developers; also explore "in-lieu" options.
- The CRA and City should identify and help initiate a regional arts organization that would eventually facilitate the program.

3. Natural Habitats and Tree Canopies

Require the use of native plant species, the creation of natural habitats, and tree canopies to provide shade in CRA-funded projects.



Maggie's Ditch Stormwater Treatment Enhancement Project



Public art project



Shade is a crucial feature for pedestrian spaces in Pensacola's climate

4. Community Facilities

Fund and build improvements to community facilities and programs, such as healthcare services, education, telehealth, community gathering space, a new senior center, a career learning lab, and cyber lounge.

Potential new locations for community facilities that should be studied include the Baptist Hospital redevelopment site, infill sites along Barrancas Avenue, and/or the lumber yard site near the ACW Superfund Site Park that is to be relocated.

5. Public Restrooms

Partner with the City to identify locations, establish standards for design and maintenance, and support the construction and maintenance of public restrooms in or near public parks and highly-trafficked areas. Some potential locations may include Legion Field, Fricker Community Center, near Barrancas Avenue, or along the future Bluffline expansion.

6. Low-Barrier Homeless Shelter

In partnership with local and regional homeless organizations, missions, shelters, and support services, the CRA should advocate for the creation of a low-barrier homeless shelter with minimal entry requirements (e.g., sobriety checks, income verification, strict identification policies, or participation in programs) to serve a wider range of individuals facing homelessness with complex needs.



Public restrooms can be added to parks, along streets, or in other public areas

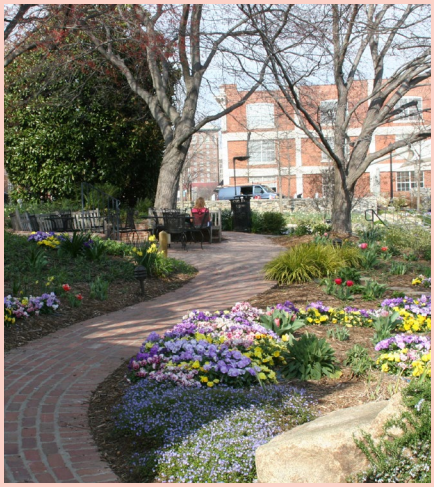








Union Bulletin, Downtown Walla Walla

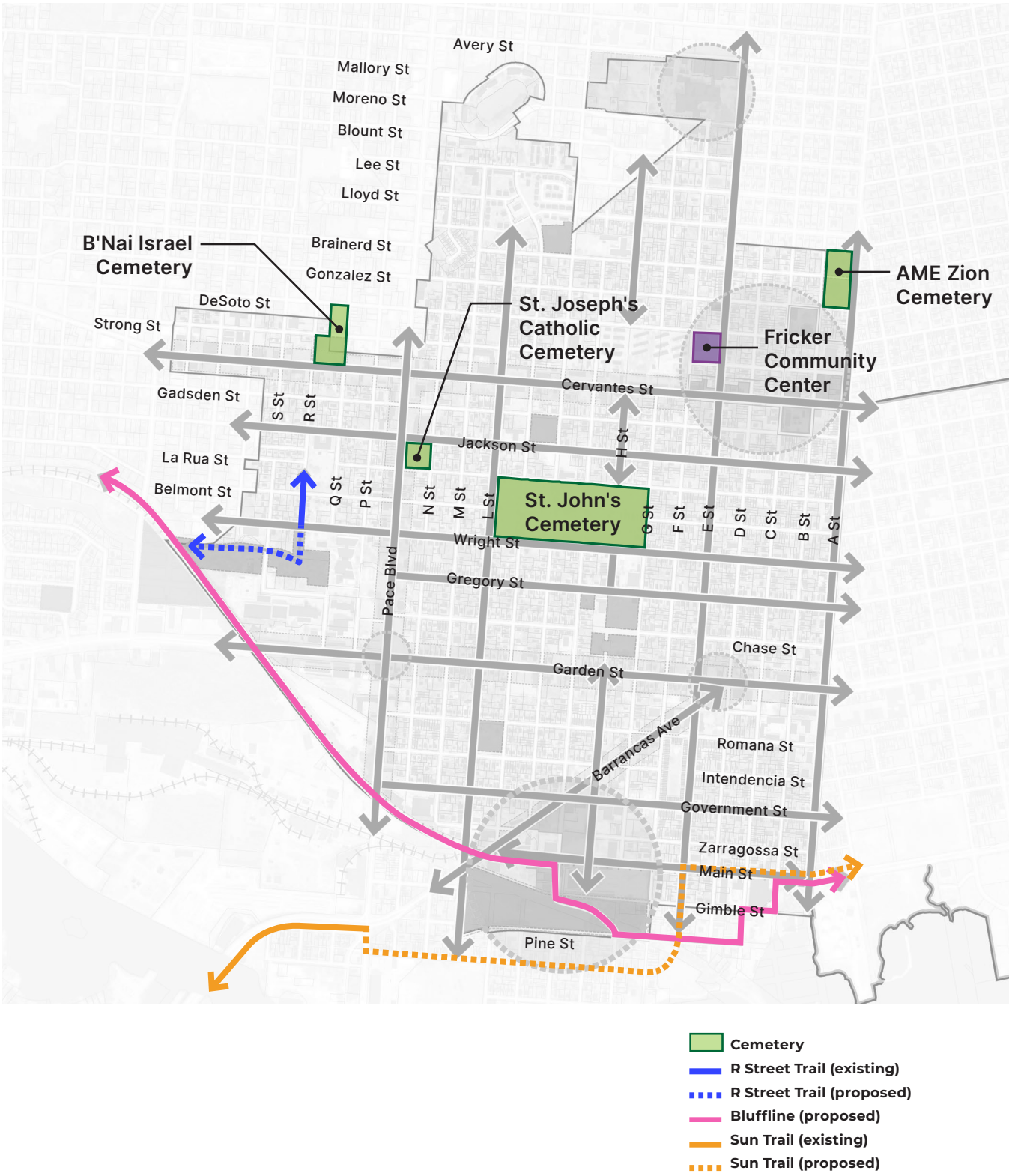


LEARNING FROM GREAT PARKS

Great parks and open spaces are sanctuaries for communities, with space for both active and passive activities, and connections to nature. The best parks are inclusive of all – no matter your age, ability, needs and wants.

Some of the ingredients that make great parks, especially in a warm, humid climate like Pensacola, could include:

- Kid-friendly play features/playgrounds
- Splash pad and/or public pool
- Public restrooms
- Walking, running paths
- Bicycle paths
- Sports fields
- Seating areas for large, medium, and small gatherings – this could be an open lawn, benches along paths, movable seats, swings, shaded pavilions, etc.
- Multi-purpose events spaces
- Water fountains
- Public art sculptures
- Landscaped gardens, with formal or informal plantings
- Shade from trees and/or structures
- Areas to observe a view of another place – this could be a view of a water body, of a different neighborhood, etc.


Avery St
Mallory St
Moreno St
Blount St
Lee St
Lloyd St
B'Nai Israel Cemetery
Brainerd St
Gonzalez St
DeSoto St
Strong St
St. Joseph's Catholic Cemetery
AME Zion Cemetery
Fricker Community Center
Cervantes St
Gadsden St
S St
R St
Jackson St
H St
La Rua St
Belmont St
Q St
P St
N St
M St
L St
St. John's Cemetery
O St
F St
E St
D St
C St
B St
A St
Wright St
Pace Blvd
Gregory St
Chase St
Garden St
Barrancas Ave
Romana St
Intendencia St
Government St
Zarragossa St
Main St
Gimble St
Pine St
Cemetery
R Street Trail (existing)
R Street Trail (proposed)
Bluffline (proposed)
Sun Trail (existing)
Sun Trail (proposed)



Great trails can spur development by building connections between destinations

7. Community Gardens

- Assess the need for and interest in community gardens in public parks as part of the 2025 Parks Master Plan.
- Build relationships with potential garden operators.
- Pursue gardens and urban forests as part of large-scale master planned redevelopments.

8. Cemeteries

- Enhance the appearance of the 4 significant cemeteries with entry features, better signage, historic markers, landscaping, sidewalk improvements, quality fencing, internal walkways, and lighting.
- Pursue supplemental funding sources (historic preservation grants, private fundraising).
- Support the formation and capacity building for Friends of the Cemeteries organizations.

9. Continuation of the Bluffline

The CRA should advocate for the westward extension of the Bluffline, a bicycle route that is intended to provide east-west connectivity near the shoreline. The capped containment area (shown in the American Creosote Works (ACW) Superfund Site Redevelopment Special Demonstration Project) may impede the original intended route of the Bluffline, so the CRA should work with the community and Bluffline advocates to determine alternative routes to connect towards the west.

10. Continuation of the SUN Trail

The CRA should continue to advocate for and support the City's project to extend the SUN Trail.

11. R Street Trail

Support and advocate rerouting of the R Street Trail south from the N R Street terminus at Wright Street; within the block behind the Global Learning Academy, the trail should turn westward and connect to the Wildlife Sanctuary of Northwest Florida, crossing N S Street with a mid-block crossing.



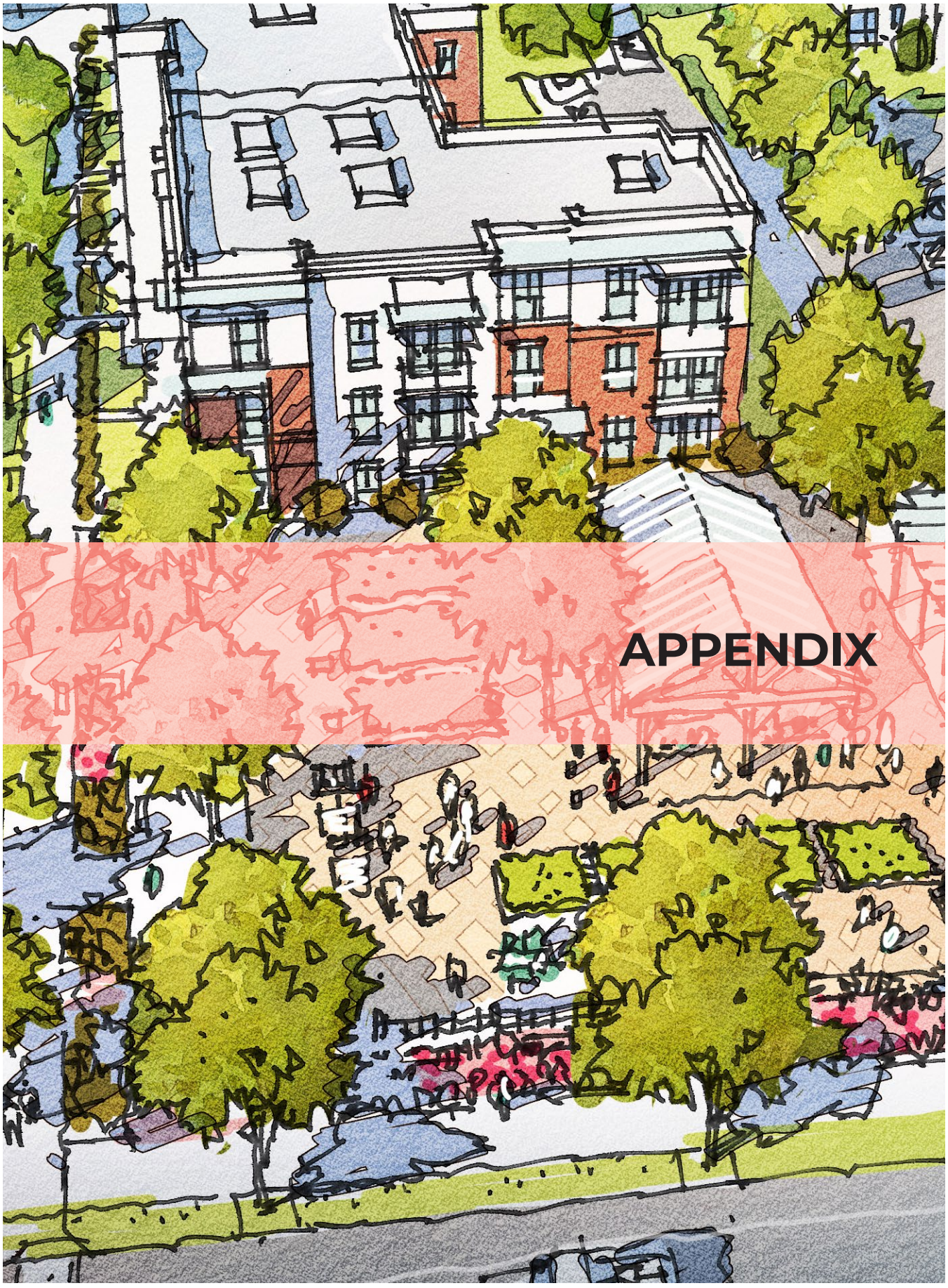
Fang XiaNuo

Community gardens can be a great way to build community participation



Google

St. John's Cemetery Entrance



APPENDIX

SUMMARY OF STEP 1 ENGAGEMENT

LIST OF ENGAGEMENT EVENTS

During Step 1 of the planning process, several different types of community engagement were utilized:

Listening Workshop #1 — May 28th

- To explain the CRA planning process and to hear from residents about the key issues to address in the plan
- Sanders Beach-Corrine Jones Resource Center
- 40 attendees

Interactive Online Map (detailed on following pages)* — May 28th-August 23rd

- 765 contributions from 213 contributors

Stakeholder Meetings* — May 28th-31st

- Topic-based meetings
  - Workforce & Economic Development
  - Housing
  - Community Support Organizations
  - Historic Preservation
  - Arts & Culture
  - Neighborhood Associations
  - Environment & Waterways
  - Parks & Amenities
  - Transportation
- 51 organizations attended over three days

Virtual Workshop #1* — June 11th

- To explain the CRA planning process and to hear from residents about the key issues to address in the plan
- Provided for those that could not attend in-person workshops in May

Community Conversations* — August

- Three additional CRA staff-led workshops
- 138 total attendees

Stakeholder Meetings* — August

- Smaller meeting to discuss specific tops in the three CRA districts
  - Neighborhood Associations Stakeholder Meeting (11 attendees)
  - Environmental & Waterways, Parks & Amenities, and Transportation Stakeholder Meeting (7 attendees)

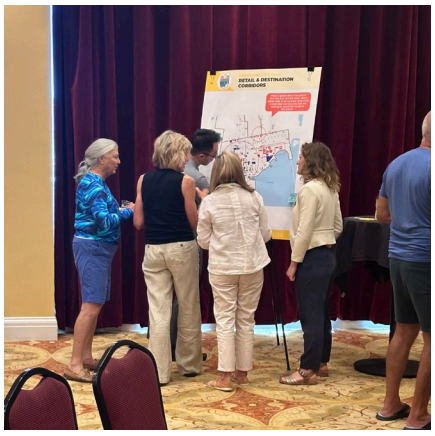
Pop-up Summer kids camps & Senior Bingo — August**

- Four CRA staff-led events
- 70 total attendees



Listening workshop


Stakeholder meeting


Listening workshop

** This engagement included attendees from all 3 districts*

*** This engagement was conducted with the Westside and Eastside*

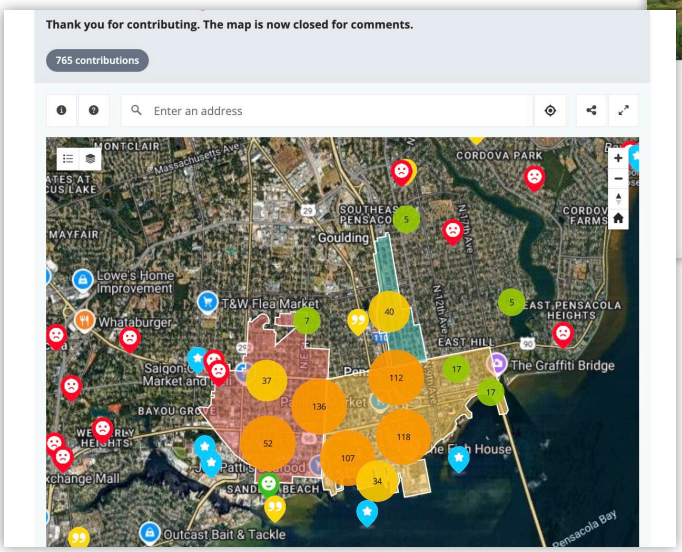
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ABOUT THE INTERACTIVE MAP

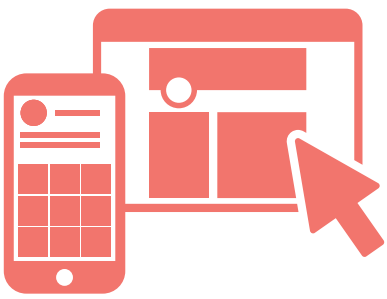
A vital part of Step 1 engagement included an online interactive map. The online interactive map served as a digital tool for place-based feedback about the planning process. Pensacola residents and stakeholder were encouraged to provide comments in at least one of four categories:

- Your Favorite Places
- Problem Areas
- Ideas for the Future
- General Comments

Respondents were able to drag one of these comment categories and pin it to a specific place on the map of Pensacola. Comments were not limited to a specific CRA District. After the interaction map closed, tabulation and organization of the comments were completed. There were 765 contributions from 213 contributors to the interactive map.







STEP 1 ENGAGEMENT SUMMARY RESULTS

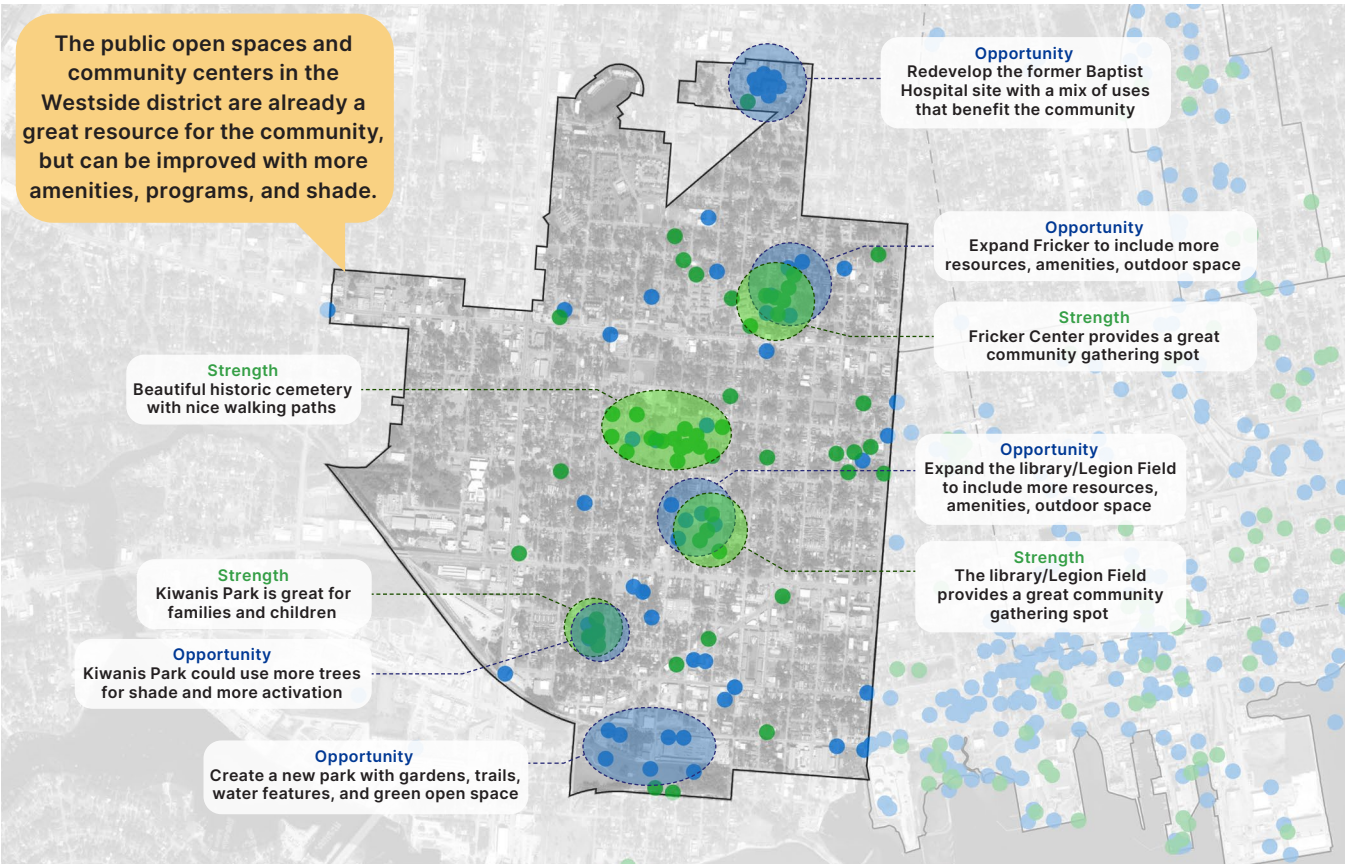
The following pages show the summarized results of the online interactive map contributions to the Westside CRA District with the other Step 1 engagement processes, including in-person and virtual community meetings, stakeholder groups, neighborhood workshops, and youth events. Along with identifying and summarizing Westside-specific strengths, weaknesses, and opportunities, six themes addressed specific concerns and comments about the Westside:

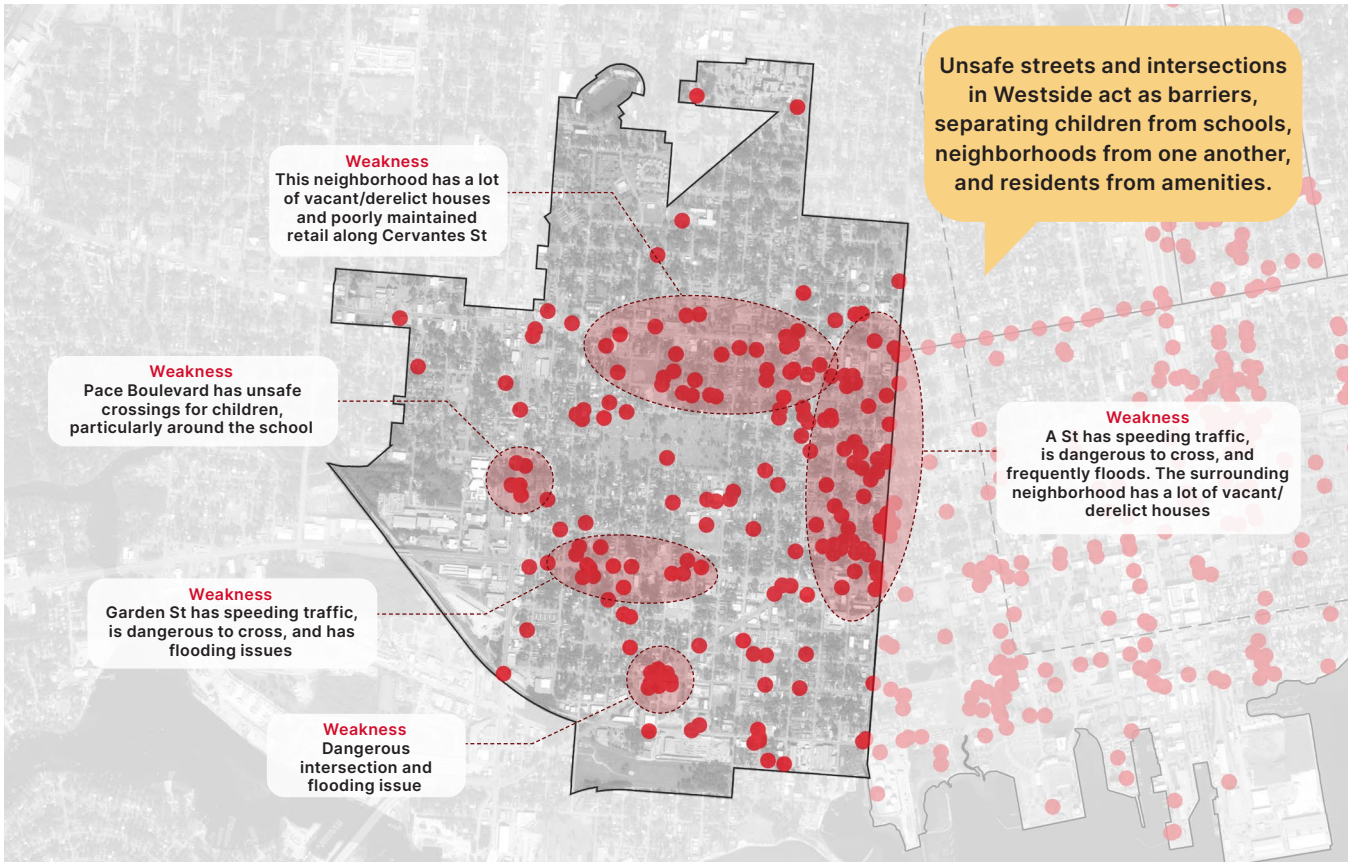
- Arts, Cultures, Activities, and Destinations
- Streets and Connections
- Housing and Opportunity Sites
- Community-Centered Planning
- Resilient Infrastructure
- Parks and Open Space

On the maps, community and stakeholder feedback is indicated by green (strengths), blue (opportunities), and red (weaknesses).






The public open spaces and community centers in the Westside district are already a great resource for the community, but can be improved with more amenities, programs, and shade.
Opportunity
Redevelop the former Baptist Hospital site with a mix of uses that benefit the community
Opportunity
Expand Fricker to include more resources, amenities, outdoor space
Strength
Fricker Center provides a great community gathering spot
Strength
Beautiful historic cemetery with nice walking paths
Opportunity
Expand the library/Legion Field to include more resources, amenities, outdoor space
Strength
The library/Legion Field provides a great community gathering spot
Strength
Kiwanis Park is great for families and children
Opportunity
Kiwanis Park could use more trees for shade and more activation
Opportunity
Create a new park with gardens, trails, water features, and green open space


Unsafe streets and intersections in Westside act as barriers, separating children from schools, neighborhoods from one another, and residents from amenities.
Weakness
This neighborhood has a lot of vacant/derelict houses and poorly maintained retail along Cervantes St
Weakness
Pace Boulevard has unsafe crossings for children, particularly around the school
Weakness
A St has speeding traffic, is dangerous to cross, and frequently floods. The surrounding neighborhood has a lot of vacant/ derelict houses
Weakness
Garden St has speeding traffic, is dangerous to cross, and has flooding issues
Weakness
Dangerous intersection and flooding issue

Strengths

- Wide variety of restaurants and shopping available
- St. John's Cemetery - historic, beautiful, and great for walking
- Existing parks with amenities like the dog park and splash pad
- Community spaces such as Fricker and the library
- Existing old oak trees that provide shade and character
- Institutions like the Music Makers Hall of Fame

Weaknesses

- Vacant/rundown buildings and lots make the area feel unsafe and detract from the existing character
- Lack of well maintained and connected sidewalks
- Lack of safe crosswalks, especially around schools
- Existing infrastructure does not address drainage & flooding issues and are poorly maintained
- Lacking in number of parks and open space
- Newer development does not fit in with the existing neighborhood scale and character
- Lack of easily accessible and affordable grocery store
- Out of control cat colonies
- Trash and littering in public areas

Opportunities

- Provide a performing arts center and partner with existing arts organizations
- More retail and restaurant opportunities
- Bring in an affordable and accessible grocery store for better fresh food options
- Demolish the vacant Baptist Hospital buildings and create a mixed-use development that caters to the community's needs
- Convert old rail lines to trails
- Provide affordable housing and a diversity of building type options
- Provide more park space that offers different amenities for all ages and well-maintained landscaping
- Create better flood mitigation
- Create safe, beautiful, and shaded pedestrian/bike connections
- Replace traffic intersections with paved roundabouts with planted tree in center
- Expand programming opportunities at existing community centers

Arts, Culture, Activities, and Destinations

- Provide more family-friendly retail and activities
- Provide more programming and events
- Activate Fricker Community Center and West Library
- Improve community center & gathering spaces

Streets and Connections

- Slow traffic and improve safety on the streets
- Improve sidewalks, streetscapes, and lighting
- Provide more crosswalks for pedestrian safety
- Improve bike connectivity

Housing & Opportunity Sites

- Update, renovate, or tear-down vacant or run-down properties
- Provide affordable housing options
- Identify opportunities for large redevelopment projects
- Provide resources for those experiencing homelessness

Community-Centered Planning

- Provide affordable and quality food options
- Cleanup garbage
- Prevent loitering, panhandling, and vandalism
- Provide trap/neuter/return program

Resilient Infrastructure

- Mitigate flooding impacts
- Underground utilities and cut trees back from existing utilities

Parks and Open Space

- Provide more scales of parks and open spaces
- Improve maintenance and update equipment at existing parks
- Consider rails to trails project
- Plant more street trees

SUMMARY OF STEP 2 ENGAGEMENT

LIST OF ENGAGEMENT EVENTS

Step 2 of the planning process included a week-long workshop that culminated in a presentation and open house. Following the presentation, surveys and additional meetings were conducted to gain valuable feedback from those unable to attend the workshop events.

1:1 Meeting with the Mayor* — September 30th, 3:00-4:00 PM

- To review opportunity sites and priorities rights-of-ways
- To receive input on developmental projects

Meetings with Councilmembers & CRA Board* — September 30th-October 1st

- To review recommendations, input on development projects, priority rights-of-way & workshop insights, and listen to input

Meetings with City Department Heads* — October 1st

- To present ideas in progress
- To discuss any alternatives or sensitive information

Testing Workshop Public Open House* — October 1st, 6:00-7:30pm

- To share ideas for potential projects in the Westside and get feedback from residents about potential CRA investments
- Spanish translation provided

Stakeholder Meetings with Developers — October 2nd, 9:30-11:00 AM

- To discuss decision factors around investments

Testing Workshop Public Open House* — October 2nd, 12:00-1:30pm

- To share ideas for potential projects in the Westside and get feedback from residents about potential CRA investments
- Spanish translation provided

Testing Workshop Community Presentation* — October 3rd, 6:00-7:30pm

- To share ideas for potential projects in the Westside and get feedback from residents about potential CRA investments
- Open House followed

Post-workshop Survey* — October 14th-November 4th (detailed on following pages)

- To gather feedback on the concepts presented at the public meeting on October 3rd

Sanders Beach Community Meeting — November 4th

- Debrief with residents near the ACW site on the concepts for the site that were developed during the Testing Workshop in October
- Virtual public meeting with 10+ attendees

Debrief with the Area Housing Commission* — December 12th

- To debrief on the concepts that were developed during the Testing Workshop in October

** This engagement was conducted with all three CRA districts at once*



Tuesday open house



Thursday open house



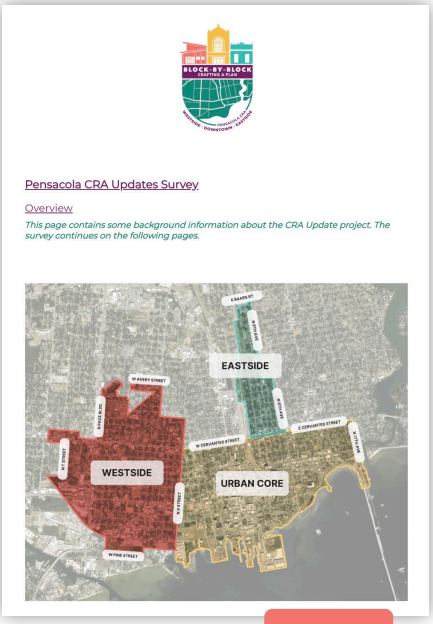
Testing workshop community presentation

ABOUT THE SURVEY

Because workshop attendance and feedback was limited to those who could physically be there, the post-workshop survey was crucial in gaining additional feedback. To widen the engagement reach, the survey was offered both digitally and in print, with English and Spanish versions, and distributed to hundreds of Pensacola residents, the goal was to reach as many residents as possible to obtain accurate and comprehensive feedback of the ideas presented at the workshop.

The survey was made available to the public from October 14th, 2024 through November 4th, 2024 and garnered 174 responses. Over 90% of participants live in Pensacola year-round, while over 50% of participants live in the CRA District boundary. About 55% of participants had not attended any previous engagement, showing that much of the feedback and ideas given were new for the project.

The following pages show the summarized results of each survey question. Along with the overall results of the survey, the data was further examined to organize the responses from residents who live in the Westside. Some of the open text responses have been recorded in this document (at the bottom of the respective page); the comments that appear here have been selected for their relevancy and representativeness of the remainder of the comments.


Pensacola CRA Updates Survey

Overview

This page contains some background information about the CRA Update project. The survey continues on the following pages.


Pensacola CRA Updates Survey

Overview

The Pensacola Community Redevelopment Agency (CRA) is updating the Community Redevelopment Plans for the Eastside, Urban Core, and Westside.

- The redevelopment plans are over 15 years old — it's time to update them to reflect the community's priorities.
- We need to hear from residents, local business owners, and stakeholders to understand your needs and visions!

This survey is focused on getting your feedback on early project concepts developed during the workshop held from September 30th–October 4th, 2024.

At the end of this survey, you will have the opportunity to provide comments on any issues that are not addressed in this survey. All responses to this survey are anonymous and will inform the content and scope of the Community Redevelopment Plans.

Please contact CRADivision@CityOfPensacola.com or call (850) 436-5640 with any questions or concerns.

Did you attend any of the following workshops? Select all that apply.

- Tuesday, October 1 – Open House at the Library
- Wednesday, October 2 – Open House at the Library
- Thursday, October 3 – Public Presentation & Open House at Sanders Beach-Corrine Jones Resource Center
- I attended Step 1 workshops in May, June, July, or August 2024
- No, I have not attended any of these events so far
- Not sure

1

Top Comments in the Westside

Of the 29 responses received from Westside residents, top overall comments included:

- Improve street landscape and widen sidewalks.
- Create mixed use development and high-density housing.
- Prioritize Cervantes Street, Barrancas Avenue, and Garden Street for pedestrian and bicyclist safety and comfort.
- Provide grocery store access in the Westside.
- Use the ACW site as a place for public use and a family-friendly park.

All respondents

Westside residents

1. Did you attend any of the following workshops?

166 answered, 8 skipped

No, I have not attended any of these events so far	*91 resp.*	54.82 %
I attended Step 1 workshops in May, June, July, or August 2024	*57 resp.*	34.34 %
Thursday, October 3 (Public Presentation & Open House at Sanders Beach-Corrine Jones Resource Center)	*31 resp.*	18.67 %
Wednesday, October 2 (Open House at the Library)	*21 resp.*	12.65 %
Tuesday, October 1 (Open House at the Library)	*20 resp.*	12.05 %
Not sure	*2 resp.*	1.2 %

29 answered, 0 skipped

No, I have not attended any of these events so far	*10 resp.*	34.48 %
I attended Step 1 workshops in May, June, July, or August 2024	*14 resp.*	48.28 %
Thursday, October 3 (Public Presentation & Open House at Sanders Beach-Corrine Jones Resource Center)	*9 resp.*	31.03 %
Wednesday, October 2 (Open House at the Library)	*5 resp.*	17.24 %
Tuesday, October 1 (Open House at the Library)	*8 resp.*	27.59 %
Not sure	*0 resp.*	0 %

66% of Westside residents who took this survey attended at least one previous workshop

2. What is your home zip code? If you don't live in the United States, what is your county of residence?

150 answered, 24 skipped

32502	*44 resp.*	29.33 %
32501	*34 resp.*	22.67 %
32503	*29 resp.*	19.33 %
32504	*15 resp.*	10 %
32514	*7 resp.*	4.67 %
32507	*5 resp.*	3.33 %
32505	*4 resp.*	2.67 %
32506	*3 resp.*	2 %

29 answered, 0 skipped

32502	*13 resp.*	44.83 %
32501	*11 resp.*	37.93 %
32503	*0 resp.*	0 %
32504	*0 resp.*	0 %
32514	*0 resp.*	0 %
32507	*1 resp.*	3.55 %
32505	*3 resp.*	10.34 %
32506	*1 resp.*	3.45 %

All respondents

Westside residents

3. What is your relationship with Pensacola?

154 answered, 20 skipped

I live here year-round	*143 resp.*	92.86 %
I work here	*46 resp.*	29.87 %
I visit places in the CRA Districts regularly	*46 resp.*	29.87 %
I live here seasonally	*8 resp.*	5.19 %
I visit here from out of town	*1 resp.*	0.65 %

29 answered, 0 skipped

I live here year-round	*27 resp.*	93.1 %
I work here	*7 resp.*	24.14 %
I visit places in the CRA Districts regularly	*8 resp.*	27.59 %
I live here seasonally	*2 resp.*	6.9 %
I visit here from out of town	*0 resp.*	0 %

4. What CRA District of Pensacola do you live in?

153 answered, 21 skipped

Urban Core	*46 resp. (30.07%)*	
Westside	*29 resp. (18.95%)*	
Eastside	*11 resp. (7.19%)*	
Other	*60 resp. (45.76%)*	
I live outside of CRA District boundaries, but in the City of Pensacola	*49 resp.*	32.03 %
I live outside of the City of Pensacola	*21 resp.*	13.73 %

5. How long have you lived in Pensacola?

154 answered, 20 skipped

Less than one year	*12 resp.*	7.79 %
1 to 2 years	*7 resp.*	4.55 %
3 to 5 years	*20 resp.*	12.99 %
6 to 9 years	*22 resp.*	14.29 %
10+ years	*89 resp.*	57.79 %
I do not live in Pensacola	*4 resp.*	2.6 %

29 answered, 0 skipped

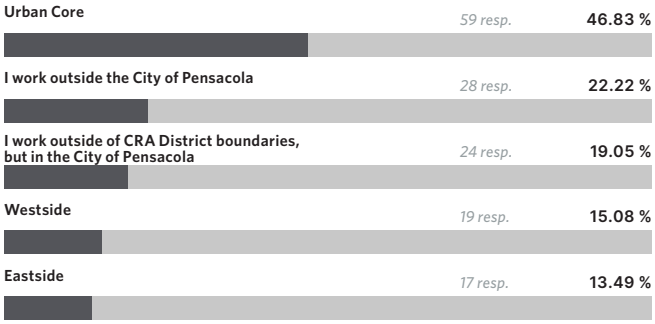
Less than one year	*2 resp.*	6.9 %
1 to 2 years	*1 resp.*	3.45 %
3 to 5 years	*6 resp.*	20.69 %
6 to 9 years	*5 resp.*	17.24 %
10+ years	*15 resp.*	51.72%
I do not live in Pensacola	*0 resp.*	0 %

All respondents

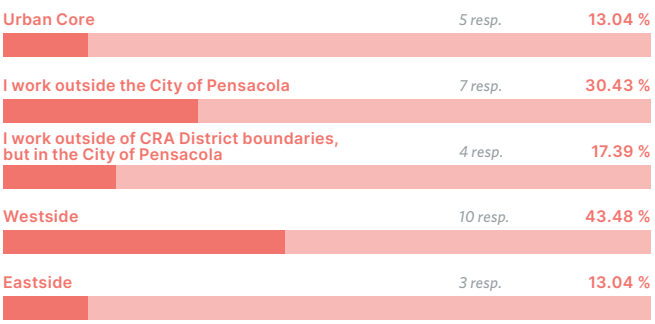
Westside residents

6. What CRA District of Pensacola do you work in?

126 answered, 48 skipped

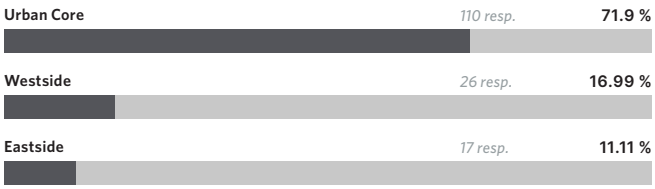


23 answered, 6 skipped

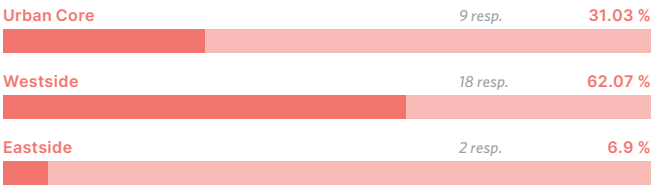


7. What CRA District of Pensacola do you most often visit?

153 answered, 21 skipped

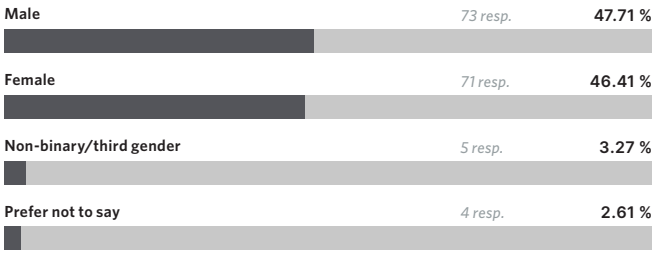


29 answered, 0 skipped

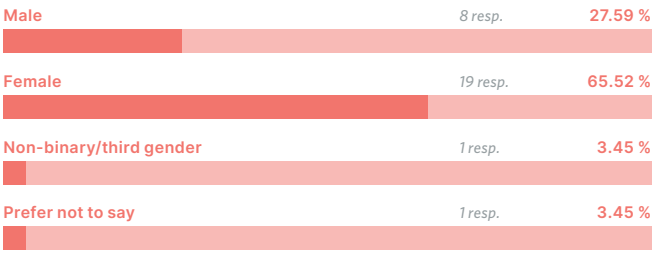


8. How do you identify your gender?

153 answered, 21 skipped



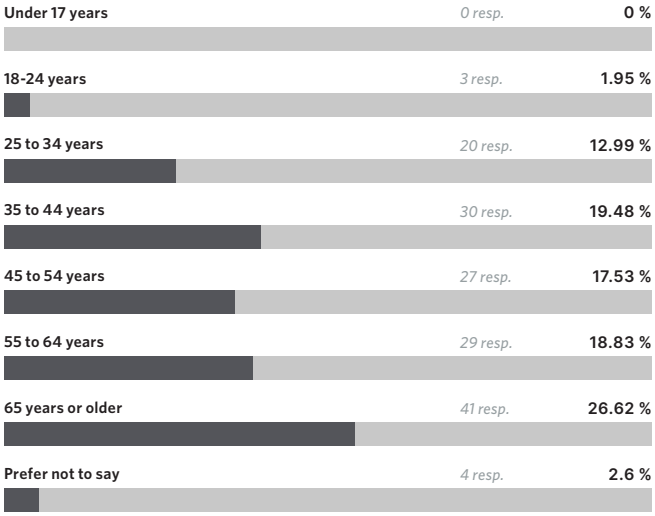
29 answered, 0 skipped



All respondents

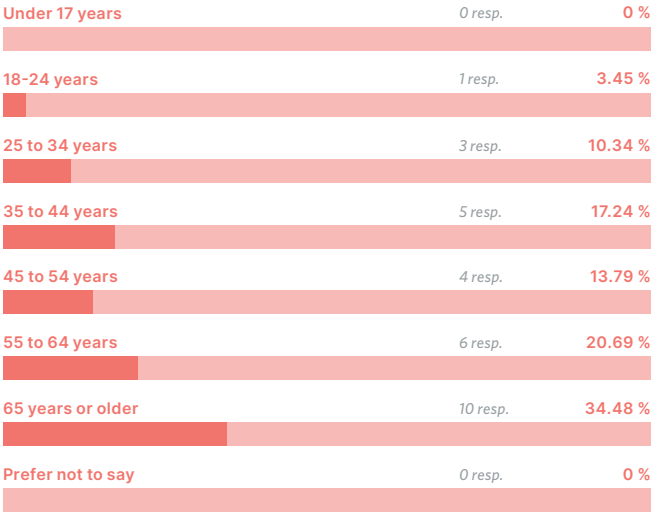
9. What is your age?

154 answered, 20 skipped



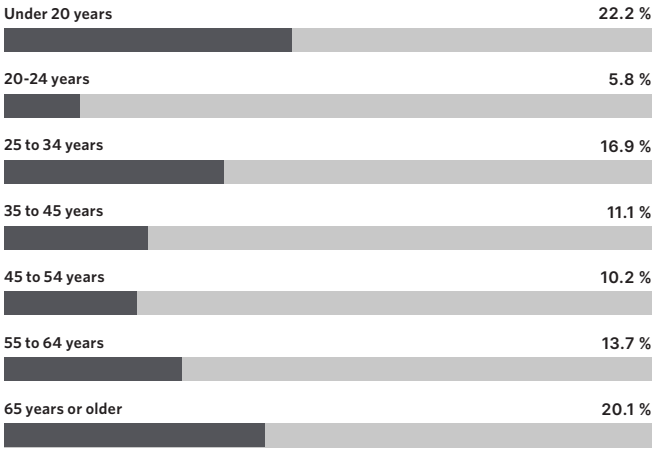
Westside residents

29 answered, 0 skipped



City of Pensacola Age Demographics

Data from United States Census, American Community Survey, 2022



All respondents

Westside residents

10. What is your race/ethnicity?

154 answered, 20 skipped

White	119 resp.	77.27 %
Black or African American	18 resp.	11.69 %
Prefer not to say	16 resp.	10.39 %
Hispanic or Latino/a	7 resp.	4.55 %
American Indian or Alaska Native	2 resp.	1.3 %
Asian or Asian American	2 resp.	1.3 %
Middle Eastern or North African	0 resp.	0 %
Native Hawaiian or other Pacific Islander	0 resp.	0 %
Another race	0 resp.	0 %

29 answered, 0 skipped

White	20 resp.	68.97 %
Black or African American	7 resp.	24.14 %
Prefer not to say	1 resp.	3.45 %
Hispanic or Latino/a	3 resp.	10.34 %
American Indian or Alaska Native	0 resp.	0 %
Asian or Asian American	0 resp.	0 %
Middle Eastern or North African	0 resp.	0 %
Native Hawaiian or other Pacific Islander	0 resp.	0 %
Another race	0 resp.	0 %

11. What is the combined annual income of all working adults in your household?

154 answered, 20 skipped

Less than $25,000	4 resp.	2.6 %
$25,000–$34,999	5 resp.	3.25 %
$35,000–$49,999	11 resp.	7.14 %
$50,000–$74,999	19 resp.	12.34 %
$75,000–$99,999	19 resp.	12.34 %
$100,000–$149,999	23 resp.	14.94 %
$150,000–$199,999	25 resp.	16.23 %
$200,000 or more	25 resp.	16.23 %
Retired	13 resp.	8.44 %
Prefer not to say	10 resp.	6.49 %

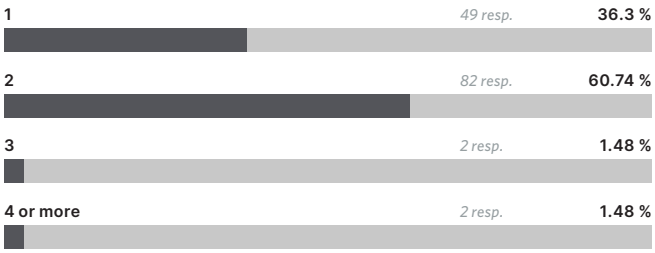
29 answered, 0 skipped

Less than $25,000	2 resp.	6.9 %
$25,000–$34,999	3 resp.	10.34 %
$35,000–$49,999	3 resp.	10.34 %
$50,000–$74,999	1 resp.	3.45 %
$75,000–$99,999	7 resp.	24.14 %
$100,000–$149,999	2 resp.	6.9 %
$150,000–$199,999	4 resp.	13.79 %
$200,000 or more	2 resp.	6.9 %
Retired	4 resp.	13.79 %
Prefer not to say	1 resp.	3.45 %

All respondents

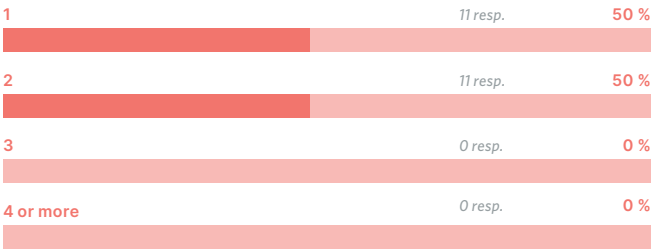
12. How many working adults live in your household?

135 answered, 39 skipped



Westside residents

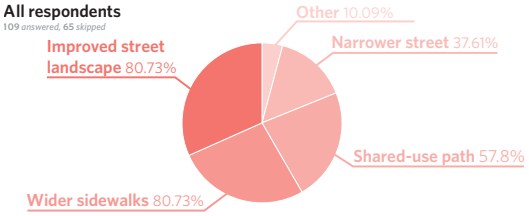
22 answered, 7 skipped

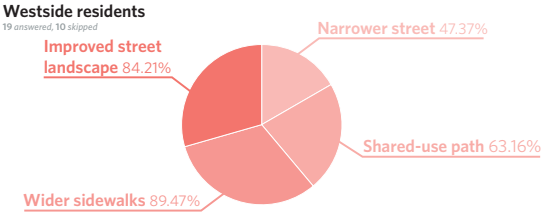


35. What about this proposal do you like?

109 *answered*, 65 *skipped*

Improved street landscape	88 resp.	80.73 %
Wider sidewalks	74 resp.	67.89 %
Shared-use path	63 resp.	57.8 %
Fewer traffic lanes/narrower street	41 resp.	37.61 %
*Other (please specify)	11 resp.	10.09 %





*Answers included: nothing; need more crosswalks; add a train; traffic will be worse if lanes are removed

PENSACOLA CRA PLANS UPDATE / PENSACOLA, FLORIDA

URBAN DESIGN ASSOCIATES





Barrancas Avenue
This proposal corresponds with questions 34-37

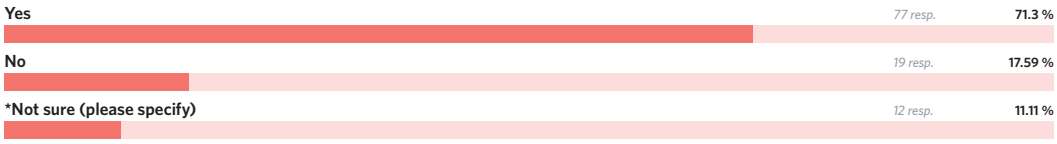
36. What about this proposal do you not like?

34 *answered*, 140 *skipped*

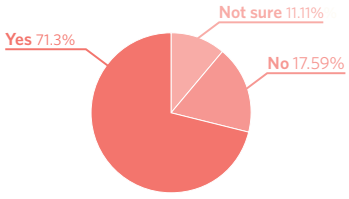


37. Do you think that these concepts would improve safety and walkability on Barrancas Avenue?

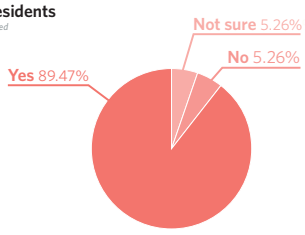
108 *answered*, 66 *skipped*



All respondents
108 *answered*, 66 *skipped*



Westside residents
19 *answered*, 10 *skipped*



*Answers included: Yes, but not on Barrancas, burying utilities should be top priority; wider sidewalks are not the answer

38. Which streets are your top priority for improvements to pedestrian and bicycle safety and comfort?

107 *answered*, 67 *skipped*

*Cervantes Street	55 resp.	51.4 %
*Barrancas Avenue	48 resp.	44.86 %
*Garden Street	47 resp.	43.93 %
Main Street	43 resp.	40.19 %
Government Street	33 resp.	30.84 %
A Street	33 resp.	30.84 %
Pace Boulevard	26 resp.	24.3 %
Gregory Street	14 resp.	13.08 %
Wright Street	9 resp.	8.41 %
*Other (please specify)	9 resp.	8.41 %
Romana Street	8 resp.	7.48 %
La Rua Street	6 resp.	5.61 %
Pine Street	3 resp.	2.8 %

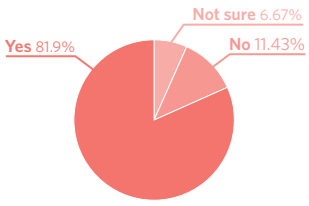
Top three answers from Westside residents are shown in red
*Answers included: Gonzales Street, I Street, E Street, Cypress Road, Intendencia Street

39. Many of the properties along Barrancas Avenue are underutilized. New uses have started to locate along this corridor, including breweries, restaurants, and event venues. Do you think additional mixed-use development or high-density housing would benefit the Westside CRA?

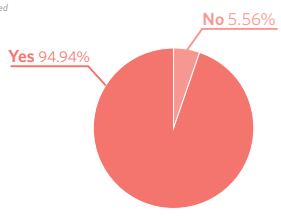
105 *answered*, 69 *skipped*

Yes	86 resp.	81.9 %
No	12 resp.	11.43 %
*Not sure (please specify)	7 resp.	6.67 %

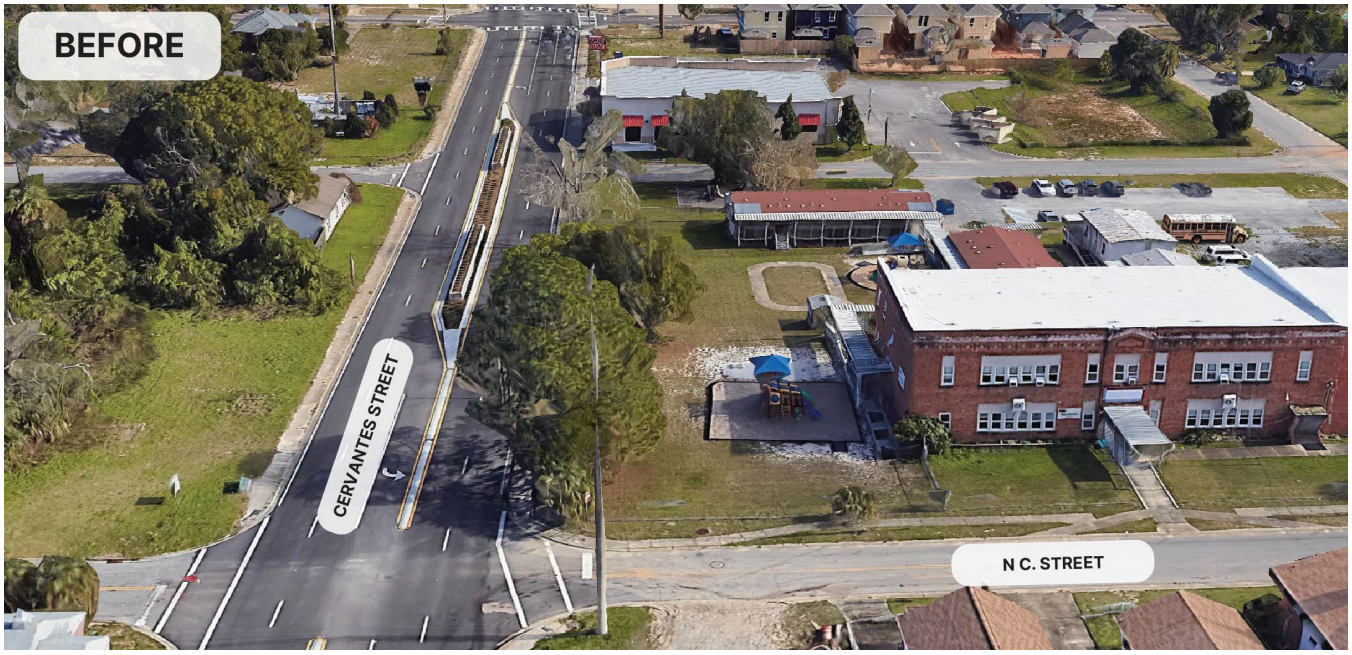
All respondents
105 *answered*, 69 *skipped*



Westside residents
18 *answered*, 11 *skipped*

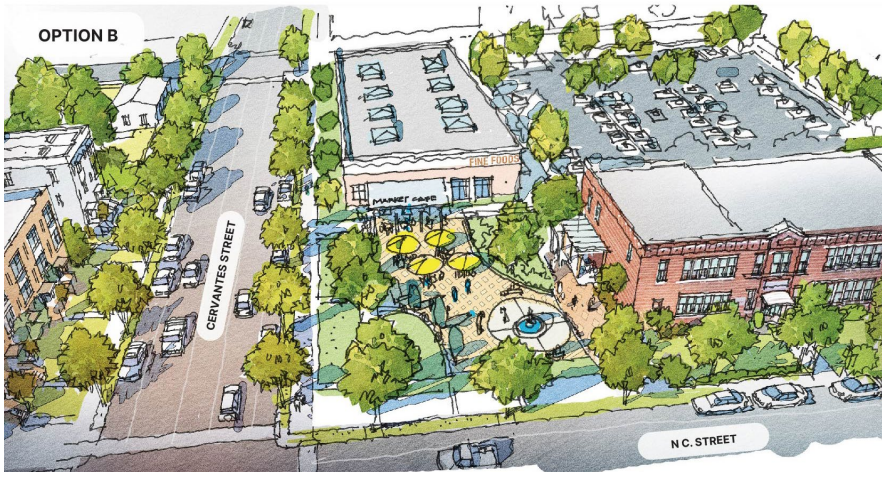


*Answers included: Make mixed-use, but not high density; make sure there is suitable mixed use for all income levels











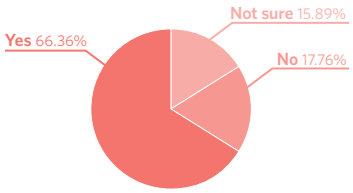
John A. Gibson School
This proposal corresponds with questions 40-42

40. Do you think the historic John A. Gibson School is an important cultural landmark in the Westside that should be preserved and reused?

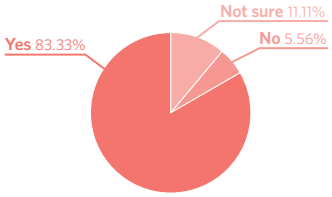
107 *answered*, 67 *skipped*

Yes	71 resp.	66.36 %
No	19 resp.	17.76 %
*Not sure (please specify)	17 resp.	15.89 %

All respondents
107 *answered*, 67 *skipped*



Westside residents
18 *answered*, 11 *skipped*



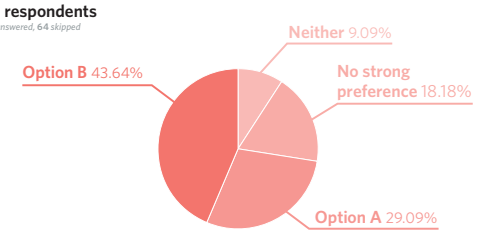
*Answers included: If it's full of asbestos maybe it's best to restart safely; would like to see better plans; is it financially feasible?

41. Which option do you prefer for the historic John A. Gibson School block?

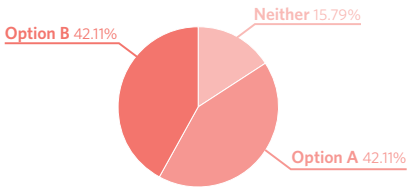
110 *answered*, 64 *skipped*

Option B (school building/site is reused for a grocery store and education/business incubation)	48 resp.	43.64 %
Option A (school building/site is reused for housing)	32 resp.	29.09 %
I don't have a strong preference	20 resp.	18.18 %
*Neither (please specify and share other ideas)	10 resp.	9.09 %

All respondents
110 *answered*, 64 *skipped*



Westside residents
19 *answered*, 10 *skipped*

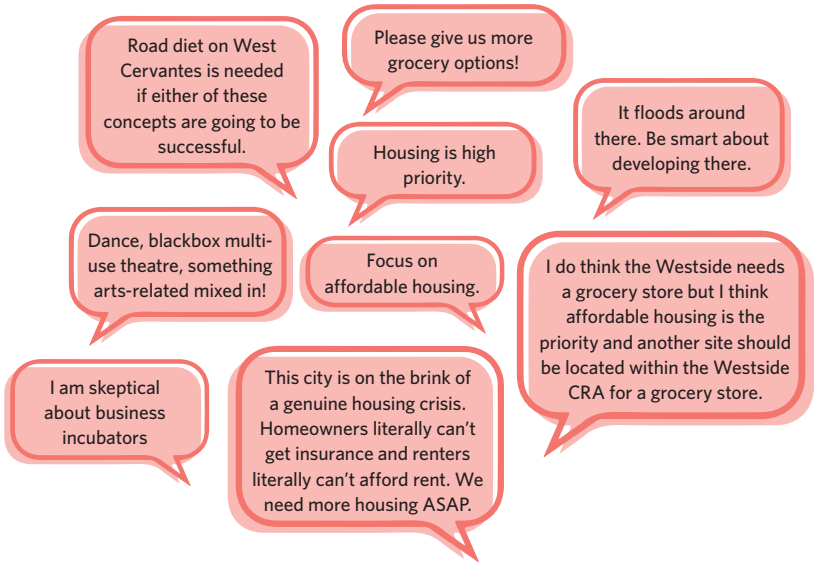


*Answers included: Demolish and build something of greater long-term value to transform economic trajectories of the families in this neighborhood; site should be reused but not convinced the building is a viable candidate for renovation based on past experience; multifamily and grocery make more sense together.

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42. Do you have any other thoughts about this concept?

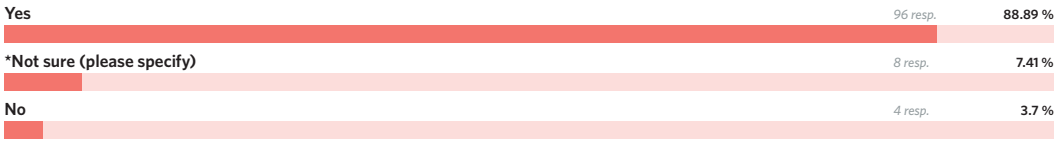
23 *answered*, 151 *skipped*



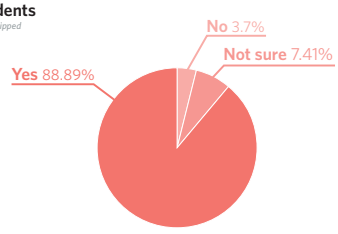
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43. Do you think that creating a park at the ACW site would benefit the Westside CRA?

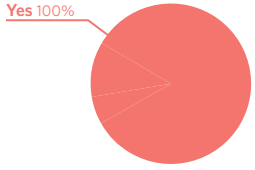
108 *answered*, 66 *skipped*



All respondents
108 *answered*, 66 *skipped*



Westside residents
17 *answered*, 12 *skipped*



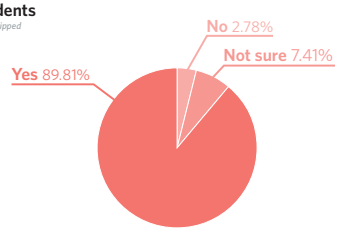
*Answers included: Bruce Beach Park is already a new park in this area; concerned about the toxicity even those it is abated; the stormwater management portion of this concept is important enough to push forward with and then see if park is viable.

44. Do you think that the SUN Trail connecting to/through the park via Pine Street would benefit the Westside CRA?

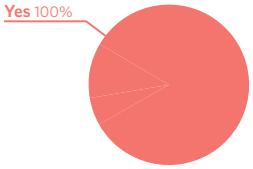
108 *answered*, 66 *skipped*

Yes	97 resp.	89.81 %
*Not sure (please specify)	8 resp.	7.41 %
No	3 resp.	2.78 %

All respondents
108 *answered*, 66 *skipped*



Westside residents
17 *answered*, 12 *skipped*



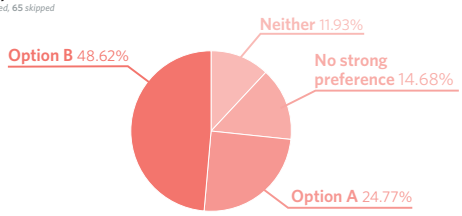
*Answers included: Who will maintain it?; how many people will realistically use this Sun Trail, especially in elevated heat index/winter months?

45. Which option do you prefer for the ACW site?

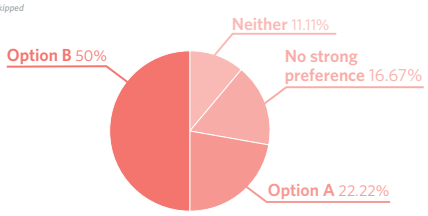
109 *answered*, 65 *skipped*

Option B (dog park, basketball court, pickleball courts)	53 resp.	48.62 %
Option A (multi-use, flexible sports field)	27 resp.	24.77 %
I don't have a strong preference	16 resp.	14.68 %
*Neither (please specify why and provide other ideas)	13 resp.	11.93 %

All respondents
109 *answered*, 65 *skipped*



Westside residents
18 *answered*, 11 *skipped*



*Answers included: Keep people off of this site until you get definitive plans from EPA on the best way to remediate/rehabilitate the site; wait and see how Bruce Beach and Portside Pickleball do before adding more parks.; disc golf course; pickle ball courts are not needed; basketball courts are not needed.

46. What other programming would you like to see in the ACW site?

20 *answered*, 154 *skipped*

Covered seating areas near park.

Concerned about toxins.

Use that amphitheater for live performing arts. Make the cover so that wind/rain doesn't hinder said performing arts.

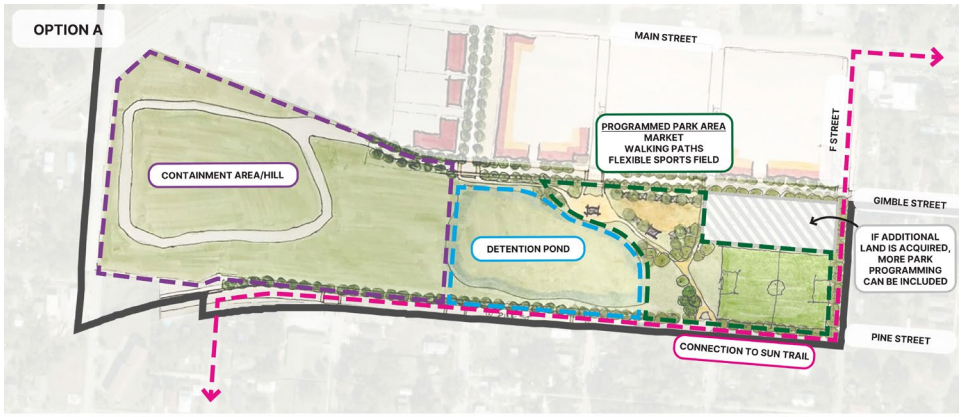
Shaded areas and lots of seating that isn't hostile with homeless.

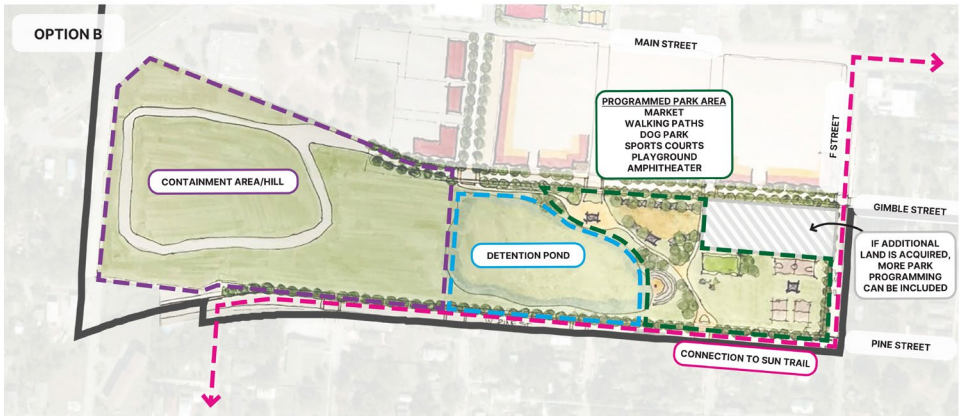
We need more green spaces.

Splash pad. Add more for families and children.

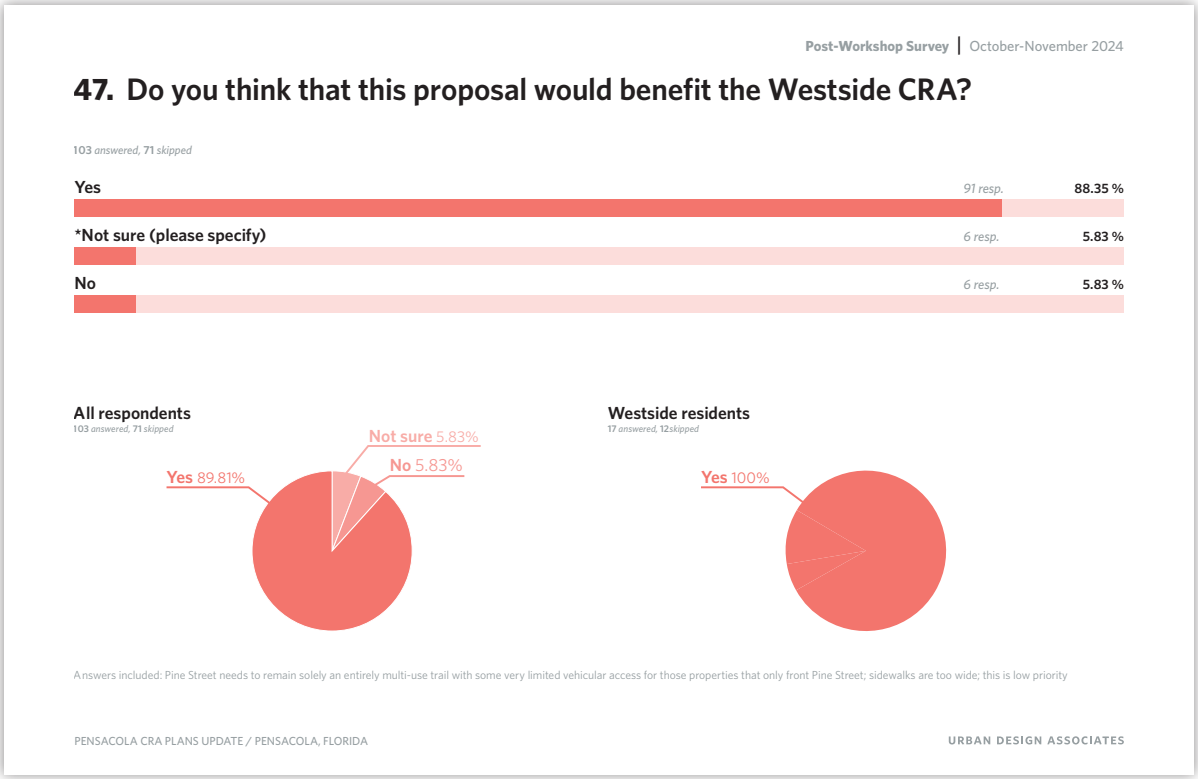
Having an area where food trucks could go would be good. This would be nice for the farmers market/ community events.

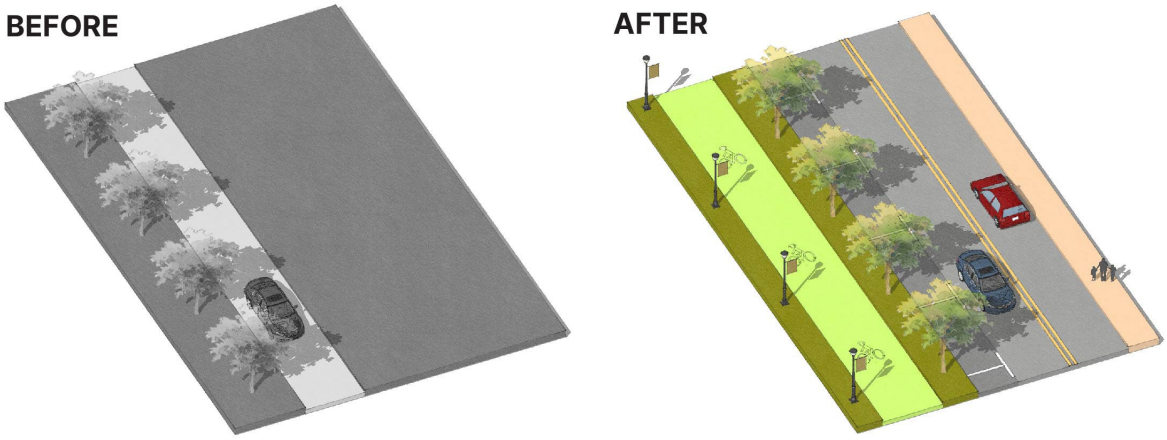
Anything will be a great improvement.





ACW Site
This proposal corresponds with questions 43-46

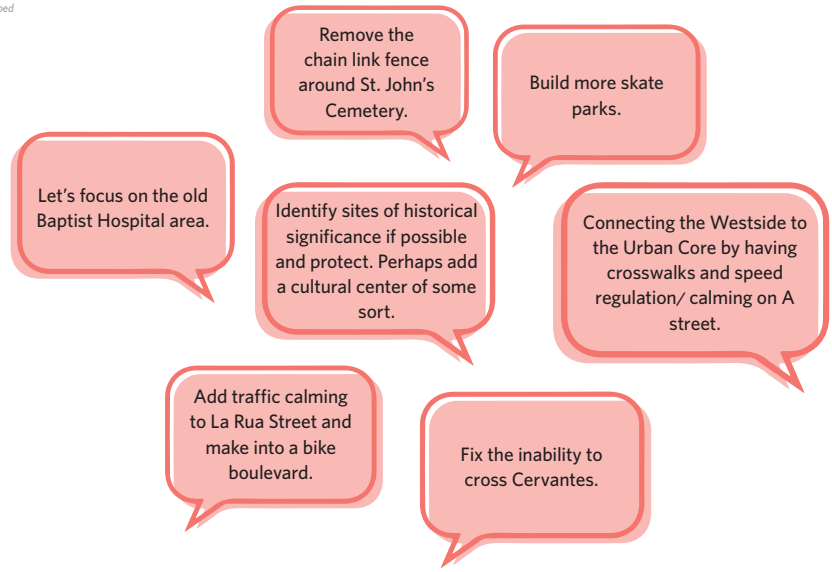




Pine Street + SUN Trail
This proposal corresponds with question 47

48. What other projects would you recommend in the Westside CRA?

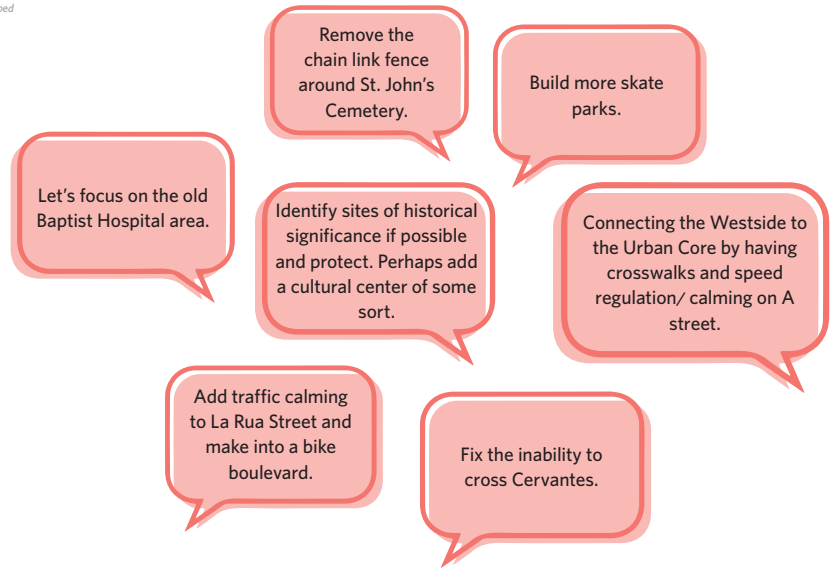
39 *answered*, 135 *skipped*



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48. What other projects would you recommend in the Westside CRA?

39 answered, 135 skipped



PENSACOLA CRA PLANS UPDATE / PENSACOLA, FLORIDA URBAN DESIGN ASSOCIATES

49. Do you have any other comments or suggestions not covered elsewhere in this survey?

20 *answered,* **154** *skipped*

- CRA has done a great job of including public input in this project. The City's team is outstanding.
- Thank you for the opportunity to provide feedback of our lovely area.
- West Side development. There is so much potential in the historic portions of the west side. Gardening. Pensacola is almost devoid of gardening. Need flowers, shrubs, live oaks, magnolias, veg gardens, community gardens, honey bees, chickens. Get citizens outside, investing in and bonding with neighbors, homes.
- Thanks for this opportunity to be engaged.
- A city newsletter mailed out would be nice.
- Please reevaluate the W Government St as an improved collector street from Eastside to Downtown to Westside. The roadway has so much potential and needs immediate attention to traffic flows, stormwater issues and streetscaping. Thank you for this opportunity to comment.
- The West Main Master Plan x CMP, the Bluffline project, ACW, redevelopment of the Baptist Hospital site, and HTW should serve as the economic, place making, health, and environmental organizing principles for this current CRA plan revision. Start with that and make sure there's synergy then go from there.
- Propose to put Bayfront Parkway on road diet freeing up space for walkway from bridge to cedar street. Connect to Government Street at ninth ave. Upgrade Government Street to Palafox.
- Build more skate parks.
- No. This took more than an hour to complete.
- Escambia Co. has been floating around an idea for a Sportsplex up north at 10 Mile Rd. I think the land at the old Baptist Hospital would be great for that Sportsplex. Has anyone discussed this? They're talking about a 90Million dollar expenditure.
- Hey this was a fun survey I found on Reddit! I live here and figured I'd give my two cents! I really liked the ideas proposed and am rooting for you to get them done! Good luck!
- Should be working to maintain and preserve the history and heritage of the downtown area, not flooding it with high density housing that will only strain the resources and jam up traffic. Use the underutilized terminal area for industrial and business spaces.
- Lakes and more trees are much needed where possible. Moving above ground utility lines to below ground and removing the utility poles with street lamps. First start with the 300 block of W. Govt St and move west. Thank you for this opportunity to comment.
- For years I have thought that we should amp up the landscaping for the median on Garden Street. Like Fairhope, I think we could really do a phenomenal job with landscaping this and really play into the "Garden" street name and put rotating seasonal florals that are tasteful and impressive to tourists and locals alike. Garden Street is the first impression for most who travel into the heart of Pensacola and it has always looked so tired, weak and not prioritized but it could be so delightful and do wonders for the first impression for Pensacola tourists.
- Who will provide upkeep of proposed tree installs and other proposed projects — roads, lighting, parks, etc.
- Shut down the polluting paper mill, it makes Pensacola stink and drives away people, business's and jobs, while lowering our quality of life
- Too much "affordable" housing is mentioned. How about mentioning buried utilities? Mentioning round-a-bouts instead of all these four way stops?
- Is there anyway to make parking on Gregory Street between A Street and Rues? Donelson Street between Gregory and Chase street?
- Yes when you have a diverse economic shopping store front need always consider a Dollar General.

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DEMOGRAPHIC AND MARKET ANALYSIS

OVERVIEW

This analysis of existing demographics & market conditions was conducted across all three CRA Districts simultaneously, but also narrowed in on each district to identify specific conditions per district. The analysis was conducted primarily using data collected in 2023 and was published in September 2024.

The intent of this analysis was to:

- Analyze demographics of each CRA District;
- Identify primary community stressors;
- Identify opportunities in the market;
- Determine the potential impacts of development in each district in order to prevent the displacement of residents and businesses;
- Provide priorities for designers and policymakers to make positive impacts and avoid negative impacts on the community.

CRA Existing Conditions

Demographic, Real Estate Market, and Displacement Trends

JLP+D

Prepared For: PENSACOLA COMMUNITY REDEVELOPMENT AGENCY

STEP 1 | September 2024

Contents

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2.0	**Real Estate Market Performance**		17
3.0	**CRA Performance Review**		29
4.0	**Gentrification + Displacement**		46

PENSACOLA CRA PLAN UPDATE / PENSACOLA, FLORIDA / JLP+D

1.0
SOCIO-ECONOMIC DEMOGRAPHICS + TRENDS

STEP 1 | September 2024

1.1
POPULATION CHARACTERISTICS

PENSACOLA CRA PLAN UPDATE / PENSACOLA, FLORIDA / JLP+D

Population Growth

Minor changes in total population since 2000, with high density in CRA districts

The population trends across all three Community Redevelopment Agency (CRA) boundaries indicate stagnant or slightly negative growth from 2000 to 2023. The Westside CRA and Urban Core CRA have experienced population declines, with the Westside CRA losing 602 residents and the Urban Core CRA losing 309 residents since 2000. Overall, the Citywide population has also decreased by over 2,200 residents in 2023 compared to 2000.

In terms of population density, all three CRAs exhibit higher densities than the City of Pensacola. While density does not represent the exact population count (see table at right) density helps compare the districts to each other in terms their relative sizes.

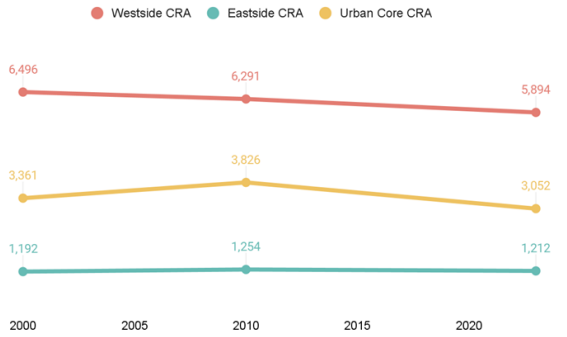
Population Density

- **Citywide:** 1,598 residents per square mile
- **Urban Core CRA:** 1,935 residents per square mile
- **Eastside CRA:** 3,127 residents per square mile
- **Westside CRA:** 3,474 residents per square mile

KEY TAKEAWAYS

Escambia county is growing modestly while Pensacola is losing population. Declining population doesn't match resident perceptions about population growth, but it may impact the city's competitive edge within the region.

Population Change, 2000 - 2023



Population by CRA District

	2000	2010	2023	% change, 2000 - 2023
Westside CRA	6,496	6,291	5,894	-9.27%
Eastside CRA	1,192	1,254	1,212	1.68%
Urban Core CRA	3,361	3,826	3,052	-9.19%
Pensacola City	56,288	51,923	54,059	-3.96%
Escambia County	294,410	297,619	321,905	9.34%

Data source: US Census Bureau, 2023 Data - Visualized by JLP+D

Aging

The population is trending older

Median age can provide additional detail about population trends in Pensacola. Both the Urban Core and Westside CRA populations have a higher median age, with the Westside CRA at 42.7 years old and the Urban Core CRA at 47.5 years old. In contrast, the Eastside CRA and Citywide median age stand at 40 years old (Median age in the United States is 39.0 years). In Pensacola, these median ages have been relatively steady since 2000.

Trends of aging can also be viewed by comparing the elderly and working age populations. Pensacola also has an elevated old-age dependency ratio at 34.2, meaning that for every 100 workers, there are 34.2 residents 65 and older, which is nearly four more residents than the national ratio of 28.5. This ratio has jumped 5 points in Pensacola since 2010 when it was 27.5.

KEY TAKEAWAYS

An aging population can indicate broader economic challenges caused by a shortage of younger residents available to enter the workforce.



Image: Bayview Senior Resource Center, www.cityofpensacola.com

Military Presence

Naval Air Space Pensacola

The United States Department of Defense exerts a significant economic influence on Northwest Florida, particularly in the Greater Pensacola region, where it **contributes over $7.8 billion annually to the local economy.**

DoD activity generates over **80,000 jobs in the Pensacola Metropolitan Statistical Area (MSA)** region, with an **average wage of $82,890 for military and defense-related positions**. Moreover, the area hosts **more than 35,000 military retirees, representing the second-largest concentration in the nation**, providing a skilled workforce that may seek opportunities to transition into civilian careers.

Additionally, the region benefits from **substantial defense procurement spending, totaling $340.7 million annually**, which further stimulates economic activity. Military installations such as Naval Air Station (NAS) Pensacola play a crucial role in training personnel in advanced fields such as aviation, aerospace, informatics, and cybersecurity, contributing to the development of a highly skilled alumni network across various sectors.

KEY TAKEAWAYS

The nearby military base brings jobs, military families, and some economic stability in the area. The military is a key economic driver for Pensacola.

Pensacola Naval Air Station and Surrounding Area

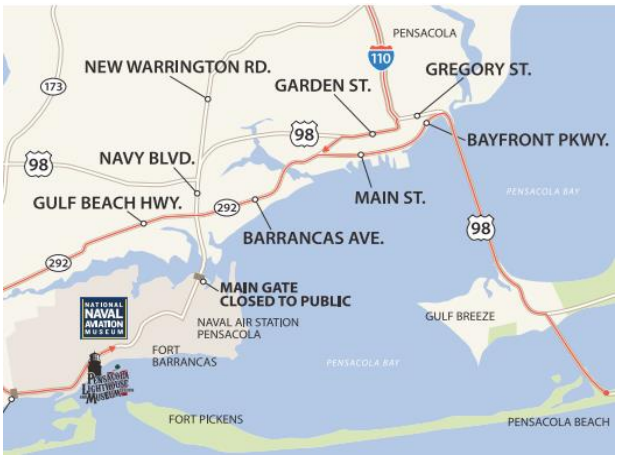


Image Source: Greg Disch Photography

Income and Poverty

Poverty rates are elevated in the CRA districts, a consistent trend since 2000

Though income in Pensacola is slightly lower than the US average based on dollar amounts, incomes in Pensacola have risen over the last 20 years, following national trends. This is a good sign that Pensacola's economy is active, and wages slightly lower than the national average may simply indicate lower cost of living.

More notably, variations are visible in the lowest income households within the three CRA districts. Both the Westside and Eastside CRAs exhibit wealth indices of 30, while the Urban Core has a wealth index of 75, and the broader Citywide population has a wealth index of 67. This index serves as a gauge of an area's economic prosperity relative to the national standard. Any index above 100 is above the national average.

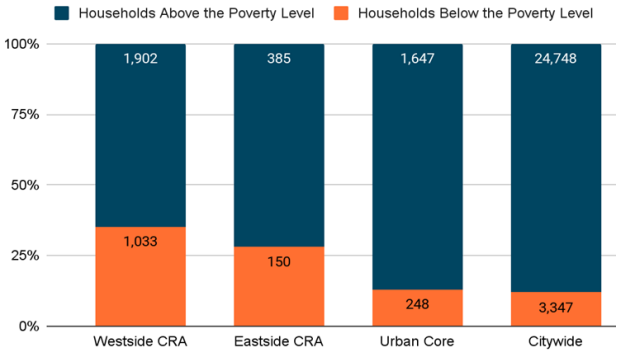
These indices are reinforced by median household incomes, which depict a significant contrast:

- **Citywide:** $52,884
- **Urban Core CRA:** $59,901
- **Eastside CRA:** $35,124
- **Westside CRA:** $23,551

US Median Household Income: $74,580 (US Census)

Disparities are further highlighted by poverty rates; both the Westside and Eastside CRAs have higher proportions of households living below the poverty line at 39.5% and 27.5%, respectively. In contrast, the Urban Core CRA and the Citywide population have lower percentages of impoverished households, standing at 17% and 15%, respectively. Over the last 20 years,

Share of Households in Poverty in 2021, by Geography



Data Source: US Census, Esri Business Analyst, 2021 - Visualized by JLP+D

KEY TAKEAWAYS

There is a disproportionately high share of households below the poverty line within the Eastside CRA, and even more so in the Westside CRA. The districts may benefit from wider economic development efforts beyond CRA investments focused on workforce development, housing affordability, or social services.

Race and Ethnicity

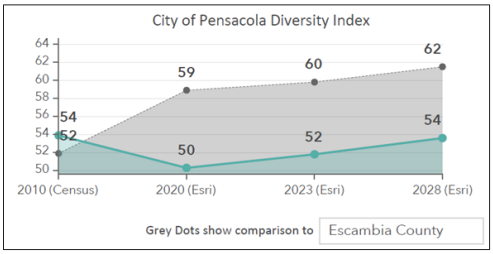
Diversity has shifted in all districts

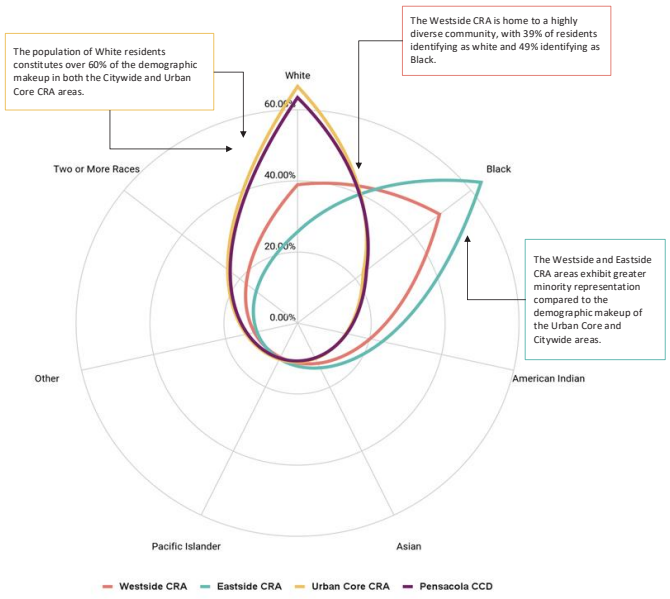
The Eastside CRA stands out as the most diverse among all three CRAs, boasting a diversity index of 60.5 in 2023, predicted to rise to 61.2 by 2028. Following closely is the Westside CRA, with a 2023 diversity index of 59.4 and an anticipated increase to 60.2 by 2028. The Urban Core exhibits the lowest diversity performance, registering a diversity index of 51.8 in 2023, projected to reach 53.6 by 2028.

However, despite these distinctions, **all three CRAs fall short of the citywide diversity performance index**; Pensacola has a diversity index of 62.9 in 2023 and is projected to reach 64.4 by 2028. Pensacola's citywide diversity has seen a notable uptick, rising from 55.3 in 2010 to 62.9 in 2023.

Similarly, **the Westside and Eastside CRAs have experienced significant improvements in diversity performance from 2010 to 2023**, with the Eastside CRA's diversity index soaring from **34.4 to 60.5**, and the Westside CRA's increasing from **51.9 to 59.4**.

The **Urban Core has witnessed a decline in diversity**, with its index dropping from **53.9 in 2010 to 51.8 in 2023**.





ESRI's Diversity Index: *captures the racial and ethnic diversity of a geographic area in a single number, from 0 to 100. The Diversity Index allows for efficient analysis and mapping of seven race groups that can be either of Hispanic or non-Hispanic origin—a total of 14 separate race/ethnic groupings.*

Data Source: Esri Business Analyst, 2023 - Visualized by JLP+D

STEP 1 | September 2024

1.2
WORKFORCE TRENDS

Employment Concentration

The Urban Core is a large job center, while the Westside is a dispersed employment area

As a whole, the urban core of Pensacola looks similar to other US cities; jobs are concentrated there, and jobs drop significantly in the Eastside and Westside districts. The following section will discuss commute patterns and key industry trends in Pensacola, excluding military employment. The map at right shows the density of jobs among the three CRA districts, with dark blue indicating the highest density.

Density and Size of Employers in Pensacola CRA Districts

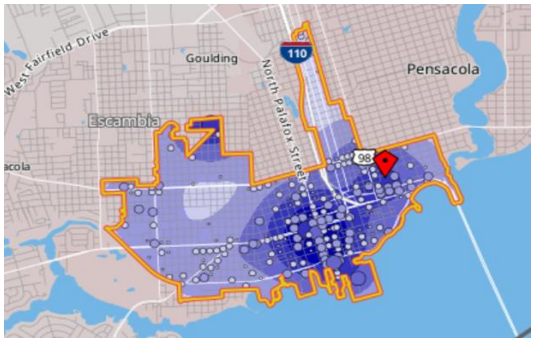


Image Source: US Census OnTheMap

2021	Worker Age			Earnings			Worker Educational Attainment				
	Age 29 or Younger	30 - 54	Age 55 or Older	$1,250 per month or Less	$1,251 - $3,333	More than $3,333 per Month	Less than High School	High School or Equivalent, No College	Some College or Associate Degree	Bachelor's Degree or Advanced Degree	Educational attainment not available (workers aged 29 or younger)
Westside CRA	1,180	3,631	1,726	731	2,684	3,122	743	1,538	1,782	1,294	1,180
Eastside CRA	104	193	80	56	154	167	42	93	80	58	104
Urban Core CRA	4,209	11,224	5,693	2,747	7,122	11,257	2,042	4,450	5,471	4,954	4,209
City of Pensacola	1,180	3,631	1,726	731	2,684	3,122	743	1,538	1,782	1,294	NA

Data source: US Census Bureau, 2022 Data - Visualized by JLP+D

Industry Drivers

Very few people work and live in the same district in Pensacola.

By reviewing data from the U.S. Census, we can analyze the flow of commuters and workers in and out of the CRAs on a daily basis. Commuter data show distinctions between the three districts. The Urban Core increases its daily population with over 20,000 employees commuting into the district. Only 400 residents work in the Urban Core.

Though it has a higher population, the Westside population similarly has nearly 7,000 employees commuting into the area, while less than 100 live and work there.

In the Eastside, the reverse is true. While the Eastside has the fewest residents of all three districts, there are fewer employees commuting into the Eastside than workers who reside in the Eastside and commute to work outside of the area.

KEY TAKEAWAYS

- The Urban Core CRA is a clear job center for commuters, but has relatively few residents who work within the area.
- In general, Pensacolians commute out of their neighborhood for work.

2021	Employment Commute		
	Employed in & commuting to Area	Residing in Area, commuting elsewhere	Employed and Live in Area
Westside CRA	6,757	2,059	98
Eastside CRA	394	484	1
Urban Core CRA	21,994	1,238	425

Data source: US Census Bureau, 2021 Data

Data derived from both ESRI Business Data analysis, census data, and open data sources to enhance the accuracy of the findings

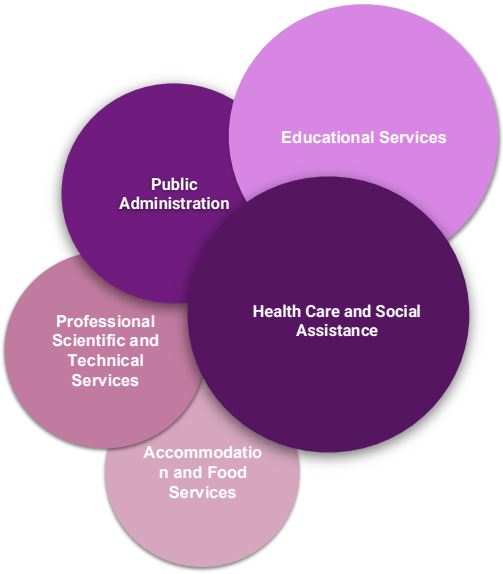
Industry Drivers

For those that work in the Urban Core, key industry drivers are mostly in-person jobs

Key industry drivers in 2021 were: Professional, Scientific, and Technical Services, Educational Services, Health Care and Social Assistance, Accommodation and Food Services, and Public Administration

There have been overall declines to jobs in the Information and Educational Services sectors, suggesting a decline in retention for knowledge industry jobs.

Jobs in Finance and Insurance experienced growth until 2009, went through a sharp drop in 2012, and have been stagnant in the years since. Administrative & Support jobs doubled between 2015 and 2021. The CRAs experienced steady growth in Accommodation and Food Services before a shop drop off following COVID-19.



KEY TAKEAWAYS

- Longstanding in-person jobs downtown include Public Administration and Healthcare services.
- Professional, Scientific and Technical Services jobs are growing.

Data source: US Census Bureau, 2022 Data - Visualized by JLP+D

STEP 1 | September 2024

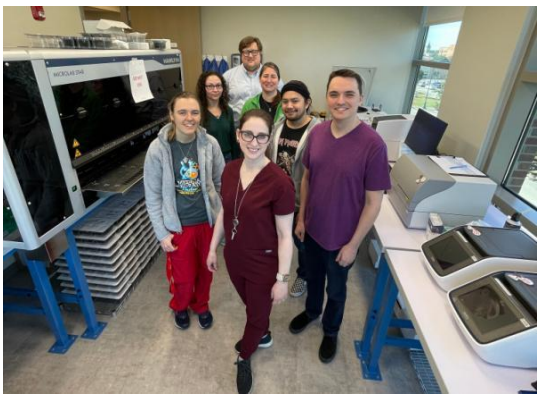
Industry Drivers

Some emerging Industry drivers are more likely to accommodate remote work

The Professional, Scientific, and Technical Service sector experienced sharp growth between 2015-2021, with jobs growing by 47.5% during that time period (from 223 to 330 jobs). Administration & Support, Waste Management and Remediation jobs grew more modestly at 20% (from 321 to 399 jobs).

Some in person industries also experienced significant declines between 2018 and 2021. Accommodation and Food Services experienced a 31% decrease in workers during that period. Retail experienced a 16% decrease.

Some industries better accommodate remote work because of their outsized use of digital tools, which allow tasks to be performed from anywhere.



KEY TAKEAWAYS

A higher proportion of remote workers indicates a need for diverse amenities close to home, especially for the urban core, which has a concentration of office space.

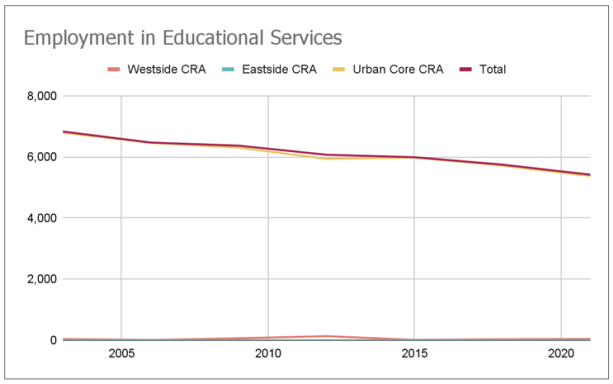
Data source: US Census Bureau, 2022 Data - Visualized by JLP+D

Declining Industries

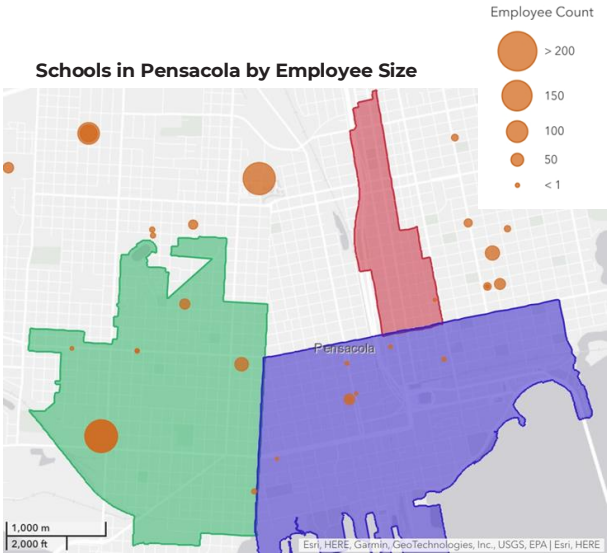
Educational services have been in decline since 2003

Education workers have been leaving the CRA districts steadily over the past two decades. After 2003, workforce data shows a 40% decline in Education workers that live in the district. Since that same year, Education jobs in the district have also experienced a steady decline, with a 20% decline in the number of Educational Service workers and the vast majority of those losses occurring in the Urban Core.

These findings suggest that Educational services are no longer located in these three districts. These declines mirror a string of public school closures within the study area since 2003.



Schools in Pensacola by Employee Size



Very few large schools remain in the three CRA districts, notably in the urban core.

Data source: US Census Bureau, 2022 Data - Visualized by JLP+D

New Business Growth

Large employers remain steady while small businesses are growing in Escambia County

The number of new establishments in Escambia County with less than 5 employees has grown steadily between 2018 (3,658) and 2021 (4,104).

The number of establishments with 1,000 employees or more dropped from 7 in 2019 to 6 in 2020. Steady at 6 in 2021. Non-Employer firms (sole proprietorship) has grown from 21,040 (2016) to 24,608 (2020). Local stakeholders focused on workforce development have differing views on economic development: some want a more equity focused approach while others want to attract large employers. These two strategies can both be successful but require different focus and partnerships.

KEY TAKEAWAYS

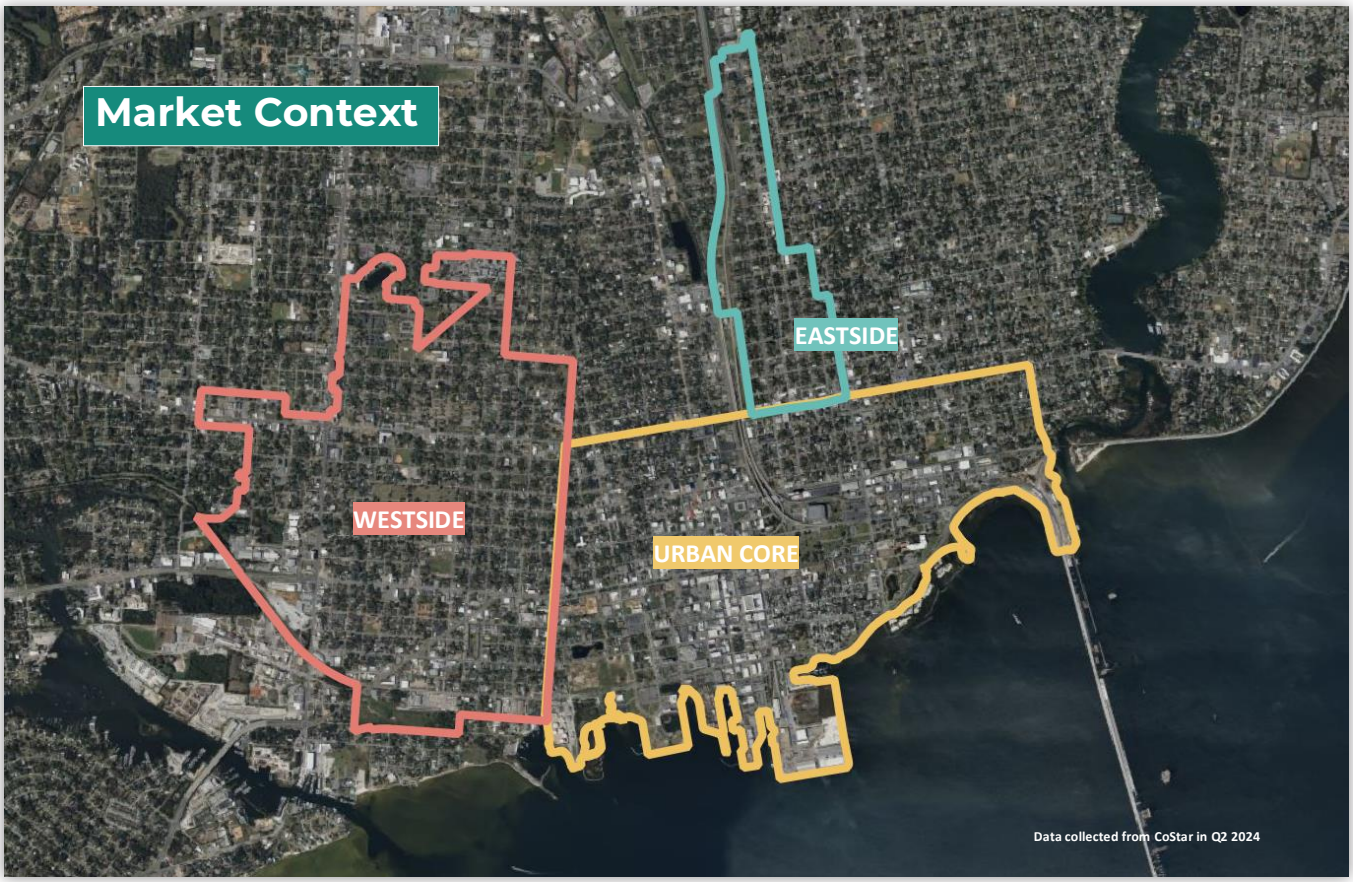
Escambia County has relatively few large employers, but small businesses of 5 or more employees show promise; anecdotally, many have been focused within the tech industry.



Image Source: SILive

Data Source: Census Business Builder Escambia County Business Profile

2.0
REAL ESTATE MARKET PERFORMANCE



Housing Statistics

BENCHMARKING	TOTAL POPULATION	POPULATION DENSITY / SQMI	MEDIAN AGE	TOTAL HOUSEHOLDS	TOTAL HOUSING UNIT VACANCY %	OWNER OCCUPIED HOUSING %	% OF HOUSING WITH 1 UNIT IN STRUCTURE	HOUSING AFFORDABILITY INDEX
Urban Core CRA	3,052	1,935	47.5	1,895	15.8%	45.0%	64.29%	63
East Side CRA	1,212	3,127	38.9	535	20.9%	53.3%	82.84%	58
West Side CRA	5,894	3,474	42.7	2,935	17.9%	59.6%	59.11%	68
Citywide	232,785	1,598	38.8	102,517	13.0%	42.7%	68.05%	94

Data source: US Census Bureau, 2023 Data - Visualized by JLP+D

The Housing affordability index measures the likelihood of obtaining a mortgage at the average home price given the average income.

KEY TAKEAWAYS

- Housing is relatively affordable in Pensacola, with a housing affordability index at 94, but the CRA districts are all significantly less affordable than citywide.
- The Eastside and Westside CRA districts have much denser population than the Urban Core or the City as a whole - nearly double. Both Eastside and Westside districts exceed 3,000 residents per square mile while the Urban Core CRA and Citywide population densities are both below 2,000 residents per square mile
- Single-family homes dominate all of these areas, especially the Eastside district, which has over 80% single-unit structures.
- The Eastside and Westside districts have higher rates of home ownership with both exceeding 50% of homes. Nationally, 65.2% of homes are owner-occupied.
- The Eastside CRA appears to have the least affordable housing whilst also consisting of the highest housing unit vacancy percentage in 2023. This may be due to a misalignment in housing cost and resident socioeconomic status.

Q2 2024 Multi-Family Residential Market

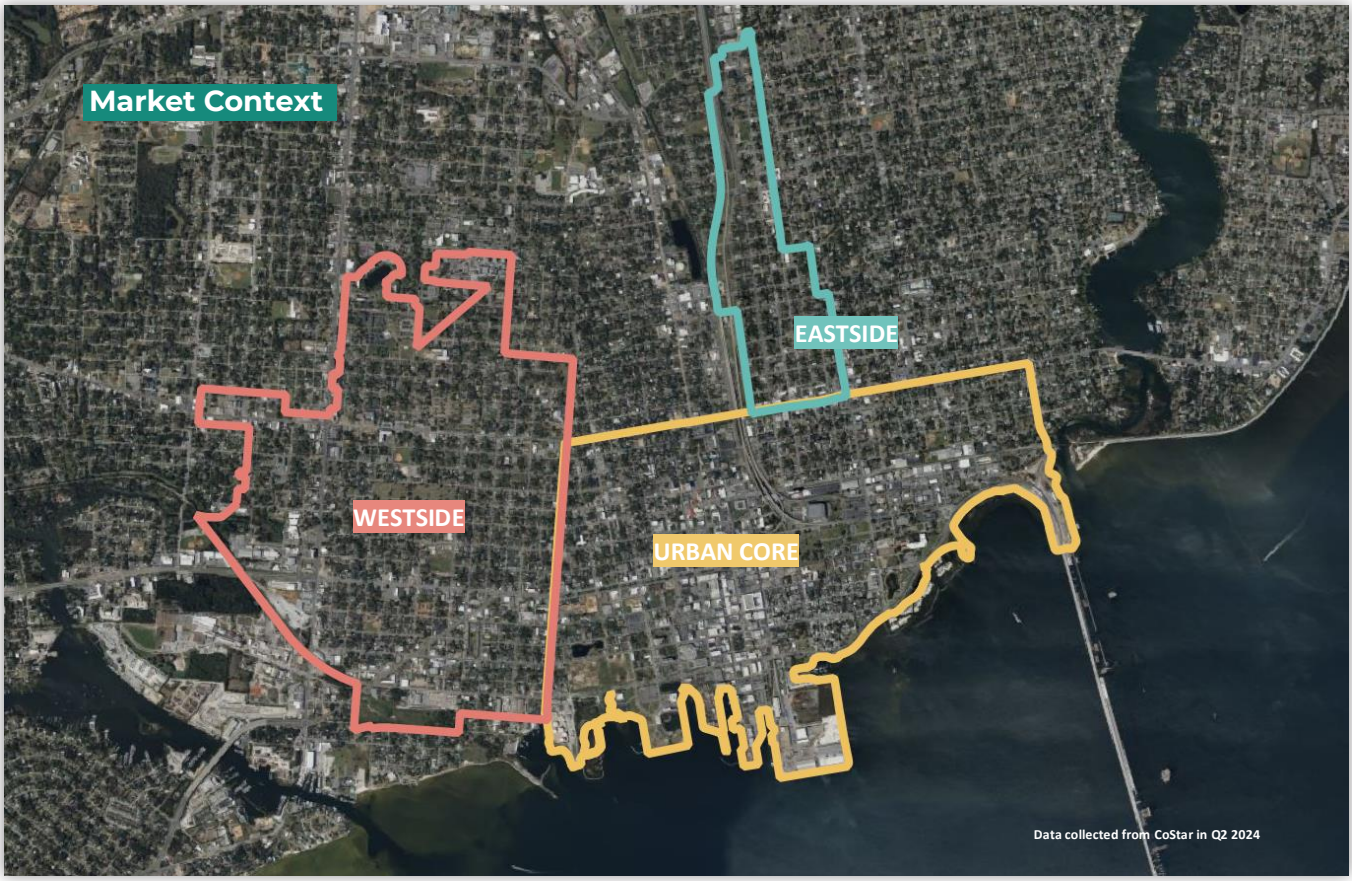
BENCHMARKING	INVENTORY UNITS	INVENTORY UNITS/ ACRE	UNDER CONSTRUCTION UNITS	12 MONTH NET ABSORPTION UNITS	VACANCY RATE	MARKET ASKING RENT/ UNIT	MARKET SALE PRICE/ UNIT	MARKET CAP RATE
Urban Core CRA	658	0.5	0	143	7.70%	$1,901	$254,000	6.50%
East Side CRA	12	0.05	0	0	7.60%		$134,000	7.90%
West Side CRA	724	0.6	0	-12	5.60%	$869	$85,600	7.40%
Citywide	23,585	0.9	1,122	673	13.10%	$1,384	$142,000	6.50%

Data source: US Census, Quarterly Residential Vacancies and Homeownership, First Quarter 2024
CoStar, Sourced in Q2 2024

COMPARING CAP RATES: *Many analysts consider a "good" cap rate to be around 5% to 10%, while a 4% cap rate indicates lower risk but a longer timeline to recoup an investment.*

KEY TAKEAWAYS

- There is limited multi-family housing in Pensacola, which is defined as structures with more than 4 housing units. The metrics in the table above **represent less than 15% of all housing units**. Citywide, 1-unit structures (single-family homes) represents 68% of all housing units.
- Some development stagnation is visible within the Eastside CRA, characterized by a lack of new construction or absorption and a vacancy rate of 7.60%, higher than the Q1 2024 national rental residential vacancy of 6.6%[1]. Additionally, the Eastside district has the lowest property values among CRAs, with units sales averaging $134,000 each, indicating a less dynamic market.
- The Westside CRA's multi-family housing sector shows a lowest vacancy rate of 5.6%, yet its real estate performs below par compared to other market areas in terms of sale price and rent. Moreover, it stands as the sole geography with a negative 12-month absorption rate.
- The three CRAs rent out more places than the rest of Pensacola combined. Although they only make up 6% of all the rental properties in the city, they're responsible for 19% of the places where people have moved in the last year.
- The Urban Core surpasses Pensacola in market rent and sale price per unit, boasting almost half the vacancy rate of the citywide average at 7.7%.



STEP 1 | September 2024

Q2 2024 Office Market

BENCHMARKING	INVENTORY SF	INVENTORY SF/ ACRE	UNDER CONSTRUCTION SF	12 MONTH NET ABSORPTION SF	VACANCY RATE	MARKET ASKING RENT/ SF	MARKET SALE PRICE/ SF	MARKET CAP RATE
Urban Core CRA	3,900,000	3078	0	26,800	2.30%	$27.35	$139	9.90%
East Side CRA	21,500	84	0	0	0.00%	$24.33	$135	9.60%
West Side CRA	516,000	445	0	2,200	0.00%	$23.64	$100	10.40%
Citywide	15,200,000	584	0	193,000	2.30%	$25.37	$134	9.90%

Data source: CoStar, Sourced in Q2 2024

KEY TAKEAWAYS

- Despite national trends of low demand for office space, Pensacola's Urban Core district has relatively low vacancy but high concentration: the **Urban Core district holds 26% of all office space** and this concentration of office inventory is five times the citywide rate of square feet of office space per acre.
- Pensacola has limited office availability citywide with no office space under construction and and limited or no vacancy. If office jobs increase in the urban core, supply for office space would likely need to increase in turn.
- Though both have limited office space, the Eastside and Westside CRA each have 0% reported vacancy, suggesting demand meets or exceeds supply.
- Office space has the highest market asking rent and sale price per square foot when measured against the industrial and retail market comparables, likely contributing to the property value of the Urban Core area.
- The three CRAs together account for 15% of the citywide absorption totals. Specifically, the Eastside CRA shows no absorption, while the Westside CRA has absorbed 2,200 square feet, and the Urban Core CRA has absorbed 26,800 square feet.
- Market value and asking prices are lower for Westside CRA office space, with sale prices roughly 30% below the other districts.



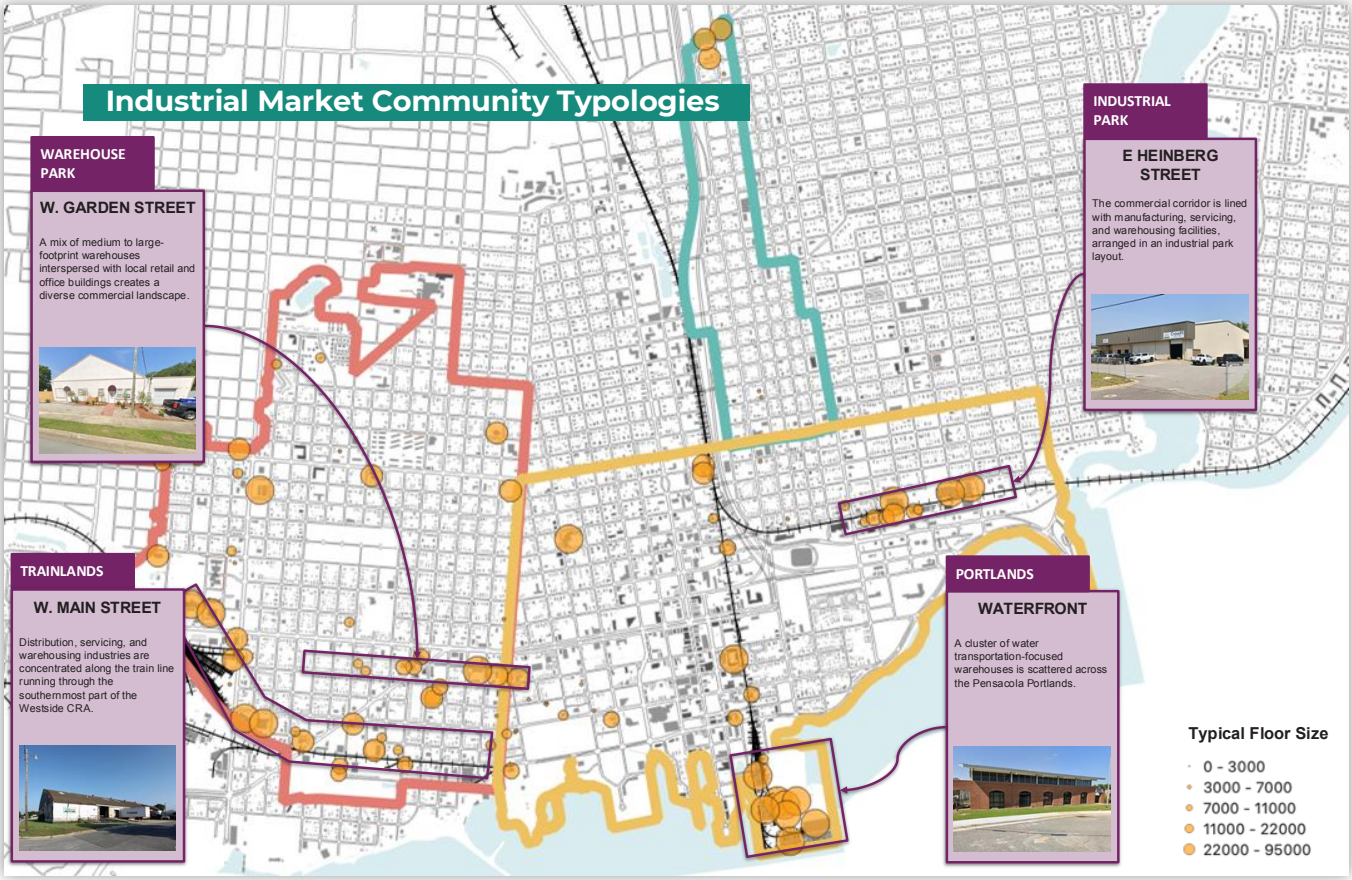
Q2 2024 Industrial Market

BENCHMARKING	INVENTORY SF	INVENTORY SF/ ACRE	UNDER CONSTRUCTION SF	12 MONTH NET ABSORPTION SF	VACANCY RATE	MARKET ASKING RENT/ SF	MARKET SALE PRICE/ SF	MARKET CAP RATE
Urban Core CRA	904,000	713	0	251,000	0.00%	$7.19	$73	8.70%
East Side CRA	48,900	191	0	0	0.00%	$8.55	$48	9.60%
West Side CRA	556,000	480	0	-3,500	0.60%	$8.58	$55	9.20%
Citywide	14,900,000	572	0	160,000	2.50%	$8.95	$69	8.80%

Data source: CoStar, Sourced in Q2 2024

KEY TAKEAWAYS

- The industrial properties in Pensacola range from 3,486 to 26,886 square feet, encompassing uses such as offices, warehouses, and flex spaces, with lot sizes varying from 0.28 to 1.64 acres (LoopNet Property Search, May 2024).
- All three CRA districts outperform the City of Pensacola in industrial real estate vacancy; all three have less than a 1% vacancy rate.
- There is no current industrial real estate under construction in any of the studied geographies
- The Westside CRA industrial real estate market appears to be stagnant with negative 3,500 net absorption square footage and a vacancy rate under 1%.
- The Eastside and Westside CRAs have higher market asking rents per square foot than the Urban Core CRA, although their market sale prices are lower compared to the Urban Core.



APPENDIX

Q2 2024 Retail Market

BENCHMARKING	INVENTORY SF	INVENTORY SF/ ACRE	UNDER CONSTRUCTION SF	12 MONTH NET ABSORPTION SF	VACANCY RATE	MARKET ASKING RENT/ SF	MARKET SALE PRICE/ SF	MARKET CAP RATE
Urban Core CRA	1,400,000	1105	0	3,300	3.70%	$19.24	$199	6.90%
East Side CRA	129,000	504	0	0	0.00%	$15.50	$162	7.40%
West Side CRA	566,000	489	0	-2,900	2.30%	$12.49	$132	7.20%
Citywide	22,400,000	860	66,300	166,000	2.60%	$16.90	$154	7.30%

Data source: CoStar, Sourced in Q2 2024

KEY TAKEAWAYS

- The retail market has the highest volume of commercial real estate inventory square footage, when compared to the industrial and office real estate markets in Pensacola
- However, disposable income is relatively limited for residents of the CRA districts, reducing the viability of significant new retail.
- Despite comprising 9.4% of citywide retail inventory, CRAs only absorbed 2% of square footage in the past year, with no ongoing construction.
- Economic development professionals in the city highlight a shortage of retail options at higher price points, such as luxury brands, yet the urban Core district has higher vacancy than Citywide.
- While the East and Westside both outperform the Citywide vacancy rate at 0% and 2.3%, their lower inventory suggests that demand for more retail may be weak.
- The Urban Core has the highest market rent and sale prices per square foot among all CRA districts, exceeding citywide averages, indicating that lowering prices could reduce current vacancy rates.



Q2 2024 Hotel Market Analysis

COUNTY BENCHMARKING	INVENTORY ROOMS	UNDER CONSTRUCTION ROOMS	12 MO OCC RATE	12 MO ADR
Urban Core CRA	790	0	66.10%	$146
East Side CRA	-	-	-	-
West Side CRA	26	0	50.70%	$80
Citywide	6,565	649	60.50%	$126

Data source: CoStar, Sourced in Q2 2024

PLANNED + PERMITTED HOSPITALITY PROJECTS

- **Tristan Hotel - Hilton Tapestry Boutique Hotel (East Garden District, LLC):** Construction start - Oct 15, 2024 (No permit app yet though)
- **Hotel Pensacola (SMP Architecture):** Planning (May be discontinued)
- **Tempo by Hilton: Permitting – Demo, Site & Building**
- **Homewood Suites by Hilton (Kerioth):** Permitting
- **Hard Rock Reverb Hotel @ CMP:** Planning
- **Valencia Hotel Group @ CMP:** Pre-Planning

Data source: City of Pensacola

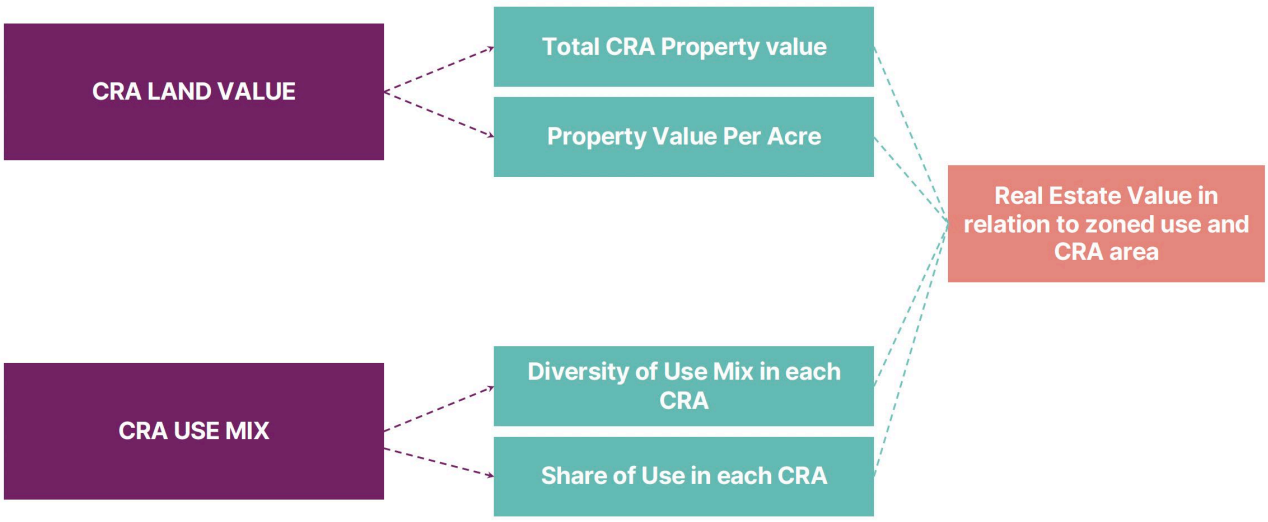
KEY TAKEAWAYS

- Most hospitality establishments are concentrated in the Urban Core CRA, likely due to its attractions, amenities, and waterfront access. Currently, no hotel rooms are under construction in any of the three CRAs, possibly due to rising interest rates.
- The hospitality sector shows limited growth, with Citywide occupancy rates declining since Q2 2023. In 2023, Citywide hotel occupancy reached 73%, exceeding the AHLA's Florida projection of 70.5%. However, in 2024, Citywide occupancy dropped to 60.5%, with CRA occupancy below 70%. Industry experts, including Julian Macqueen of Innisfree Hotels, attribute this to rising interest rates, which have led to the cancellation of $250 million in projects on Pensacola Beach.
- The average daily rate (ADR) has remained steady, with 2023 room rates at $140, down from $141 in 2022, and current Citywide ADR at $126. Hoteliers in the area cite consistent ADRs as a sign of strength in the industry.
- Despite middling occupancy rates and no recent construction, planned and proposed projects in the Urban Core suggest growth opportunities for the hospitality industry, though they are not yet reflected in CoStar's real estate assessment.
- Notably, the Urban Core also outperforms the Eastside and Westside CRAs in room inventory, occupancy rates, and revenue per available room, slightly exceeding Citywide averages.

3.0
CRA PERFORMANCE REVIEW

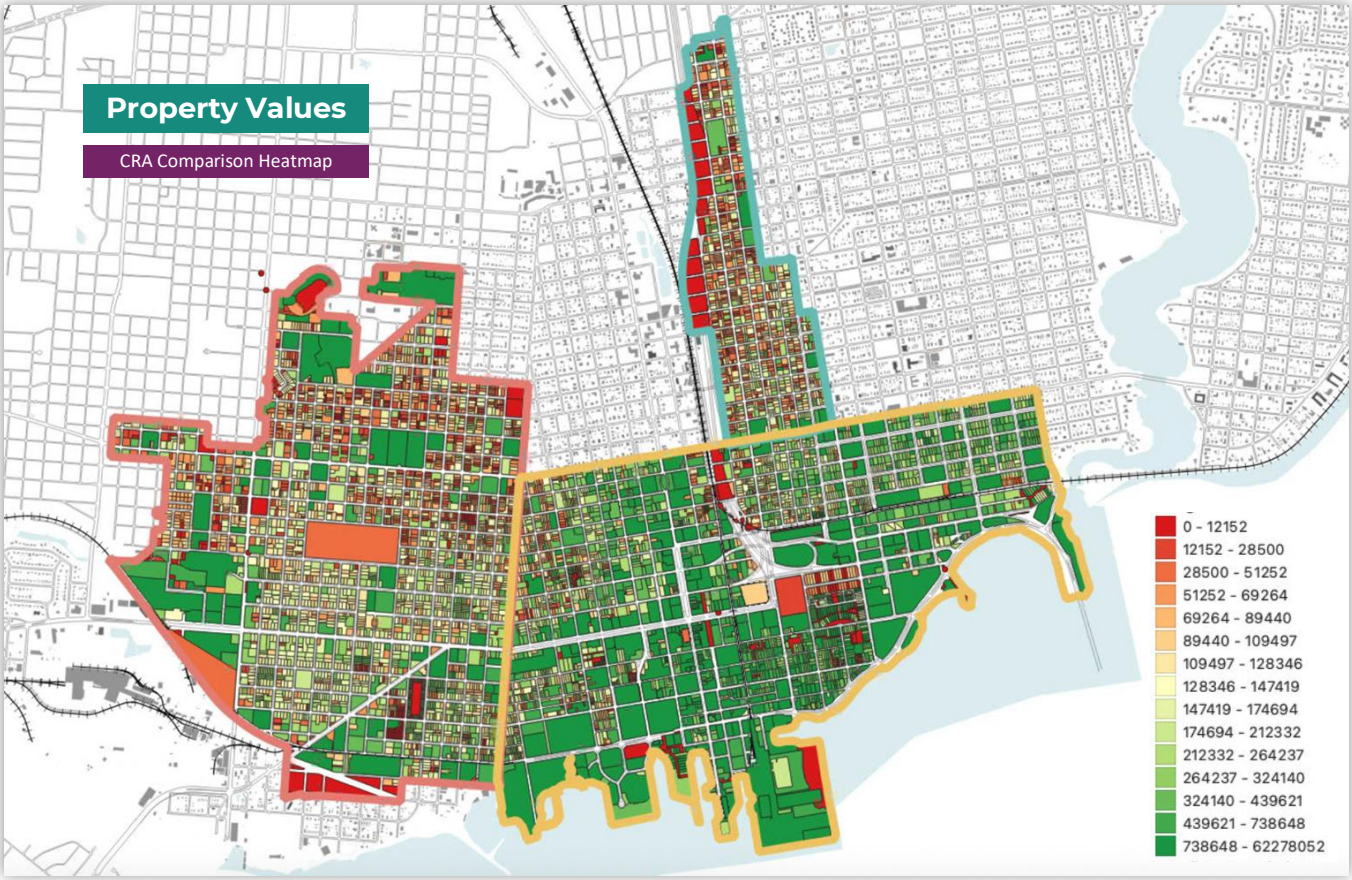
CRA Analysis

Introduction



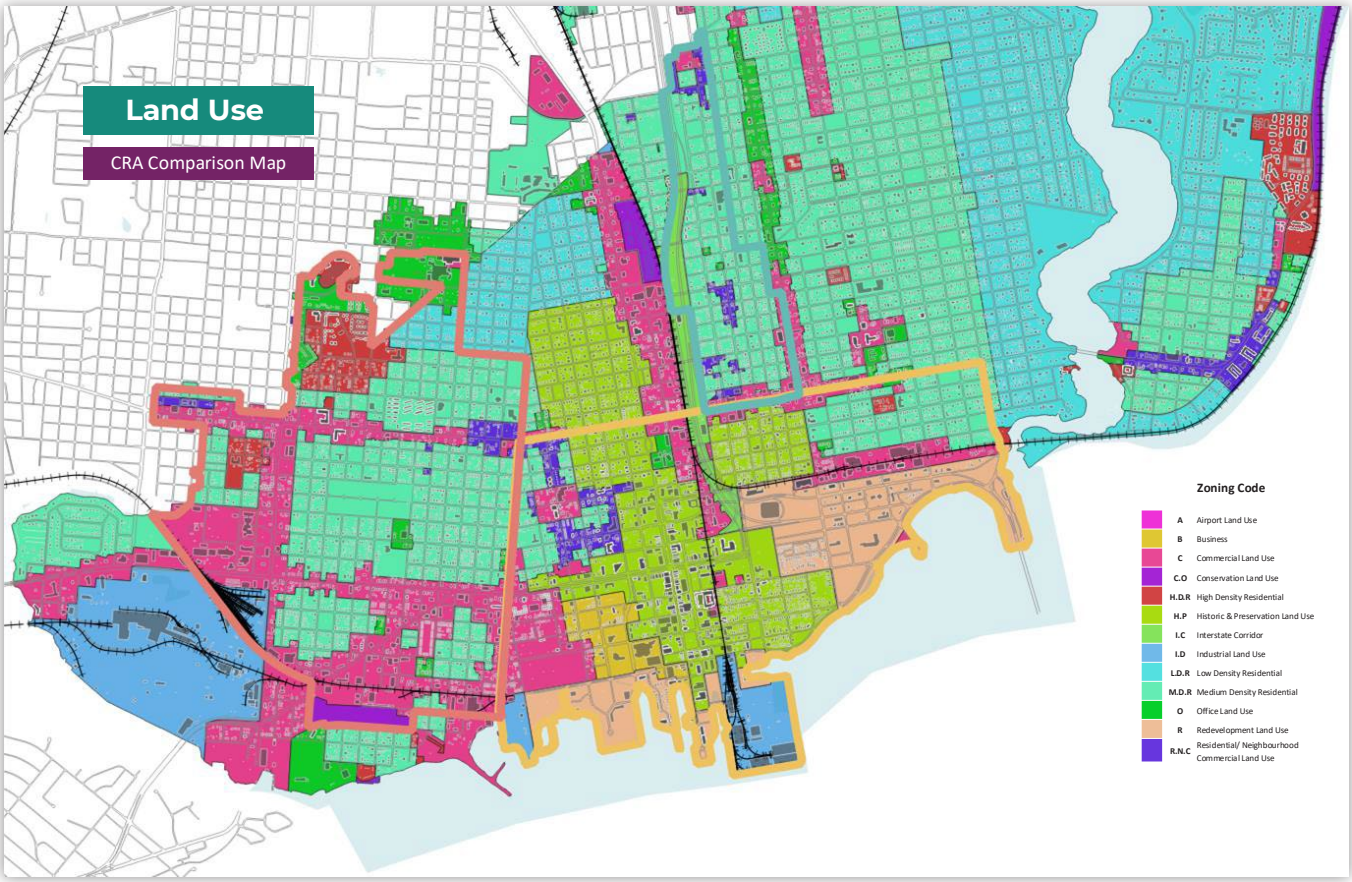
Property Values

CRA Comparison Heatmap



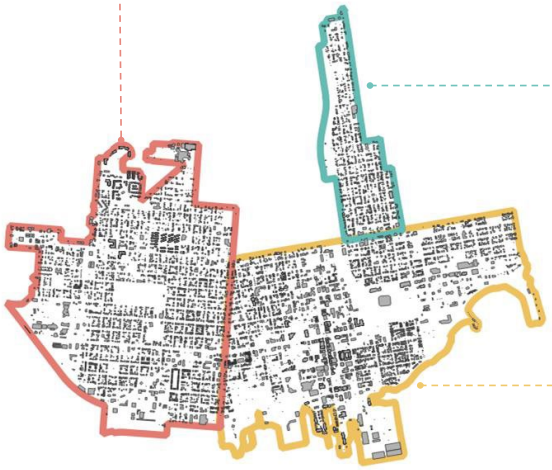
Land Use

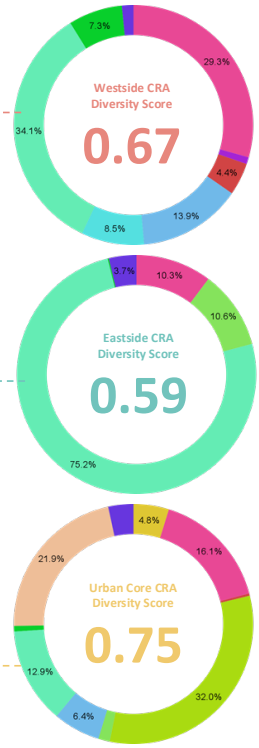
CRA Comparison Map



Land Use Diversity

A broad mix of land uses means more daily needs like work, housing, and retail can be in close proximity to each other







The Urban Core and Westside CRA benefit from **a broader diversity of land uses**. Both the Westside and Urban Core CRAs outperform the Eastside CRA in their entropy scoring, a metric where a higher score indicates a greater mix of uses. Communities with that mixture are generally more walkable, and because daily needs are more accessible, these communities become more economically diverse and resilient. Additionally, the diversity of uses allows the Urban Core and Westside CRA to apply a wider range of incentives and catalytic policies.

In contrast, medium-density residential land uses dominate **75%** of the Eastside CRA. This heavy reliance on residential real estate means the CRA depends significantly on its residential population and property values to fund the CRA TIF. Such dependence may affect the CRA's resilience to economic or demographic changes, like population relocation, residential blight, or mortgage foreclosure.

Entropy: *A measurement of land use mix. The higher the Entropy, the higher the mix. The Entropy Index varies from 0 to 1.*

Land Use Diversity

Several land uses contribute to the overall property value of CRA districts. The combination of total land area in each district, and the total value of the land area, shows wide variations. Some land uses thus have greater potential to impact the overall revenue received by the Community Redevelopment Agency.

			EASTSIDE CRA TOTAL VALUE	URBAN CORE CRA TOTAL VALUE	WESTSIDE CRA TOTAL VALUE
	A	Airport Land Use		$1,005,755.88	
	B	Business		$107,871.78	
	C	Commercial Land Use	$39,742.58	$302,170.07	$653,521.25
	C.O	Conservation Land Use			$4,624.51
	H.D.R	High Density Residential		$6,999.99	$287,362.38
	H.P	Historic & Preservation Land Use		$179,820.28	
	I.C	Interstate Corridor	$1,626.13	$16,765.55	
	I.D	Industrial Land Use		$12,248.92	$4,250.82
	L.D.R	Low Density Residential			$54,855.86
	M.D.R	Medium Density Residential	$597,186.15	$291,758.12	$1,493,877.36
	O	Office Land Use	$1,889.35	$9,627.17	$116,757.35
	R	Redevelopment Land Use		$353,707.77	
	R.N.C	Residential/ Neighbourhood Commercial Land Use	$70,568.23	$182,498.66	$48,122.45
		TOTAL CRA LAND VALUE	**$711,012.44**	**$2,469,224.19**	**$2,663,371.98**

Land Value Compared to Land Use

When viewing land valuation per acre, residential uses stand out in all three CRA districts, while industrial land has very low value, particularly in the Westside, where it makes up 14% of land use. Strategies to activate industrial uses could bring values up quickly.

			EASTSIDE CRA VALUE SHARE	URBAN CORE CRA VALUE SHARE	WESTSIDE CRA VALUE SHARE
	A	Airport Land Use		$0.44	
	B	Business		$0.37	
	C	Commercial Land Use	$0.14		$0.27
	C.O	Conservation Land Use			$0.06
	H.D.R	High Density Residential		$0.45	$0.78
	H.P	Historic & Preservation Land Use		$0.11	
	I.C	Interstate Corridor	$0.01	$0.21	
	I.D	Industrial Land Use		$0.04	$0.004
	L.D.R	Low Density Residential			$0.08
	M.D.R	Medium Density Residential	$0.30	$0.44	$0.52
	O	Office Land Use	$0.45	$0.25	$0.19
	R	Redevelopment Land Use		$0.32	
	R.N.C	Residential/ Neighbourhood Commercial Land Use	$0.71	$1.05	$0.37

Projects

2022 CRA Projects

EASTSIDE CRA

COMMUNITY WELLBEING AND SERVICES
- Hollice T. Williams Greenway & Skatepark Improvements
- General Daniel "Chappie" James Jr. Museum and Flight Academy - Phase II

HOUSING
- Affordable Housing Initiatives
- Residential Property Improvement Program
- Residential Resiliency Program

REVITALIZATION
- CRA Urban Design Standards
- Redevelopment Plan Update

URBAN CORE CRA

COMMUNITY WELLBEING AND SERVICES
- Bruce Beach Park Improvements
- Community Maritime Park Day Marina
- Hollice T. Williams Greenway & Skatepark Improvements
- Community Policing

HOUSING
- Affordable Housing Initiatives
- Residential Property Improvement Program
- Residential Resiliency Program

COMMERCIAL
- Commercial Facade Improvement Program

REVITALIZATION
- CRA Urban Design Standards
- Downtown Improvement District Initiatives
- Redevelopment Plan Update

WESTSIDE CRA

HOUSING
- Affordable Housing Initiatives
- Residential Property Improvement Program
- Residential Resiliency Program

COMMERCIAL
- Commercial Facade Improvement Program

REVITALIZATION
- CRA Urban Design Standards
- Redevelopment Plan Update

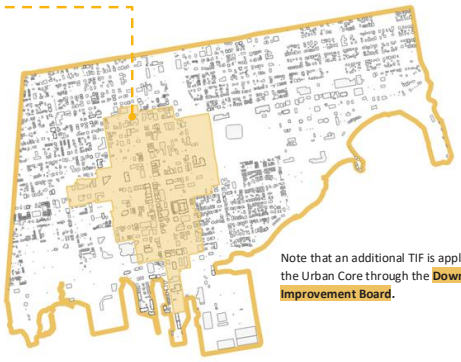
Source: *City of Pensacola Community Redevelopment Agency Annual Work Plan, 2022*

Millage Rates

Annual Rate

A County and City millage rate is applied to properties located within each CRA. The millage rate, also known as the mill rate, is a tax rate used to calculate local property taxes. It represents the amount of tax payable per $1,000 of a property's assessed value. For example, a millage rate of 10 means $10 in tax for every $1,000 of property value.

	County	City	Urban Core Downtown Improvement Board
2010	6.9755	4.5395	2.0
2011	6.9755	4.2895	2.0
2012	6.9755	4.2895	2.0
2013	6.6165	4.2895	2.0
2014	6.6165	4.2895	2.0
2015	6.6165	4.2895	2.0
2016	6.6165	4.2895	2.0
2017	6.6165	4.2895	2.0
2018	6.6165	4.2895	2.0
2019	6.6165	4.2895	2.0
2020	6.6165	4.2895	2.0

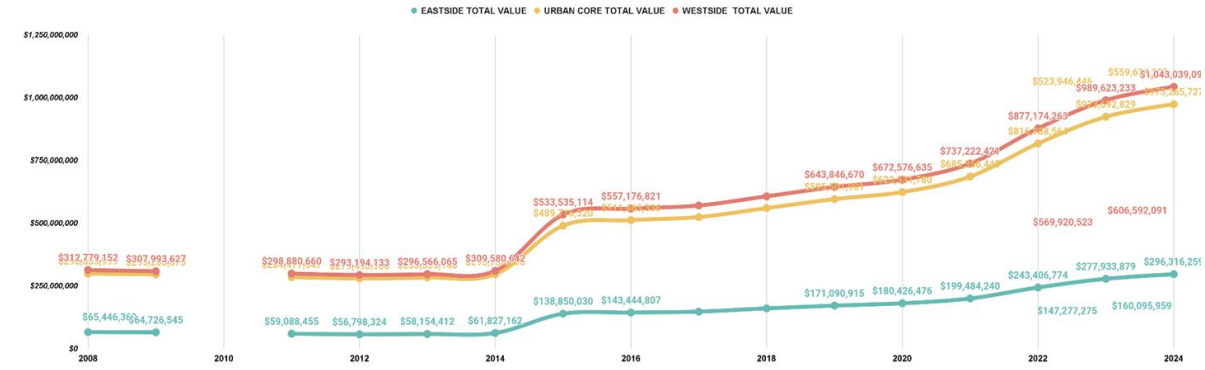


Note that an additional TIF is applied to the Urban Core through the **Downtown Improvement Board**.

Property Value over Time

by CRA District

The Urban Core and Westside CRA are both higher than the Eastside CRA in total property value. All three CRA districts are demonstrating year-over-year growth with the Urban Core showing the greatest growth, followed by the Westside CRA, then the Eastside CRA.



Property Value over Time

Property value per acre by CRA District

The Urban Core has greater value per acre property than both the Westside and Eastside CRA districts. The magnitude is significant; the Urban Core shows nearly exponential growth compared to the two other CRA districts.



Property Value over Time

Property value per parcel count by CRA District



TIF Revenue Annually

Total TIF Payments

The TIF revenue reveals historical is derived from the Urban Core CRA while the Westside CRA collected no revenue from 2010 - 2013. All three CRAs have seen an overall increase in revenue between 2010 and 2020.

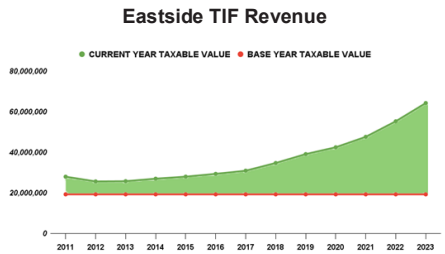
	Eastside CRA	Urban Core	Westside CRA
2010	$40,356	$1,535,329	$0
2011	$35,380 ↓	$1,441,891 ↓	$0
2012	$25,872 ↓	$1,381,489 ↓	$0
2013	$26,356 ↑	$1,424,671 ↑	$0
2014	$31,356 ↑	$1,529,281 ↑	$26,537 ↑
2015	$35,474 ↑	$1,662,929 ↑	$36,293 ↑
2016	$41,066 ↑	$1,807,608 ↑	$76,658 ↑
2017	$47,393 ↑	$1,983,688 ↑	$120,764 ↑
2018	$62,630 ↑	$2,221,033 ↑	$169,983 ↑
2019	$81,808 ↑	$2,539,504 ↑	$250,353 ↑
2020	$92,207 ↑	$2,785,600 ↑	$319,997 ↑

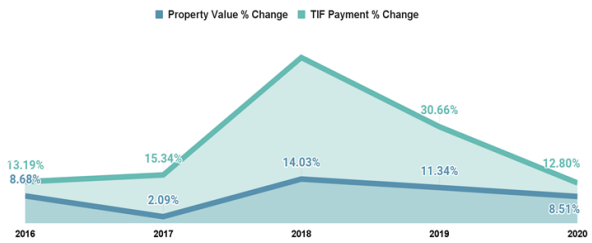
Continual decrease in total TIF payments across all three CRAs, due to nationwide economic decline

TIF Revenue

Eastside CRA

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
EASTSIDE CRA | Total Acres: 218											
Total Payment	$40,356	$35,380	$25,872	$26,356	$31,356	$35,474	$41,066	$47,393	$62,630	$81,808	$92,207
Payment Per Acre	$185	$162	$119	$144	$121	$144	$163	$188	$287	$375	$423
Total Property Value	N/a	N/a	N/a	N/a	N/a	$56,994,857	$61,941,871	$63,235,471	$72,104,387	$80,277,360	$87,111,463
Property Value Per Acre	N/a	N/a	N/a	N/a	N/a	$261,444	$284,137	$290,071	$330,754	$368,245	$399,594

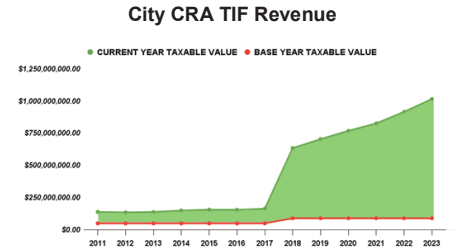


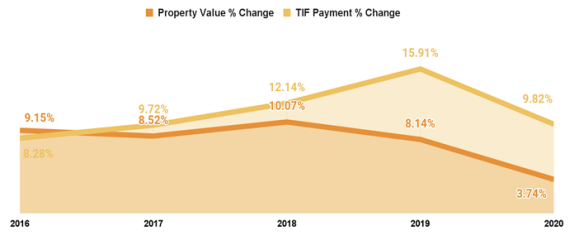


TIF Revenue

Urban Core CRA

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
URBAN CORE CRA | Total Acres: 1,283											
Total Payment	$4,063,003	$3,953,997	$3,788,221	$3,787,966	$4,075,806	$4,427,771	$4,794,187	$5,260,081	$5,898,476	$6,837,207	$7,508,831
Payment Per Acre	$3,167	$3,082	$2,953	$2,952	$3,177	$3,451	$3,737	$4,100	$4,597	$5,329	$5,853
Total Property Value	N/a	N/a	N/a	N/a	N/a	$575,840,293	$628,528,322	$682,092,327	$750,758,186	$811,833,232	$842,213,147
Property Value Per Acre	N/a	N/a	N/a	N/a	N/a	$448,823	$489,890	$531,639	$585,158	$632,762	$656,440

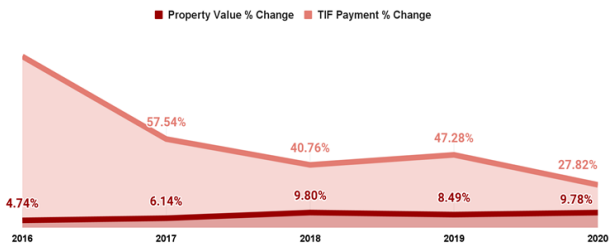


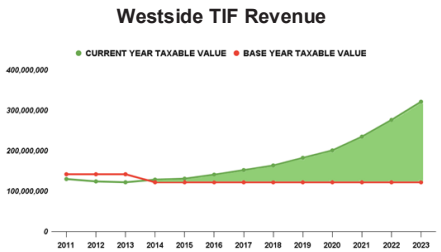


TIF Revenue

Westside CRA

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
WESTSIDE CRA | Total Acres: 1,125											
Total Payment	-$43,892.21	-$48,505.55	-$72,262.97	-$80,972.30	$26,536.55	$36,292.99	$76,657.94	$120,764.46	$169,983.01	$250,352.67	$319,997.41
Payment Per Acre	-$39.02	-$43.12	-$64.23	-$71.98	$23.59	$32.26	$68.14	$107.35	$151.10	$222.54	$284.44
Total Property Value	N/a	N/a	N/a	N/a	N/a	$274,452,545	$287,469,547	$305,115,998	$335,014,607	$363,456,488	$399,017,359
Property Value Per Acre	N/a	N/a	N/a	N/a	N/a	$243,958	$255,528	$271,214	$297,791	$323,072	$354,682





Outstanding Questions

Identifying Potential Causality



APPRAISAL PROCESS

Could potential changes in appraisal policy play a role in increasing TIF revenue?



MARKET CONDITIONS

Could a change in real estate typology or volume be impacting the annual CRA revenue?



MAJOR ECONOMIC SHIFTS

Could demographic, industry, or workforce changes be impacting the TIF revenue?

STEP 1 | September 2024

4.0 GENTRIFICATION + DISPLACEMENT

PENSACOLA CRA PLAN UPDATE / PENSACOLA, FLORIDA / JLP+D

Definitions

Gentrification

The process of change in an neighborhood or community that is seen by increased prices for basic needs, increased economic investments, and demographic or cultural shifts, typically resulting in displacement of residents.

- Methodology: Definitions were compared against each other through the lenses of:

Social Change | Economic Change | Cultural Change | Physical/Built Change

Displacement

A force that relocates people from where they are living or running a business. This can be either physical or economic, and it is often experiences as a slow accumulation of pressure or acute actions that change stay-or-go tradeoffs for individuals.

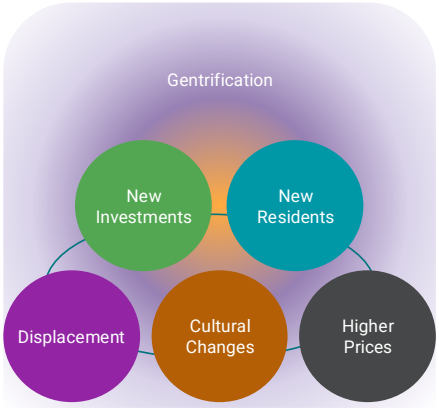
- Methodology: Definitions were compared against each other through the lenses of:

Degraded Housing | Rising Costs | Resident Income | Small Business Changes | Migration

Discussion

Displacement vs. Gentrification

- Displacement and Gentrification are related but not the same.
- **Displacement is defined by** the ***movement*** of residents and businesses. It is measurable and consistent. It is often witnessed in gentrifying areas.
- **Gentrification is a process** that often ***creates the set of factors*** that lead residents and businesses to move, and can also cause other changes. It is multi-faceted, and more complex to measure.



When is it gentrification vs. economic growth?

- ➔ Economic growth is positive for any community, and especially for low-income communities. However, when that growth is not inclusive or accessible to certain groups, it is not equitable.
- ➔ The **negative impacts** of economic growth **are often associated with gentrification**, such as increasing rents reducing affordability for residents
- ➔ **Equitable economic development** aims to ***minimize the negative impacts*** of economic growth

Gentrification & Displacement: Overall Trends

Pensacola shows a mix of factors that indicate vulnerability to future gentrification and displacement, as well as some factors that limit gentrification and displacement

Risk Factors

Incomes

- Median incomes, when lower than the median income of surrounding areas, can be a predictor of gentrification and displacement.
- High poverty rates when compared to the national average also signify potential risk.

Housing

- The affordability index is low, meaning that incomes are too low to qualify for mortgages
- The rental percentage is higher than County and national averages, suggesting homeownership is consistently out of reach
- Change in rental vacancy rates indicates changes in affordability for renters

Possible strengths

Population Flows

- Fast growth can incite displacement of existing communities. Within Escambia county, **migration has been net neutral** over the last 10 years.

Diversity

- Diverse communities are less likely to experience displacement than areas with high concentrations of communities of color.

Incomes

- Extremely fast income growth is often a sign of gentrification for communities

Signals to watch for

Incomes & Earning Power

- Stakeholders should be sensitive to an increase in proportion of high incomes indicating wealthier residents displacing lower income residents
- Stakeholders should also look for an Increase in the percentage of residents with a bachelor's degree or higher, who generally have higher earning potential

Rents & Evictions

- Greater increase in median rent and subsequent increases in eviction rates

Housing Supply

- Observing total housing units constructed to understand if it is lower than the population growth

Gentrification & Displacement: Risk Factors

Housing and Incomes create challenges for residents

Today all three CRA districts present some risk factors of economic vulnerability and displacement. The median household income is lower in these districts than city and county averages. The affordability index, which measures the likelihood of obtaining a mortgage at current average home prices given the current average income, is also below 60 for all districts, despite variation in the average home price of each area.

The share of renters is higher in the CRA districts than the county and the national average. The rental rate for nationally is 35% while the Westside (59%), Eastside (53%), and the Urban Core (42%) are all significantly higher. Renters are likely to be more quickly displaced than homeowners due to fluctuating rent prices.

When looking at vacancy, total vacant housing units have increased citywide and in every CRA district, though vacancy is projected to decrease slightly. This vacancy combined with increase in housing units could be explained in part by housing quality; better housing has entered the market while less attractive housing still exists.

Additionally, density of housing units has increased in all CRA districts, supported by lot splitting and conversions or additions of accessory dwelling units In a mpre promising trend, total Housing units are increasing in the Westside and Eastside CRA districts, and have been steadily since 2000. This growth outpaces the City of Pensacola overall.

Present Risk Factors				
	Median Income	% Households Below Poverty	# Households Below Poverty Level	*Affordability Index*
Westside CRA	$23,551	39.5%	1,033	*51*
Eastside CRA	$35,124	27.9%	150	*58*
Urban Core CRA	$59,901	16.9%	248	*57*
Pensacola	$67,722	14.1%	7,534	*90*
Escambia County	$61,642	12.7%	18,030	*87*

Housing Unit Totals				
	2000	2010	2023	*2028*
Westside CRA	2,925	3,074	3,577	*3,710*
Eastside CRA	683	669	676	*684*
Urban Core CRA	1,793	1,832	2,251	*2,430*
Pensacola	26,948	27,892	28,111	28,111
Vacant Housing Unit Totals				
	2000	2010	2023	*2028*
Westside CRA	381	177	642	*645*
Eastside CRA	120	73	141	*138*
Urban Core CRA	304	105	356	*343*
Pensacola	3,115	3,256	3,129	*3,114*

Gentrification & Displacement: Possible Factors

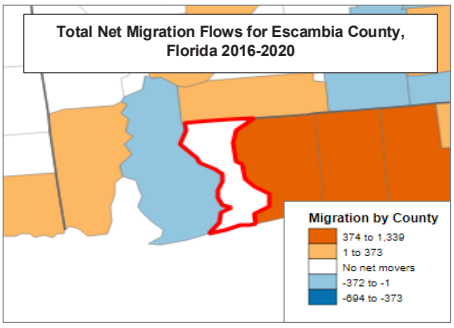
A few factors indicate a complex set of trends for and against active displacement

There are several factors that may not demonstrate direct gentrification and displacement for Pensacolians. First, within Escambia county, migration has been net neutral - while some movement has occurred, the movers out have roughly equalled movers in. There is no visible evidence of rapid population growth contributing to displacement.

next, the CRA districts all have fairly high diversity, which can be a strength against swift displacement for communities of color. That said, the Eastside CRA district has a higher concentration of black households than the other areas, while the urban core CRA has a higher concentration of while residents.

Income growth, though low for many households, has increased at a steady rate, mirroring the national averages for that last 20 years. Sharp increases in income are often caused by higher earners moving to an area and lower income earners leaving.

Additionally, density of housing units has increased in all CRA districts, supported by some new construction and lot splitting and conversions or additions of accessory dwelling units.



	Population By Race 2021 %						
	White	Black	American Indian	Asian	Pacific Islander	Other	Two or More Races
Westside CRA	38.97%	49.16%	0.00%	0.52%	0.22%	1.13%	10.00%
Eastside CRA	25.59%	63.53%	0.00%	0.00%	0.00%	3.92%	6.96%
Urban Core CRA	66.55%	22.75%	0.00%	0.16%	1.89%	1.01%	7.65%

Gentrification & Displacement: Signals to Watch in the Future

Changes to the population and rental prices are indicators of potentially fast shifts

Both gentrification and displacement can shift from risks to reality quickly. Changes to the median rent act as a signal of shifting demand by higher income renters, and the current asking rent of $1,800 for new units across the city should be watched to identify increases. The current range of rental prices clusters around $1,500.

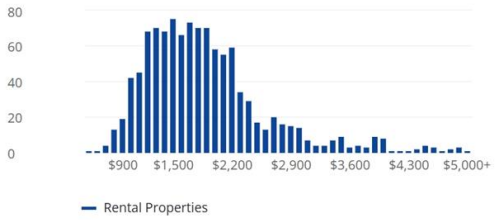
Similarly, changes to high income earners or populations with college degrees (and thus, potentially higher earning power) should be monitored as well. These indicators are already elevated in the Urban Core CRA, but could increase in the Eastside CRA quickly too, given its small population overall.

Lastly, the CRA is familiar with planned housing projects, and the total units of housing added to the Pensacola market wll have the least impact if they are not outpaced by population growth. Thus, greater population growth, if it becomes a steady trend is also a sign to monitor changes to the number of housing units in the area.

Potential Indicators of Future Displacement			
	Median Rent	Households Earning > $150k	Households with Bachelor's or Higher
Westside CRA	$869	113 (4.0%)	16.3%
Eastside CRA	-	29 (5.3%)	27.4%
Urban Core CRA	$1.901	338 (21%)	45.5%
Pensacola	$1,150	3,812 (15.7%)	40.5%
Escambia County	$1,394	15,757 (12.5%)	31.8%

Price Range

The price range for all bedrooms and all property types is $600 to $5,500.



What Else Impacts Gentrification Trends?

Factors to consider in Pensacola



SAFETY & PERCEPTION OF SAFETY



OVERALL COST OF LIVING



ATTRACTIVENESS FOR DEVELOPMENT



ECONOMIC DRIVERS



MILITARY INVESTMENT

JLP+D

CRA FUNDING RESOURCES

FEDERAL FUNDING

Grant Name	Awarding Entity	Website	Typical Projects Funded	Notes of interest
Rebuilding American Infrastructure with Sustainability and Equity (RAISE)	USDOT	https://www.transportation.gov/RAISEgrants/raise-nofo	Surface transportation projects that have significant local or regional impact; could include projects with a safety component.	https://www.transportation.gov/sites/dot.gov/files/2022-09/RAISE%202022%20Award%20Fact%20Sheets_1.pdf
Infrastructure for Rebuilding America Discretionary Grant Program (INFRA)	USDOT	https://www.transportation.gov/grants/infra-grants- program	Primarily freight related.	For projects that improve safety, generate economic benefits, reduce congestion, enhance resiliency, and hold the greatest promise to eliminate freight bottlenecks and improve critical freight movements.
Reconnecting Communities Pilot Program (RCP)	USDOT	https://www.transportation.gov/grants/reconnecting-communities	Highway removal projects, through disadvantaged communities. Would fund replacement infrastructure and includes safety components.	
Safe Streets and Roads for All (SS4A)	USDOT	https://www.transportation.gov/grants/SS4A	Transportation safety projects.	Projects must be identified in a comprehensive safety action plan to receive implementation funding.
Federal Transit Administration Capital Funds (FTA)	Federal Transit	https://www.transit.dot.gov/funding/grants/urbanized- area-formula-grants-5307	Funds safe access to transit projects	See Bicycles and Transit, Flex Funding for Transit Access, the FTA Final Policy Statement on the Eligibility of Pedestrian and Bicycle Improvements Under Federal Transit Law, and FTA Program & Bicycle Related Funding Opportunities
Areas of Persistent Poverty Program (AoPP)	Federal Transit	https://www.transit.dot.gov/grant-programs/areas- persistent-poverty-program	Funds projects that provide access to transit in disadvantaged communities, including safety improvements.	
Carbon Reduction Program (CRP)	FHWA	https://www.fhwa.dot.gov/environment/sustainability/energy/	Planning, bicycle and pedestrian facilities, bike share programs, road diets, etc.	Project must be part of the state TIP and consistent with LRSTP and Metropolitan Transportation Plan; does not fund recreational trails
Congestion Mitigation and Air Quality Improvement Program (CMAQ)	FHWA	https://www.fhwa.dot.gov/ environment/air_quality/ cmaq/	Projects, including bicycle and pedestrian facilities, that reduce emissions.	Project for planning, feasibility analyses, and revenue forecasting associated with the development of a project that would subsequently be eligible to apply for assistance under the BIP
Highway Safety Improvement Program (HSIP)	FHWA	https://highways.dot.gov/safety/hsip/shsp	Safety projects on the highway system.	Projects must be consistent with a state's Strategic Highway Safety Plan, funding is only for Highway projects, public transportation, and port facilities, Small local agencies also eligible
Railway-Highway Crossings(-Section 130) Program (RHCP)	FHWA	https://highways.dot.gov/safety/hsip/xings/railway-highway-crossing-program-overview	Railroad crossing improvements.	Set aside from HSIP, Small local agencies also eligible
National Highway Performance Program (NHPP)	FHWA	Implementation Guidance for the National Highway Performance Program (NHPP) as Revised by the Bipartisan Infrastructure Law (dot.gov)	Could include safety improvements as part of other improvements.	Only for Highway projects; Administered by the State
Promoting Resilient Operations for Transformative, Efficient, and Cost Saving Transportation (PRO TECT)	FHWA	https://www.fhwa.dot.gov/environment/sustainability/resilience/	Protecting transportation facilities from flooding.	Funds can only be used for activities that are primarily for the purpose of resilience or inherently resilience related. With certain exceptions, the focus must be on supporting the incremental cost of making assets more resilient.
Surface Transportation Block Grant Program (STBG)	FHWA	https://www.fhwa.dot.gov/specialfunding/stp/	Planning, bicycle and pedestrian facilities, bike share programs, road diets, etc.	If called a bicycle facility, it must be primarily for transportation instead of recreation, but recreational trails are also permitted, Small local agencies also eligible
Transportation Alternatives (TA) Set-Aside	FHWA	https://www.fhwa.dot.gov/ environment/transportation_alternatives/	Planning, bicycle and pedestrian facilities, bike share programs, road diets, etc.	Part of STBG; Administered by the State, Local agencies also eligible
Recreational Trails Program (RTP)	FHWA	https://www.fhwa.dot.gov/ environment/recreational_ trails/	Recreational trails	Part of STBG; Administered by the State
Safe Routes to School Program (SRTS)	FHWA	ttps://www.fhwa.dot.gov/environment/safe_routes_to_school/	Projects that improve safety for students going to school	Part of STBG; Administered by the State

FDOT FUNDING

Grant Name	Awarding Entity	Website	Typical Projects Funded	Notes of interest
Transportation Alternatives Program (TAP)	FDOT	https://www.fdot.gov/planning/ systems/tap/default.shtm	Bicycle/pedestrian facilities recreational trails, SRTS projects	Part of the Federal TA set aside of the STBG https://fdotwww.blob.core. windows.net/sitefinity/docs/default-source/planning/systems/systems- management/document-repository/tap/ta_set-aside-program_fl_ overview-highlights_2015-2021.pdf?sfvrsn=7c0d8522_2
Shared-Use Nonmotorized (Sun) Trail Program	FDOT	https://www.fdot.gov/planning/ systems/suntrail/guidance.shtm	Shared use trails	Project must be within the Suntrail network, a priority of the applicable jurisdiction, and consistent with applicable plans. Local agency must commit to operation and maintenance of trail. Separate Request for Funding, but must be included in FDOT Work Plan https://fdotwww. blob.core.windows.net/sitefinity/docs/default-source/planning/systems/ suntrail/guidance/suntrail_guidanceforsubmittal-offundingrequest_ppt. pdf?sfvrsn=3ac9b7ba_2
Highway Safety Improvement Program	FDOT	Reports and Plans (fdot.gov)	Transportation safety projects	Must show how project improves safety; part of FHWA HSIP funding
Safe Routes to School	FDOT	https://www.fdot.gov/Safety/programs/safe-routes.shtm	Transportation safety projects that improve safety for student going to/from school	Funded through HSIP

SIDEWALK PRIORITIZATION

RANKING CRITERIA

Step 1

Separate candidate projects into two tiers:

Tier 1: Projects with no existing sidewalks

Tier 2: Projects with existing sidewalks on one side of the street

Step 2

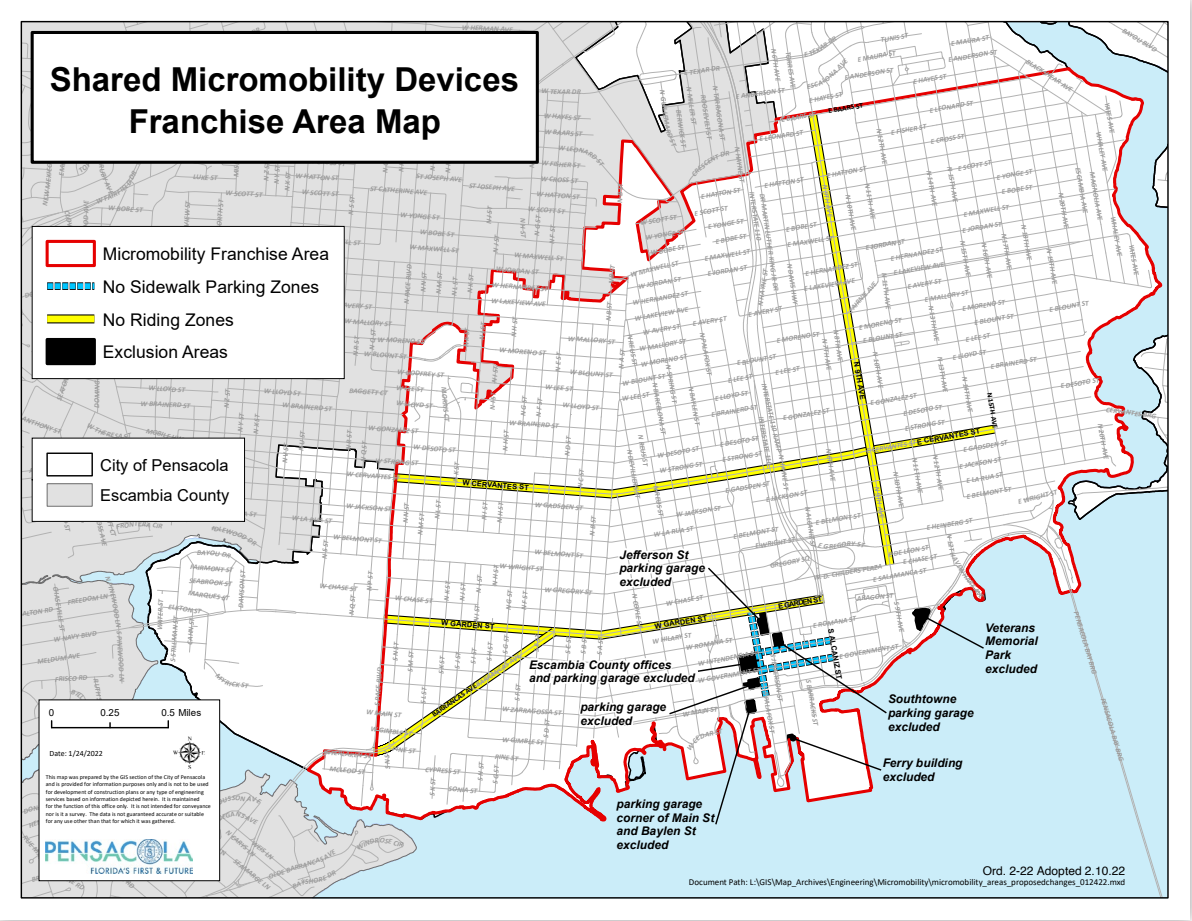
Rank Projects based upon the following criteria:

#	Quantifiable Criteria	Max Points
1	Safety (Roadway conditions, width, bike lanes, existing sidewalk)	6.5
2	School Proximity (Using EscCo Bus Eligible criteria) – Elem School @ 1 mile (15 points) – Middle School @ 1.5 miles (10 points) – High School @ 2 miles (5 points)	15
3	New Access on Arterials and Collectors	10
4	Latent Demand (using either census tract data or City data) – DUs within 1/4 mile to sidewalk project – Residents using transit or walking to work	15
5	Connectivity / This criterion will award points based on the following: – Connects to sidewalk on arterial roadway (15 points) – Connects to sidewalk on collector roadway (10 points) – Connects to sidewalk on local streets (5 points) – Does not connect to other sidewalks (0 points)	15
6	Existing Demand / This criterion will assess scores based on access to: – Transit Stops – Parks/Community Centers – Greenways & Trails – Transportation Disadvantaged Housing – Employment Centers – University/College Campuses (PCS) – Shopping Centers – Placemaking Areas (1/4 mile radius from: Palafox St from Wright Street to terminus and Belmont-DeVilliers intersection)	40
	Total Max Points	101.5

If the totals for the subcategories exceed the maximum for the category, only the maximum value shall be assigned.

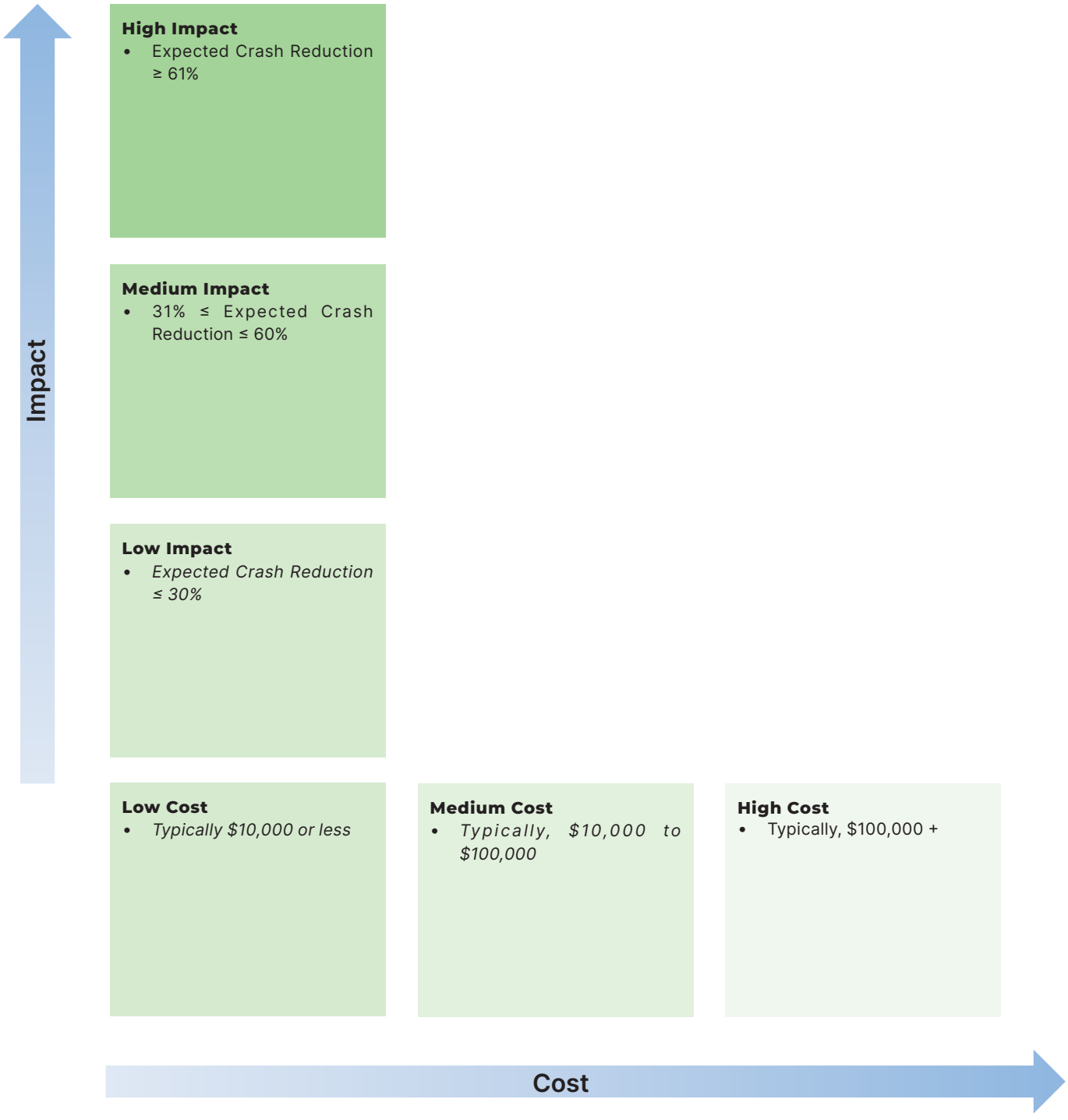
Data used will be from either City data (roadway classification, building footprints, pavement width, bike lanes, parks/community center locations, school locations), US Census data (worker transportation, DUs), and ECAT data (transit stops).

MICROMOBILITY AREA MAP



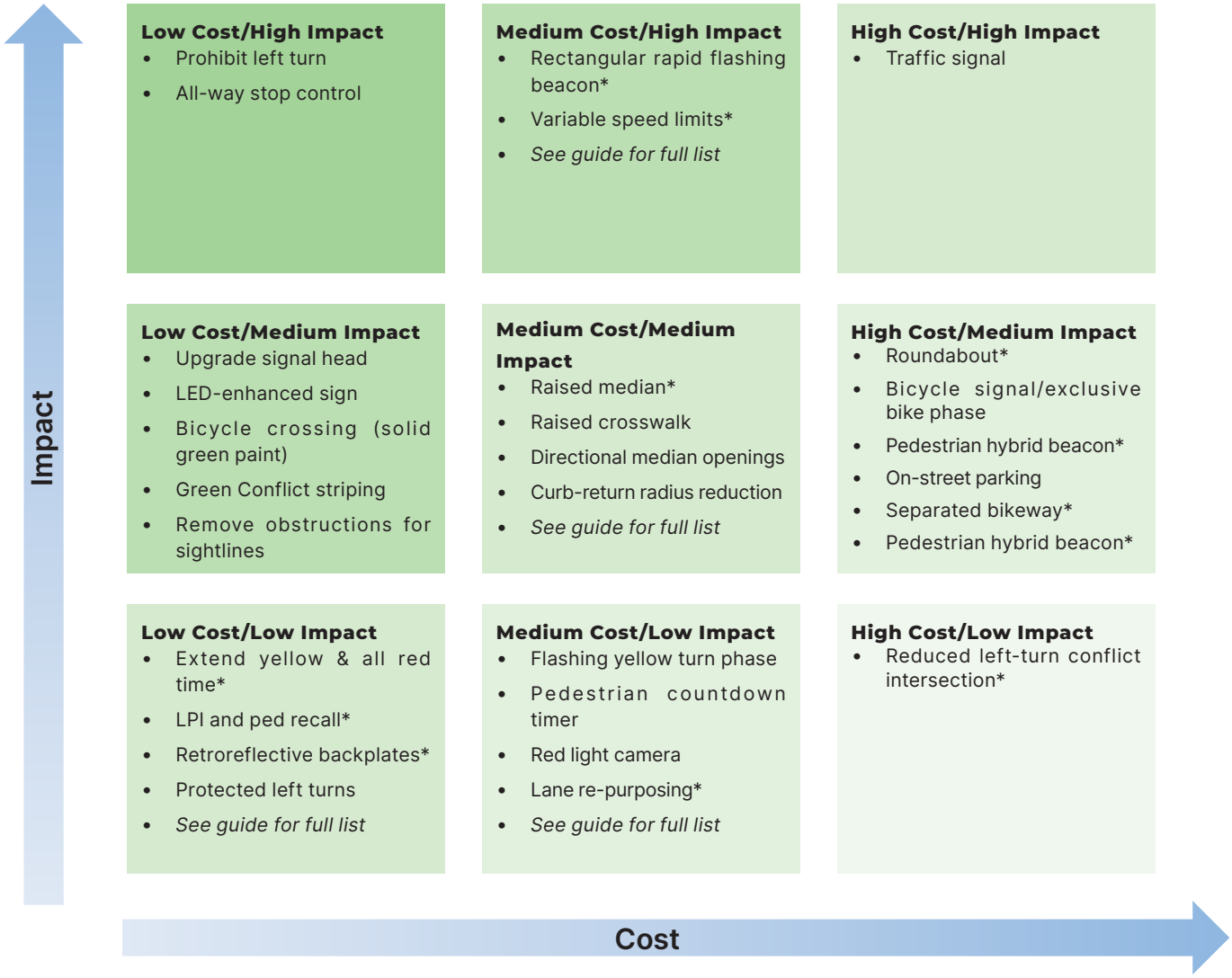
COST AND IMPACT COUNTERMEASURES

COUNTERMEASURE IMPACT AND COST DEFINED



Unknown Impact = No quantitative date is available

COUNTERMEASURE SELECTION GUIDE



Note:
Countermeasures may not apply to all modes, roadways, or crash severities.
Countermeasures may apply to more crash types.

* FHWA Proven Safety Countermeasure

COUNTERMEASURE SELECTION GUIDE (CONT.)

Low Cost/ Unknown Impact

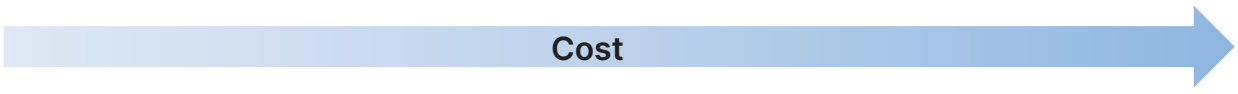
- Extend green time for bikes
- Extend time pushbutton
- Prohibit right-turn-on-red
- Prohibit turns during pedestrian phase
- Time-based turn restriction
- Upgrade intersection pavement markings
- Bicycles may use full lane sign
- Mixing zone
- High-visibility crosswalk
- Restripe crosswalk
- Centerline hardening
- Enhanced daylighting/slow turn wedge
- Paint and plastic median

Medium Cost/ Unknown Impact

- Bike detection
- Pedestrian detection
- Supplemental signal heads
- Flashing beacon as advance warning
- Curb extensions
- Paint and plastic mini circle/ mini roundabout

High Cost/ Unknown Impact

- Separate right-turn phasing
- Close slip lane
- Intersection reconstruction and tightening
- Protected intersection
- Raised intersection



Note:
Countermeasures may not apply to all modes, roadways, or crash severities.
Countermeasures may apply to more crash types.

* FHWA Proven Safety Countermeasure

COUNTERMEASURE SELECTION GUIDE (PEDESTRIAN AND BIKE FOCUSED)

Low Cost/ Unknown Impact

- Audible push button upgrade extend time push-button
- Prohibit right-turn-on-red
- Prohibit turns during pedestrian phase
- Shorten cycle length
- Advance stop bar
- Advance yield markings
- Pavement speed legends
- Time-based turn restriction
- Upgrade intersection pavement markings
- Wayfinding
- Co-locate bus stops and pedestrian crossings
- High-visibility crosswalk
- Restripe crosswalk
- Centerline hardening
- Enhanced daylighting/slow turn wedge
- Gateway treatments
- Paint and plastic median
- Partial closure/diverter
- Straighten crosswalk
- Lane narrowing
- Far-side bus stop
- Extend green time for bikes
- Bicycles may use full lane sign
- Mixing zone
- Parking buffer
- Two-stage turn queue bike box
- Bike box

Medium Cost/ Unknown Impact

- Pedestrian detection
- Signal interconnectivity and coordination/green wave
- Signal preemption
- Flashing beacon as advance warning
- Floating transit island
- Curb extensions
- Widen sidewalk
- Crosswalk density
- Chicane
- Landscape buffer
- Speed sensitive rest on red
- Upgrade lighting to LED
- Bike detection

High Cost/ Unknown Impact

- Separate right-turn phasing
- Shared use path
- Close slip lane
- Intersection reconstruction and tightening
- Protected intersection
- Raised intersection

Cost

Note:
Countermeasures may not apply to all modes, roadways, or crash severities.
Countermeasures may apply to more crash types.

* FHWA Proven Safety Countermeasure

TRANSPORTATION ANALYSIS

OVERVIEW

Existing transportation conditions were documented throughout Pensacola and provided a foundation for understanding the needs and possible improvements for the CRA planning process.

Documenting the existing transportation conditions included three main categories:

- Roadway Characteristics (e.g., street type, character, and dimensions);
- Mobility Characteristics (e.g., pedestrian/bicycle facilities, and safety);
- Equity and Transportation (e.g., communities overburdened by lack of transportation investment).



Existing Transportation – Related Conditions and Planned Transportation Improvements

Technical Memorandum

Community Redevelopment Agency Plan Update for Westside, Urban Core, and Eastside

October 8, 2024

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APPENDIX

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1 Introduction and Project Purpose

The Pensacola Community Redevelopment Agency (CRA) is updating all three CRA district plans after more than 15 years. The CRA districts are comprised of the Westside, the Eastside, and the Urban Core. Each of the districts have distinct characteristics pertaining to transportation. The existing conditions highlighted in this report are based on city data, previous studies, current programs, site and desktop observations, and community input. Understanding the existing conditions provides the basis to develop near-, medium-, and long-term recommendations to improve mobility and accessibility of all the residents within the area.

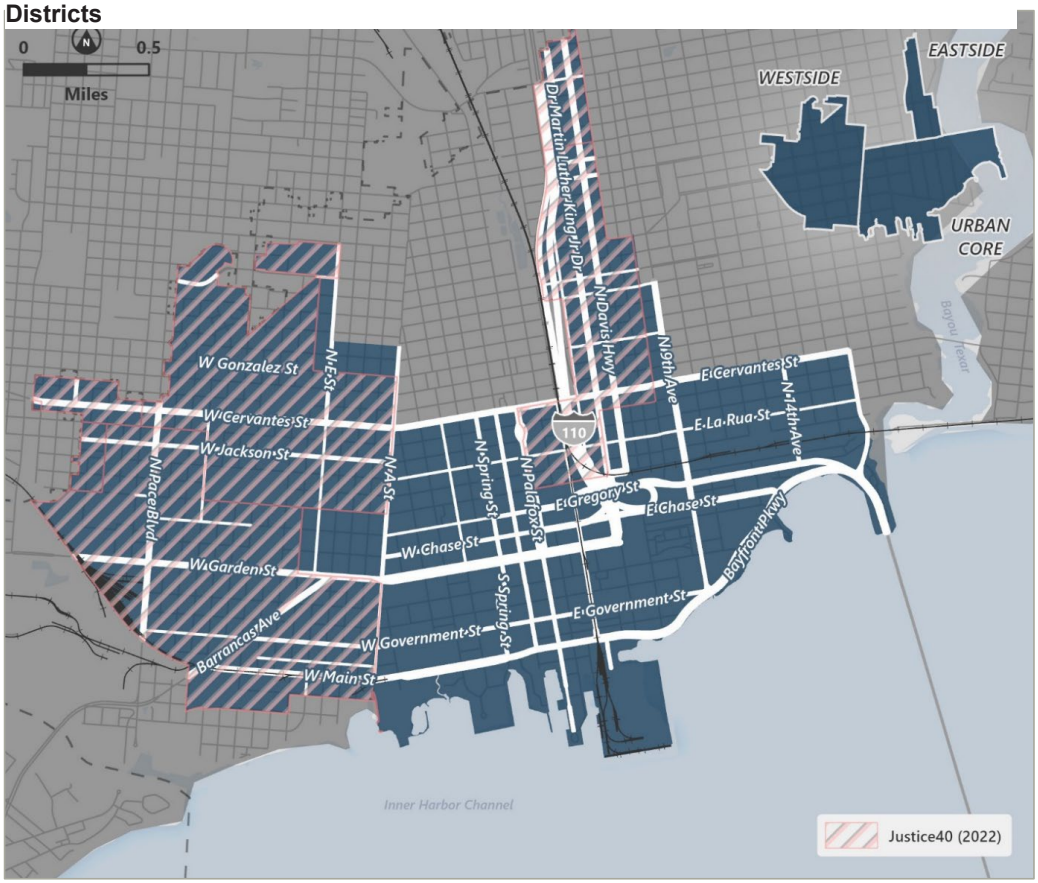
Documenting the existing transportation conditions includes three main categories:

- Roadway Characteristics (e.g., street type, character, and dimensions)
- Mobility Characteristics (e.g., pedestrian/bicycle facilities, and safety)
- Equity and Transportation (e.g., communities overburdened by lack of transportation investment)

The CRA Districts, along with the United States Department of Transportation (USDOT) Disadvantaged Community boundaries,[1] and major roadways[2] are shown in **Figure 1.**

[1] The USDOT Disadvantage Communities are defined as those communities that have a higher burden of underinvestment in transportation, in the following five components: Transportation Insecurity, Climate and Disaster Risk Burden, Environmental Burden, Health Vulnerability, and Social Vulnerability.
[2] Major roadways are defined as those that have interstate, arterial, or collector functional classification by the Florida Department of Transportation (FDOT).

Figure 1 Major Roadways and USDOT Disadvantaged Community Boundaries in CRA Districts



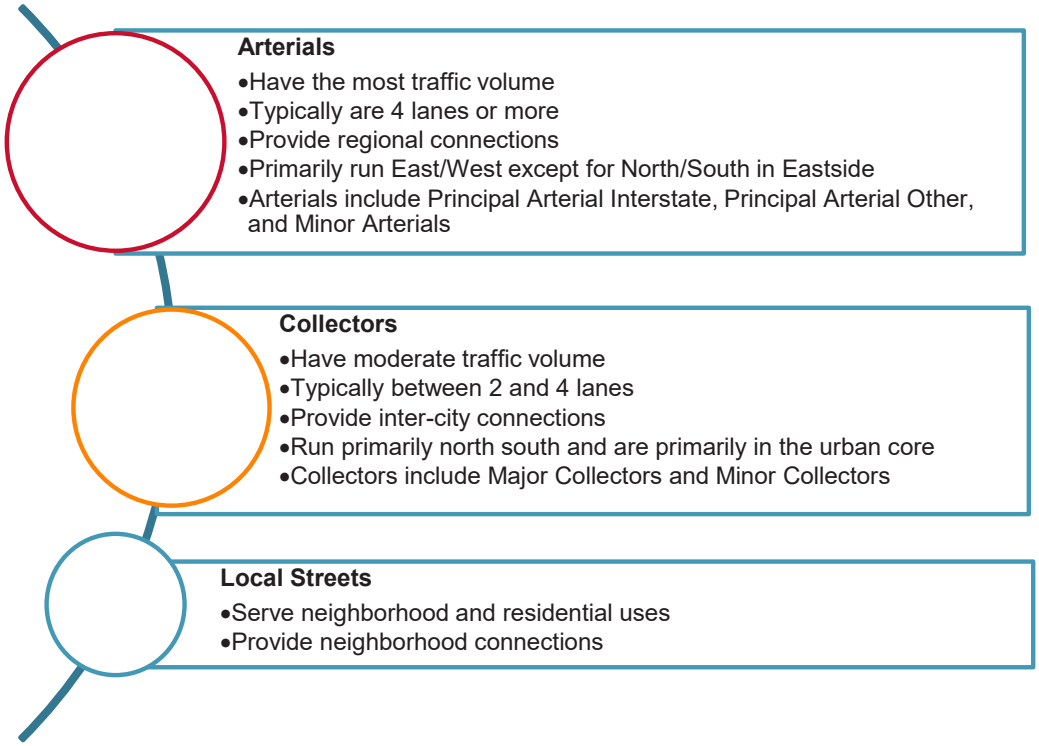
2 Roadway Characteristics

Roadway Characteristics include all the ways in which one understands a street or road. These characteristics include looking at the type or function of the road, the physical attributes of the road (speed, width, how many lanes, type of connectivity or network) and neighborhood character surrounding the road.

2.1 Street Types and Networks

There are three major roadway types that make up the street network within the CRA districts. These major roadways are defined by FDOT and further qualified in the City of Pensacola 2023 Active Transportation Plan (ATP) as shown in **Figure 2**:

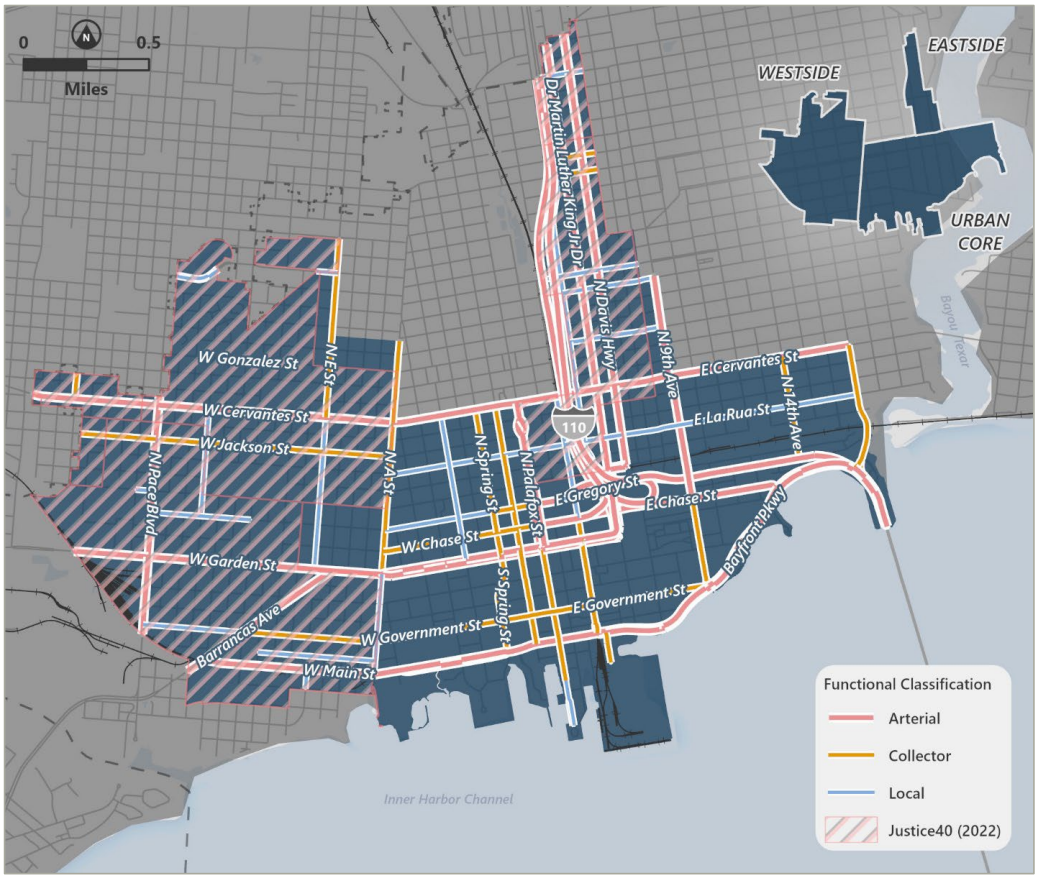
Figure 2 Roadway Functional Classification



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Total roadway miles within the three CRA districts is 112 miles. Of the 112 miles of roadway, there are a total of 37.8 roadway miles having a functional classification of arterial or collector. While the roadway miles within the CRA districts represent 5% of the total City of Pensacola roadways yet the CRA districts are comprised of 33% and 28% of the total arterial and collector roadway miles respectively in the City. **Figure 3** shows the block structure which results from these major roadways.

Figure 3 FDOT Roadway Functional Classification Location



WESTSIDE

Arterials

The location of the arterial roadways split the Westside district into five pockets which lack connectivity and are spaces where vehicles are given priority over pedestrians. As regional connectors, these high traffic volume roadways are very wide and support development patterns that do not foster a sense of place; rather it is a place to simply move through as quickly as possible. Such conditions make it extremely difficult for the neighborhood residents of Sanders Beach, Tanyard, and Westside Garden District to have easy access to amenities within and outside of the district.

Westside district has five roadways identified as arterial:

- W Cervantes Street
- N Pace Boulevard
- W Garden Street
- W Main Street
- Barrancas Avenue

Figure 4 Westside – Arterial Road

W. Garden Street – Looking East
Source: HDR



Figure 5 Westside – Arterial Road

Barrancas Avenue – Looking North
Source: HDR

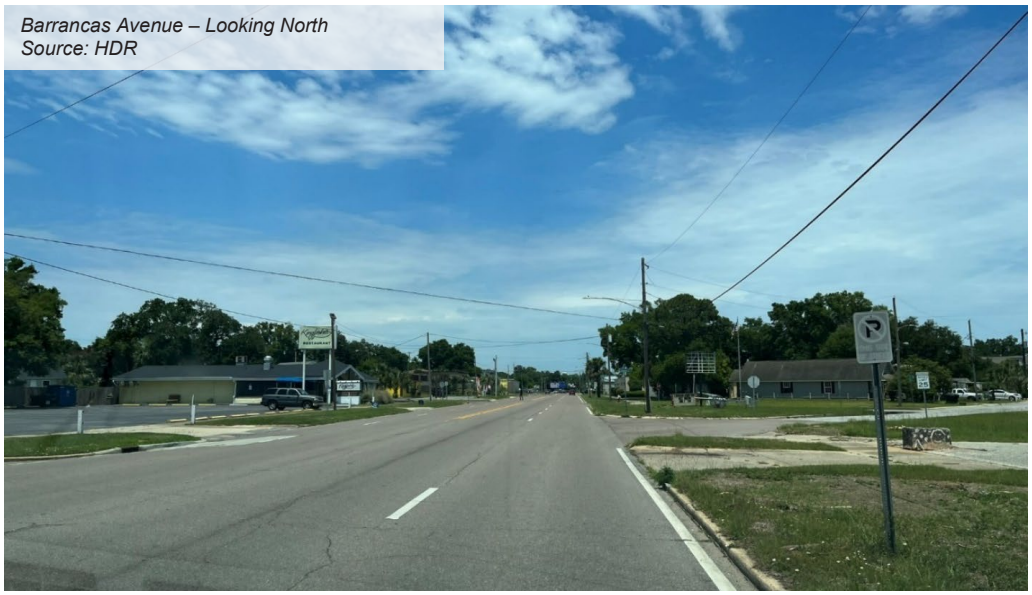
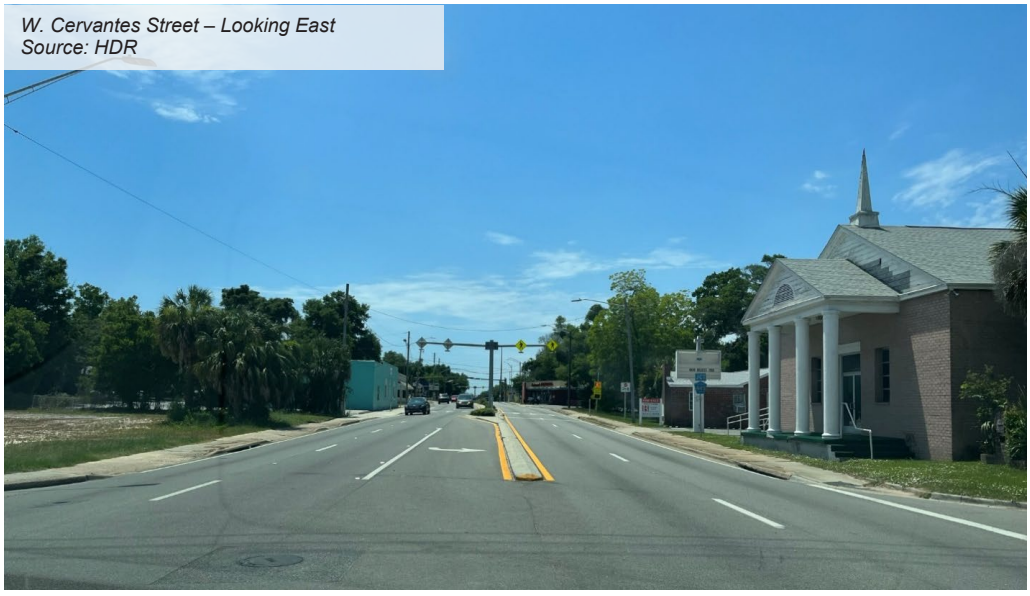


Figure 6 Westside – Arterial Road

W. Cervantes Street – Looking East
Source: HDR



Collectors

These roadways usually provide more connections via cross streets, may have on-street parking, typically have more continuous building frontage, and if not designed well can still present challenges for non-vehicular modes of transportation (pedestrian and cyclist). These challenges may be a relatively high traffic volume, excessive curb cuts, or lack of separated pedestrian and bike infrastructure.

Westside district has five roadways identified as collector:

- W Government Street
- W Jackson Street
- N T Street
- N E Street
- N A Street

Figure 7 Westside – Collector Road

W. Jackson Street – Looking East
Source: Google

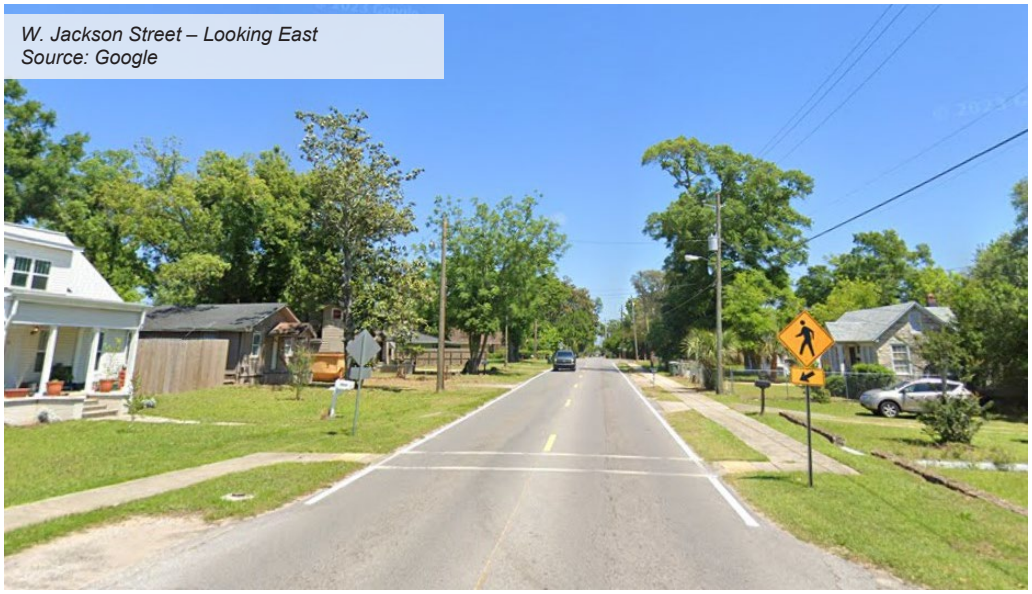


Figure 8 Westside – Collector Road



Local Roads

These roadways usually provide the most connections via cross streets, will have on-street parking (marked or unmarked), and typically will have numerous driveways given the prevalence of residential uses. FDOT's functional classification specifically identifies seven local roadways in the Westside District:

- W Gregory Street
- W Wright Street
- N L Street
- W Government Street
- W Zarragossa Street[3]
- S E Street and N E Street
- S A Street

Figure 9 Westside - Local Road

N E Street – Looking South
Source: Google



[3] This street has different spellings in different locations including Zarragossa, and Zaragoza

Figure 10 Westside - Local Road

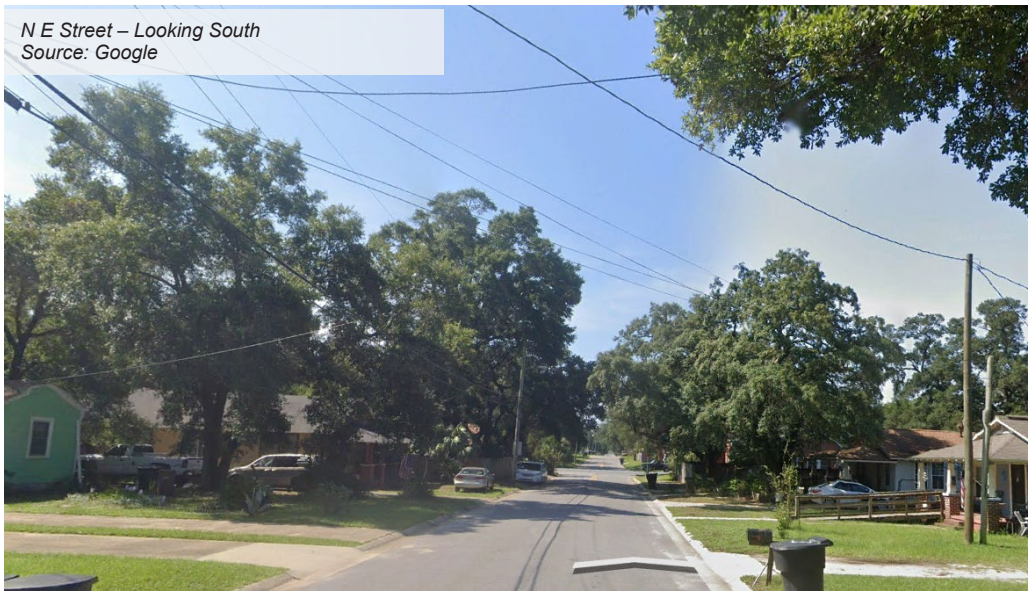


Figure 11 Westside - Local Road



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URBAN CORE

Arterials

The location of these roadways create a core that is fragmented and become major barriers to the connectivity of the district with the eastern neighborhoods of Old East Hill and East Hill, as well as the Eastside district.

Urban Core district has eight roadways identified as arterial (some are shared with other districts):

- E and W Cervantes Street
- N 9th Ave
- E Gregory Street
- E Chase Street
- Bayfront Parkway
- E and W Garden Street
- N Palafox Street
- E and W Main Street

Figure 12 Urban Core – Arterial Road

W Main Street – Looking East
Source: HDR



Figure 13 Urban Core – Arterial Road

E Chase Street – Looking East
Source: Google

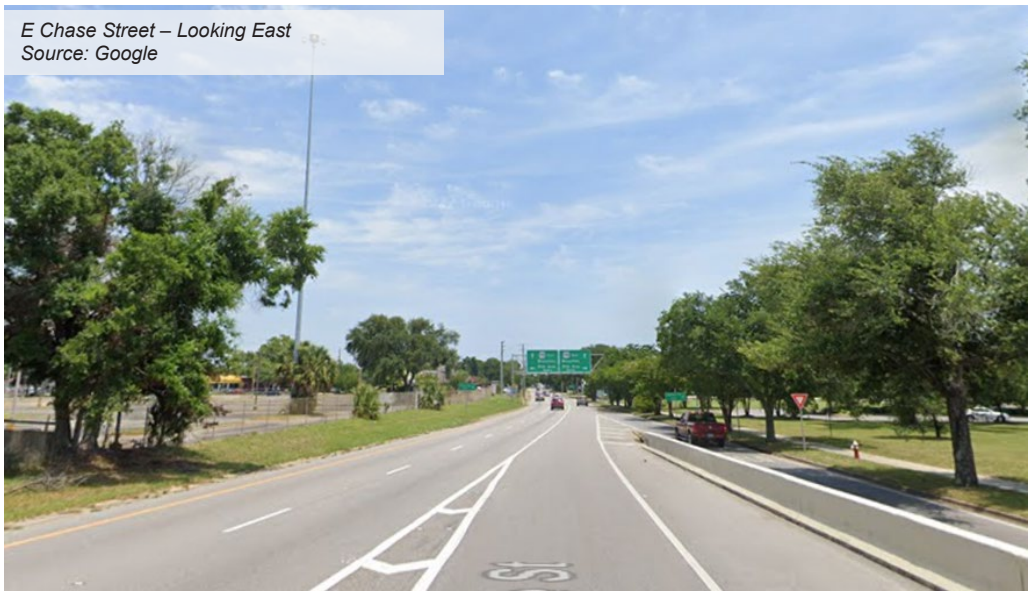
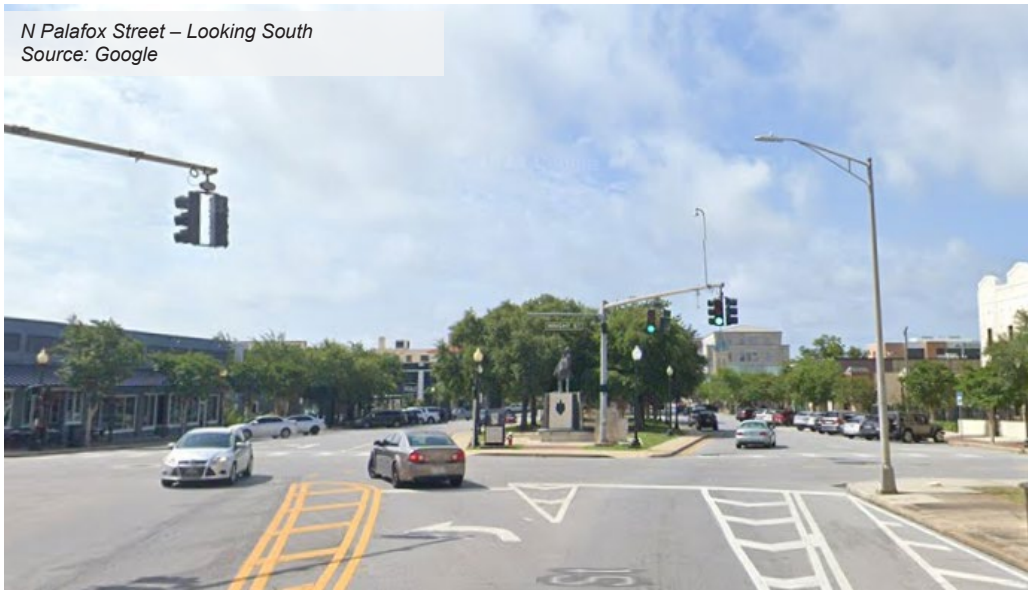


Figure 14 Urban Core – Arterial Road

N Palafox Street – Looking South
Source: Google



Collectors

These roadways are primarily north/south in direction and are generally in very close proximity to arterials and to each other. This condition creates an environment that prioritizes vehicles and places a high level of discomfort for all other modes of transportation. However, there are other areas throughout the district where collectors have been well designed and are providing environments for pedestrians to enjoy and feel comfortable walking, such as N Palafox Street seen in **Figure 15**.

Urban Core district has twelve roadways identified as collector (the most of any district):

- W Chase Street
- W Gregory Street
- N 14th Avenue
- N A Street
- W and E Government Street
- S and N Spring Street
- S and N Baylen Street
- Palafox Place
- S Tarragona Street
- N Palafox Street
- S Barracks Street
- S and N 9th Avenue

Figure 15 Urban Core – Collector Road

N Palafox Street – Looking North
Source: Google

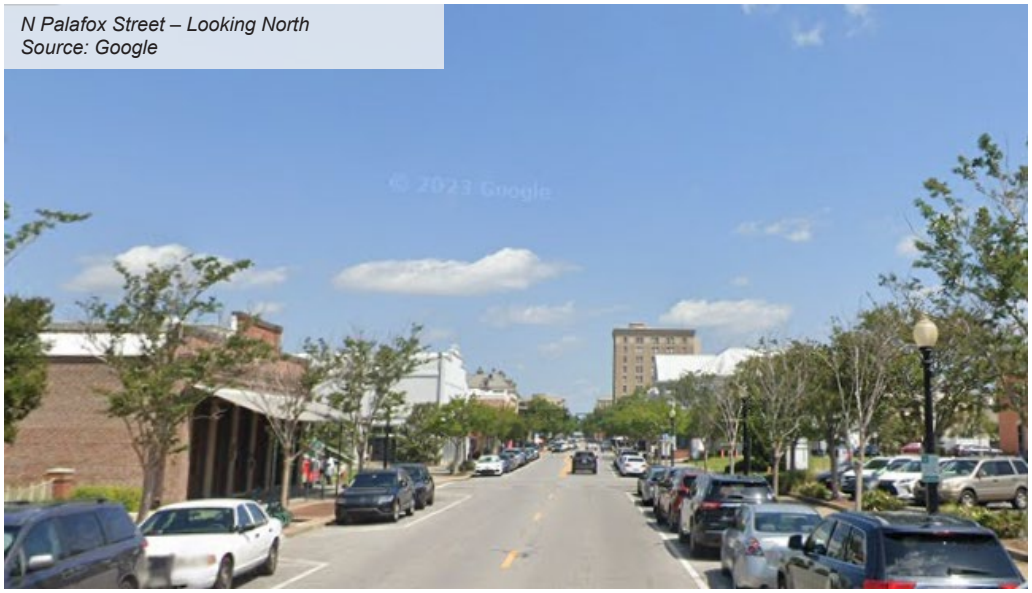


Figure 16 Urban Core – Collector Road

W Chase Street – Looking East
Source: Google



Figure 17 Urban Core – Collector Road

W Gregory Street (East of N Spring Street – Looking East
Source: Google



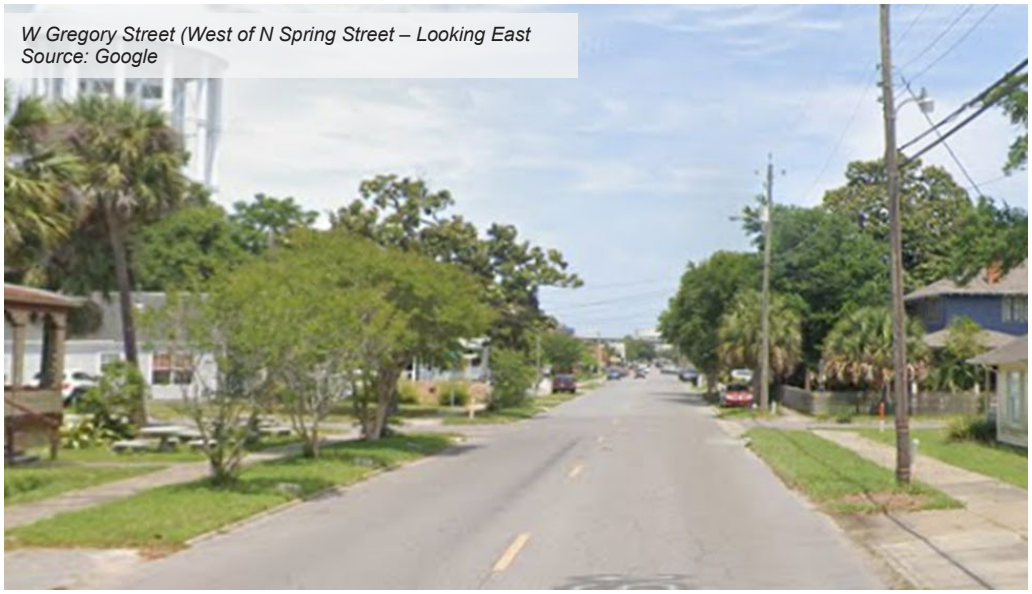
Local Roads

These roadways usually provide the most connections, will have on-street parking (marked or unmarked), and will typically have numerous driveways given the prevalence of residential uses. These roadways provide for neighborhood trips and become the prevalent roadway type that defines walkability by way of block spacing. FDOT's functional classification specifically identifies four local roadways in the Urban Core district:

- S Palafox Street
- W Gregory Street (west of N Spring Street)
- S and N Baylen Street
- Palafox Place

Figure 18 Urban Core – Local Road

W Gregory Street (West of N Spring Street – Looking East
Source: Google



EASTSIDE

Arterials

The location of these roadways along with the area and shape of the Eastside district creates an environment that is dominated by a high volume of traffic that is entering or leaving downtown, or connecting to the Interstate. Thus, the narrow sliver is divided into small blocks that are more like islands in a sea of traffic most likely going above the posted speed limit. Additionally, Dr. MLK, Jr. Drive and N Davis Highway are one-way couplets further amplifying a car-centered community and I-110 is an elevated highway that further separates and isolates the Eastside from the neighborhoods to the west and south. As an arterial along I-110, Dr. MLK, Jr. Drive is double the width of most other arterials to accommodate two single-direction southbound lanes and parking on both sides of the street. The lack of transition into areas that are primarily residential neighborhoods is very abrupt and reinforces the hierarchy of vehicles vs. pedestrians.

The Eastside district has five roadways identified as arterials:

- N. 9th Avenue
- N Davis Highway
- Dr. MLK, Jr. Drive
- I-110
- E Cervantes Street

Figure 19 Eastside – Arterial Road

Dr. MLK, Jr. Drive – Looking South
Source: Google



Figure 20 Eastside – Arterial Road

N Davis Hwy. – Looking North
Source: HDR

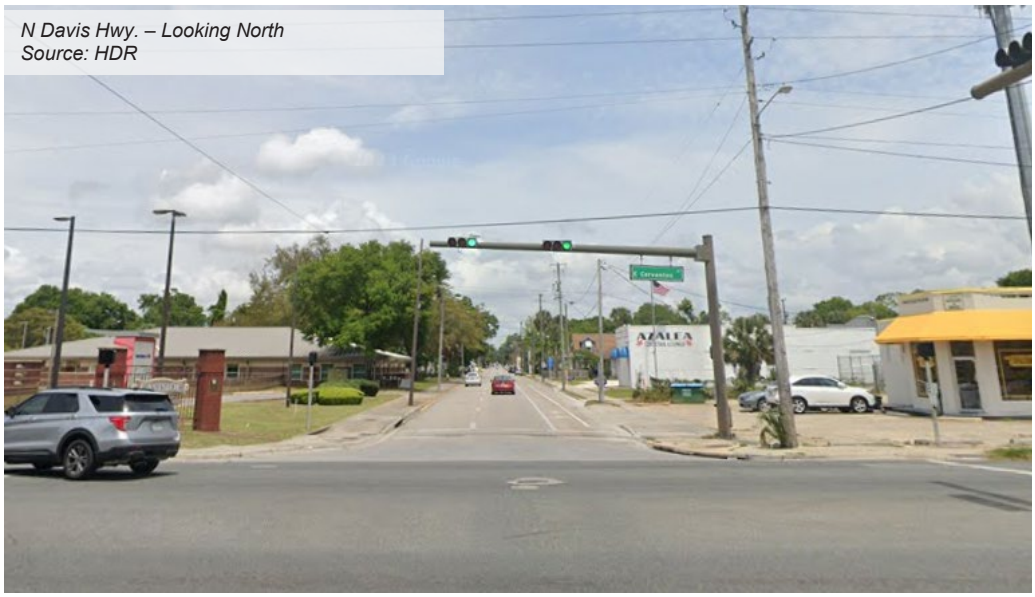


Figure 21 Eastside – Arterial Road

E Cervantes Street – Looking West
Source: Google



Collectors

These roadways are primarily east/west direction and are in very close proximity to arterials and to each other. These are also one-way couplets.

Eastside district has only two roadways identified as collector (the least of any district):

- E Jordan Street
- E Maxwell Street

Figure 22 Eastside – Collector Road

E Jordan Street – Looking East
Source: Google

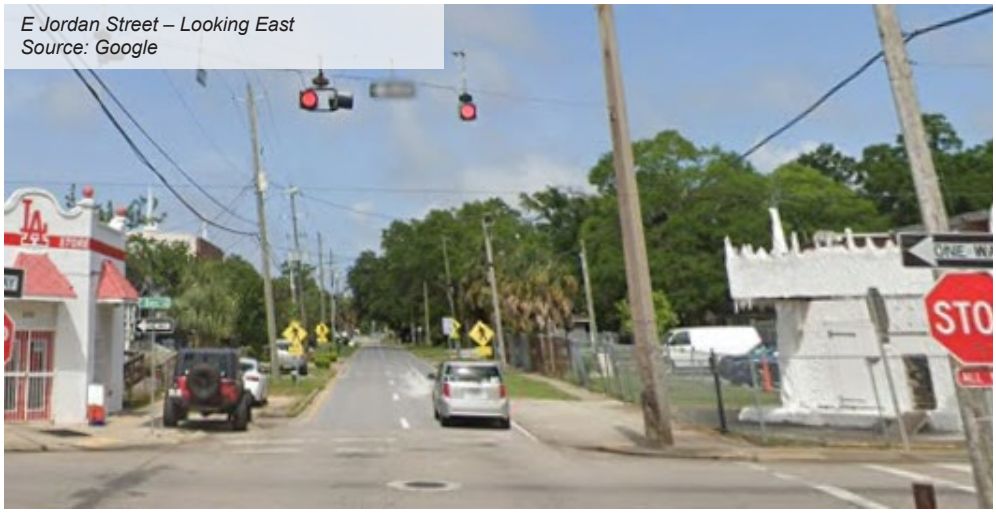


Figure 23 Eastside – Collector Road

E Maxwell Street – Looking West
Source: Google



Local Roads

These roadways in the Eastside district run east/west and do not offer on-street parking due to the width of the road. Residential land uses dominate the frontage along the road. FDOT's functional classification specifically identifies five local roadways in the Eastside district:

- E Gonzalez Street
- E Lee Street
- E Blount Street
- N Hayne Street
- E Cross Street

Figure 24 Eastside – Local Road

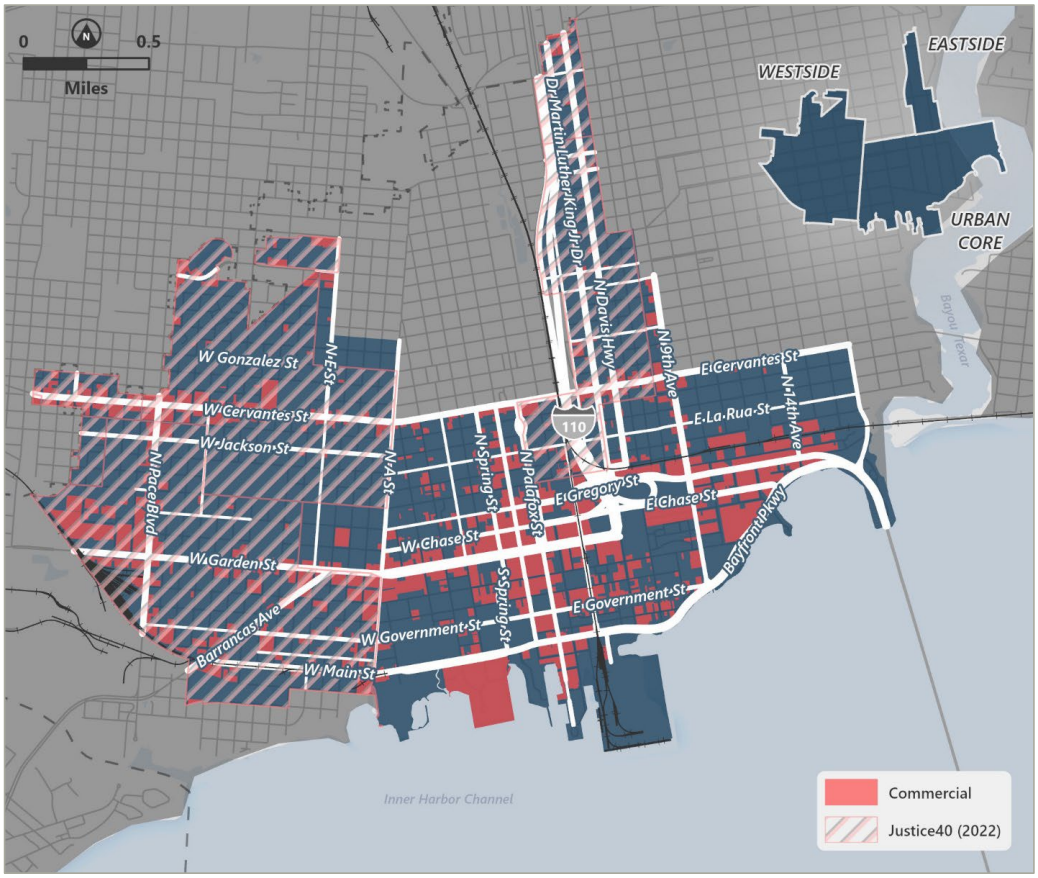


E Cross Street – Looking West
Source: Google

2.2 Land Use

Arterials, as regional connectors, are the primary frontage for commercial uses within the CRA districts. Arterials in the Eastside are, however, primarily fronted by residential and the interstate. These commercial corridors also have the highest level of traffic stress and highest number of crashes compared to other corridors. If commercial corridors are not pedestrian friendly, it is difficult for residents to have full access to these destinations without a car. During public workshops, many residents especially in the Westside voiced concerns over the inability to get to stores or other amenities as the development patterns are also car centered with drive-thrus and parking along street.

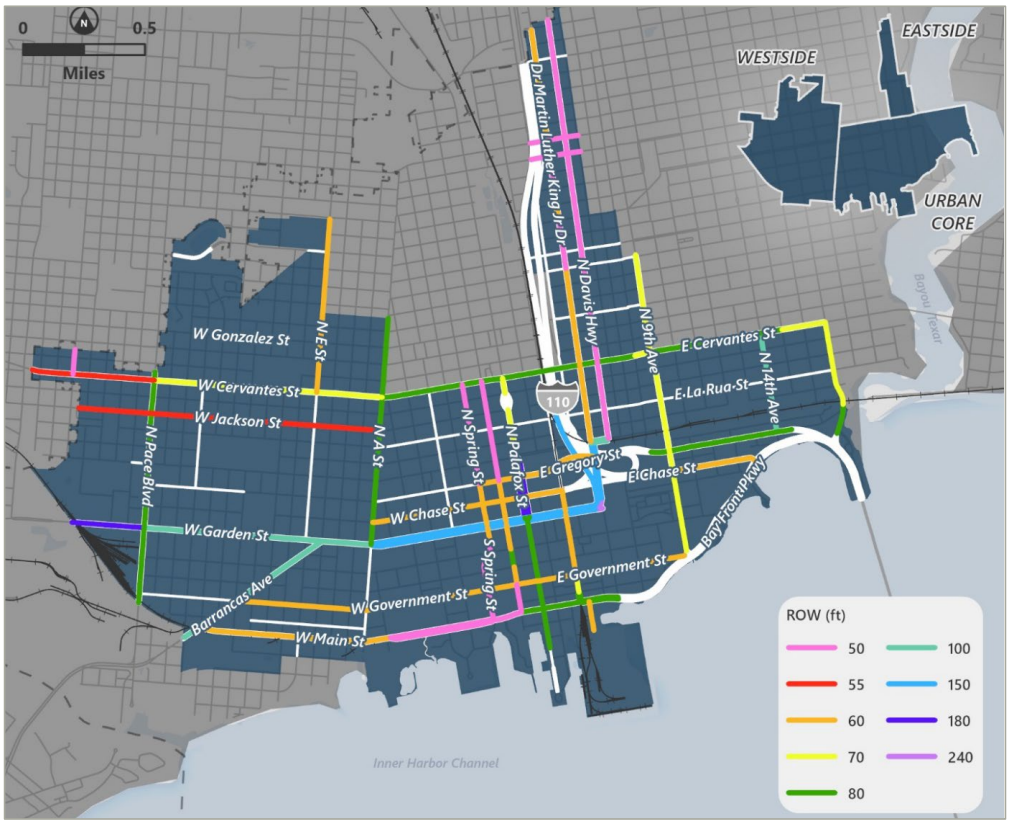
Figure 25 Commercial Corridors



2.3 Street Widths and Medians

Roadway widths range between 50 - 180 feet throughout the districts, excluding the interstate, with most of the right-of-way dimension being between 50 and 60 feet. The roadways that are the least safe for pedestrians as well as cars typically have the widest dimensions. The common travel lane width throughout the study area is 12 feet.

Figure 26 Public Rights-of-Way



Additionally, a desktop review identified seven roadway segments with medians in the CRA districts. These street medians vary in width and as such have a varying impact on the character of the street:

- West Garden Street (US 98 from A Street to Alcaniz Street)
- West Main Street from S Clubbs Street to S Spring Street
- East Main Street from S Tarragona Street/Bayfront Parkway
- North Palafox Street from East Wright Street to West Garden Street
- North Palafox Street from W Gadsen Street to West Jackson Street
- East Wright Street from North Palafox Street to North 6th Avenue
- Bayfront Parkway

Figure 27 West Garden Street at A Street

Source: Google



Figure 28 Bayfront Parkway

Source: Google



Figure 29 N Palafox Street

Source: Google



Figure 30 W Main Street

Source: Google



2.4 Intersections

Intersections serve as the space that brings together all the various modes of transportation. Intersections need to be designed effectively and safely for the system to function properly. The Active Transportation Plan describes various intersections that need critical attention. The ATP identifies 10 high crash intersections in need of improvements to address unsafe conditions. Five of these intersections fall within the CRA districts.

Westside

- Barrancas Avenue and W Main Street
- Barrancas Avenue and W Garden Street

Eastside

- MLK Drive and E Blount Street

Urban Core

- N Palafox Street and W Wright Street
- N 9th Avenue and E Gregory Street

Figure 31 High Crash Intersections

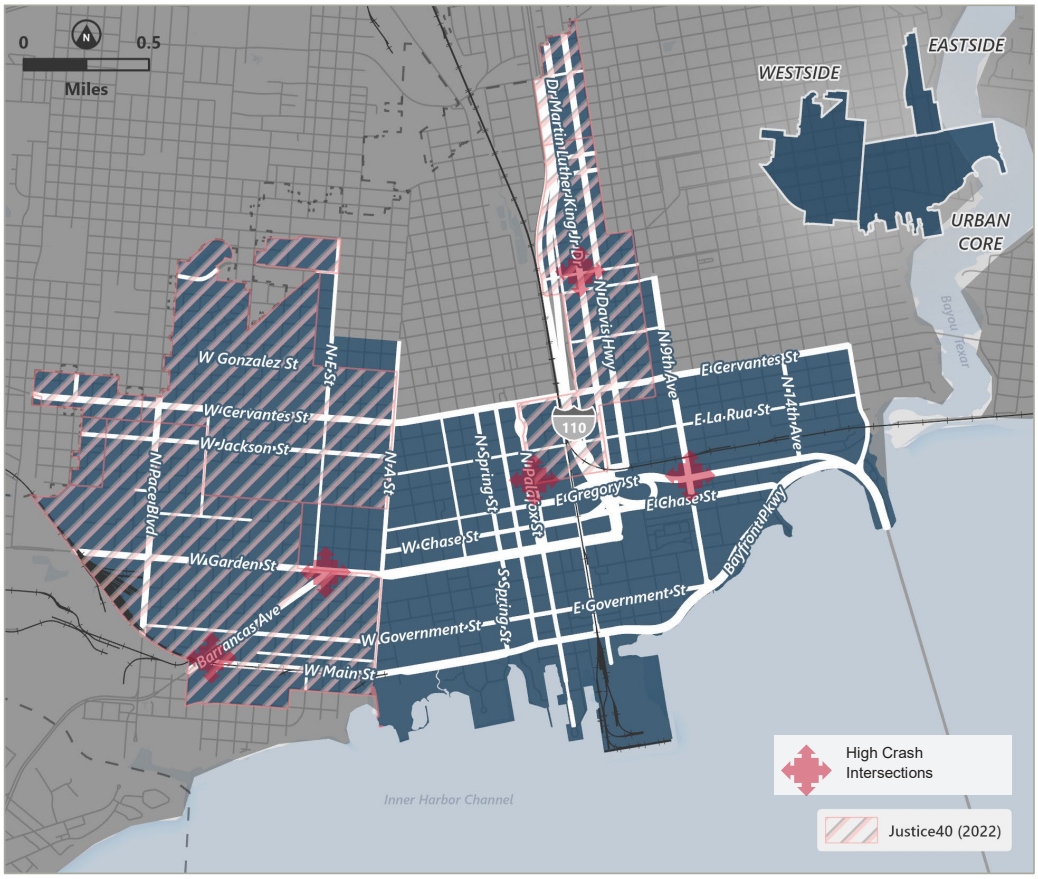


Figure 32 Barrancas Avenue and W Main Street

Source: Google



Figure 33 Barrancas Avenue and W Garden Street

Source: Google



Figure 34 Dr MLK, Jr. Drive and E Blount Street

Source: Google



Figure 35 N Palafox Street and W Wright Street

Source: Google



Figure 36 N 9th Avenue and E Gregory Street

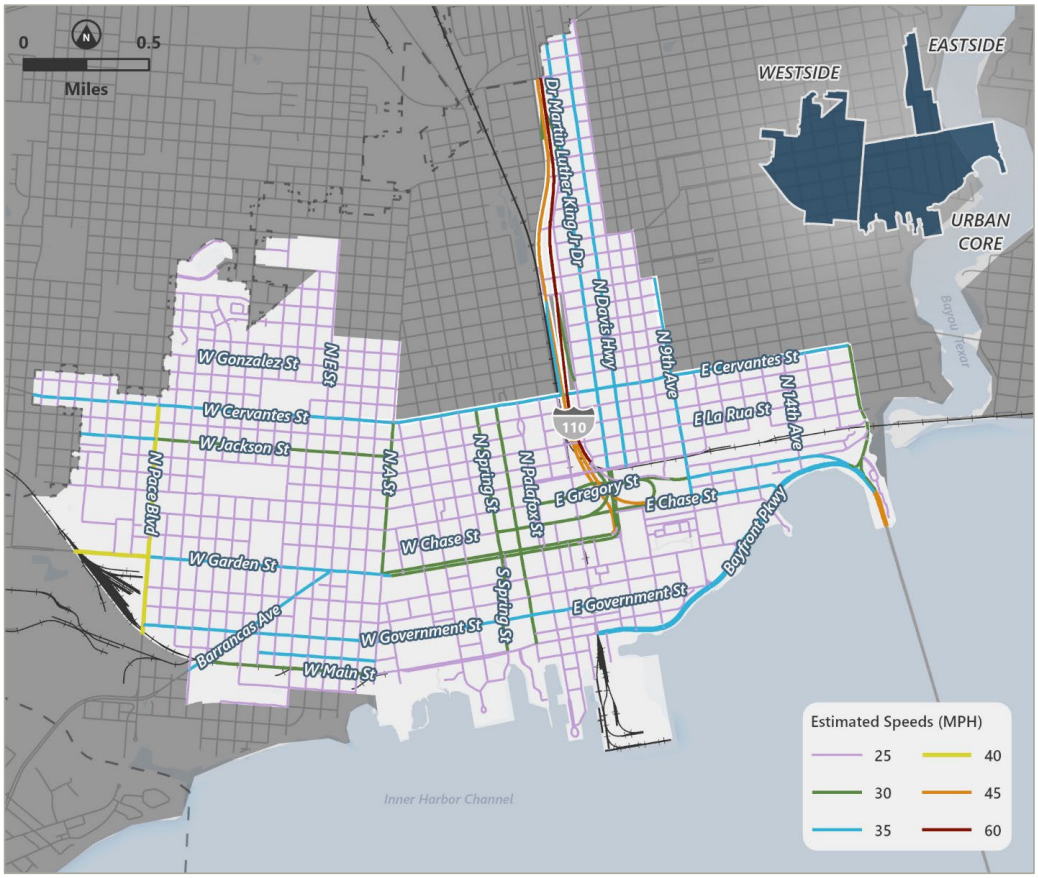
Source: Google



2.5 Posted Speed Limits

Speed plays an instrumental role in crashes including cause and severity of injuries. Speed influences a driver's cone of vision, stopping distance, and crash risk. The higher the speed, the smaller the driver's cone of vision is, stopping distance is increased, and the risk of a crash is increased. The posted speed limits within the CRA districts vary from 25 miles per hour (mph) to 40 mph on urban streets and between 45 mph and 60 mph when I-110 is included along with its ramps.

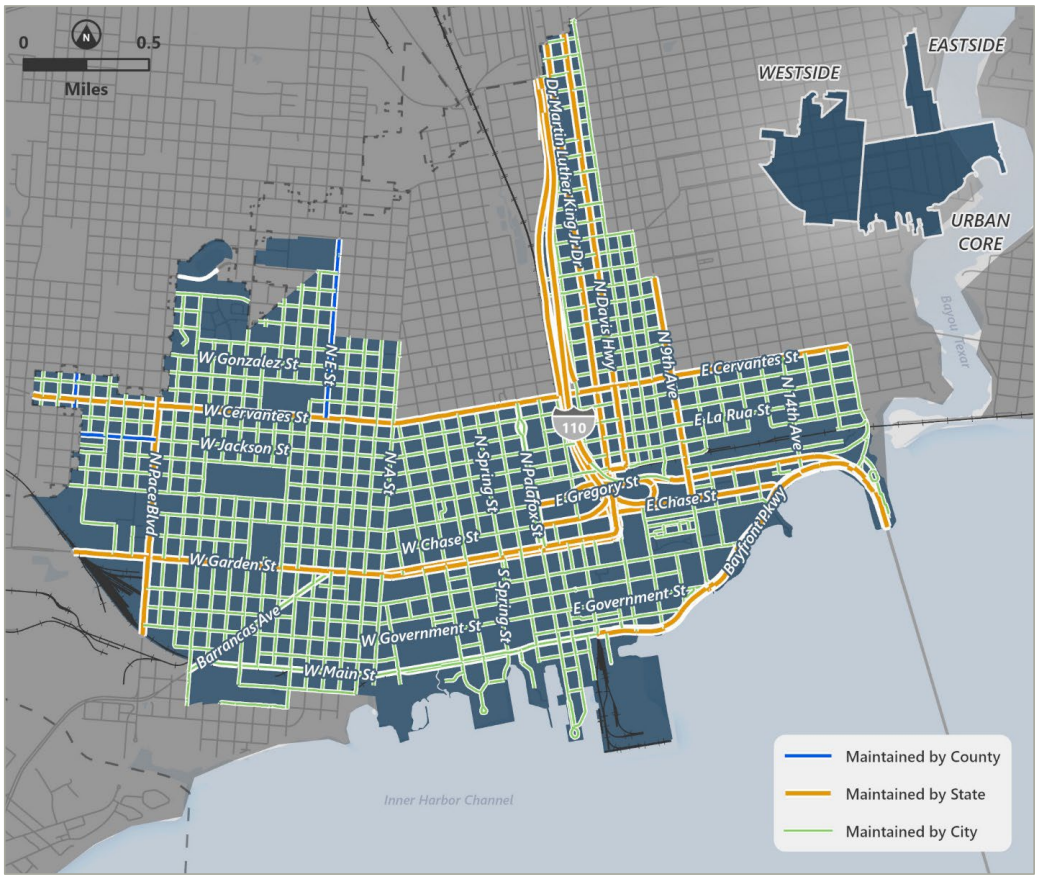
Figure 37 Posted Speed Limits



2.6 Roadway Maintenance

The entity responsible for road maintenance is a key stakeholder when it comes to supporting and implementing improvements. **Figure 38** illustrates the maintenance of the roads within the CRA district.

Figure 38 Roadway Maintenance



The summary of miles of roadways and the agency responsible for maintenance is as follows:

- 1.1 miles of roadways are identified as maintained by county of which are all in the Westside district. This represents 33% of all county roads in the city.
- 21 miles of roadways are identified as maintained by the state. This represents 39% of all state roads in the city.
- 90 miles are considered local roads and are maintained by the City of Pensacola. This represents 27% of all city roads.

3 Mobility Characteristics

While walkability considers several factors such as intersection density, proximity to transit stops, employment mix, and employment and household mix,[4] it has to include the infrastructure as well. A walkable city means providing a robust network of pedestrian and bicycle facilities that are designed to provide comfort and safety for all. There are many challenges with walkability across the three CRA districts. While the network of streets is predominately smaller to medium blocks, which makes walking easier, the lack of a sidewalk network, bike facility network, lack of crosswalks, and roadway dimensions makes mobility a top priority for residents.

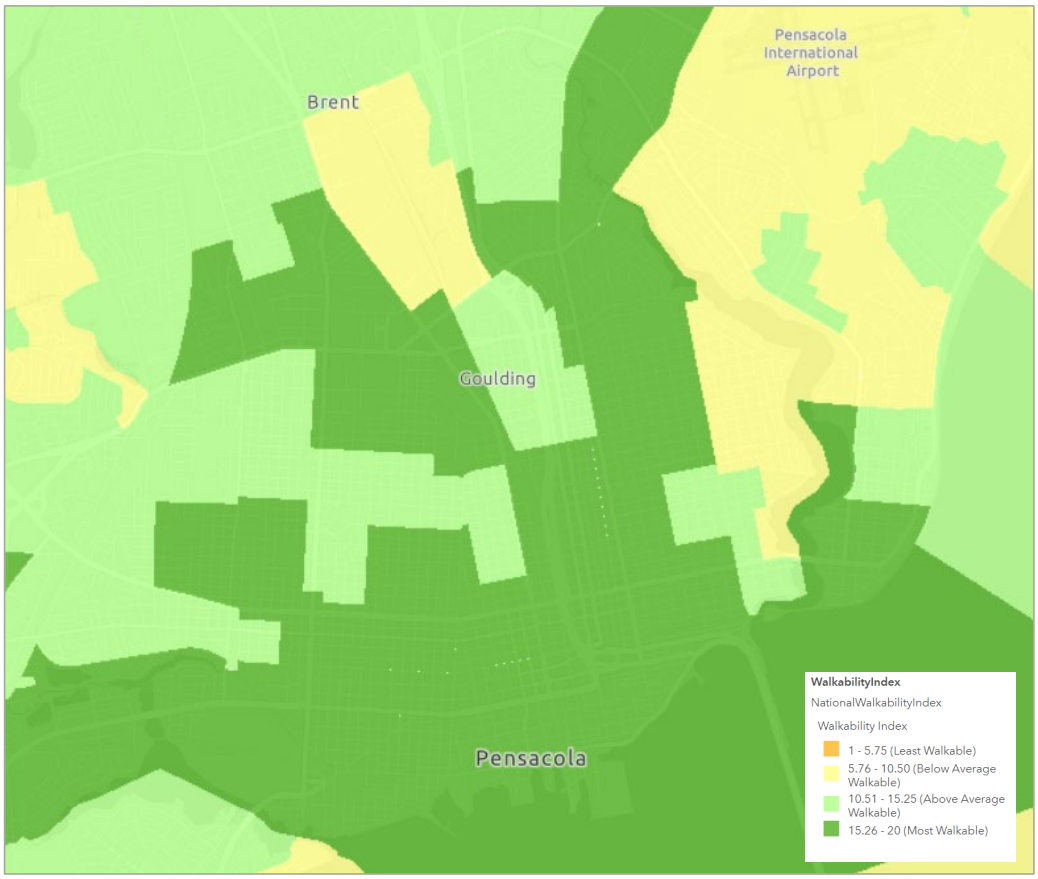
3.1 Pedestrian and Bicycle Facilities

The three CRA districts have a total of 111.9 miles of sidewalks.[5] Based on the Environmental Protection Agency's (EPA) National Walkability Index,[6] the CRA districts have a score between 15.26 – 20 resulting in being in the most walkable category as shown in **Figure 39**. While the EPA's index tells one part of the story that measures the areas of probability of people walking as a mode of transportation based on three main factors: street intersection density, proximity to transit stops, and diversity of land-uses; the other part of the story is whether or not there are pedestrian facilities (sidewalks etc.).

APPENDIX

[4] EPA National Walkability Index
[5] City of Pensacola Public Sidewalks layer.
[6] National Walkability Index (arcgis.com)

Figure 39 City of Pensacola EPA Walkability Index

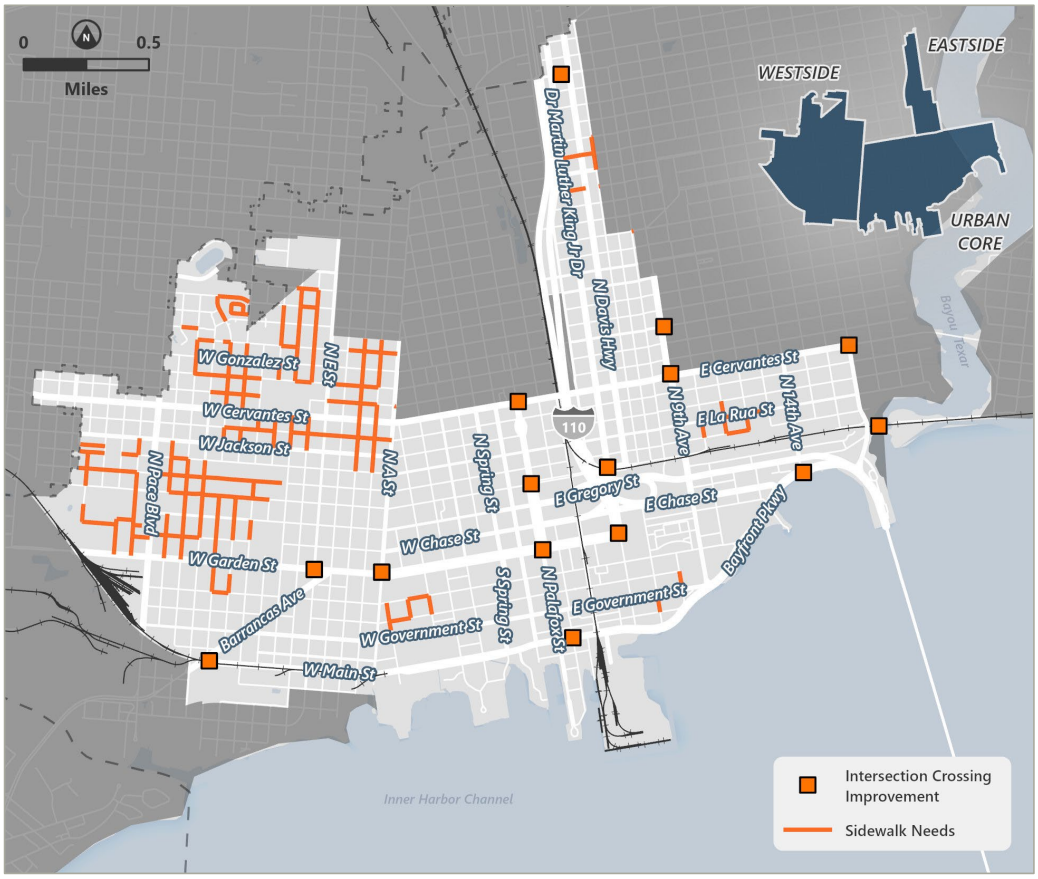


Source: EPA

SIDEWALKS

Based on the City of Pensacola's data from 2018, the Urban Core has the most sidewalks at 64.1 miles; Eastside has 15.5 miles; Westside has the most miles at 32.3 but the least complete network of the three districts. The Active Transportation Plan (ATP) for the city identifies new sidewalk and intersection crossing needs as shown in **Figure 40**. ATP identified over 15 miles of sidewalk needs across the CRA districts representing 13.4% of the current network. This does not include sidewalks that are in need of repair. The Westside district has the most need for sidewalks, representing 83% of all sidewalk gaps.

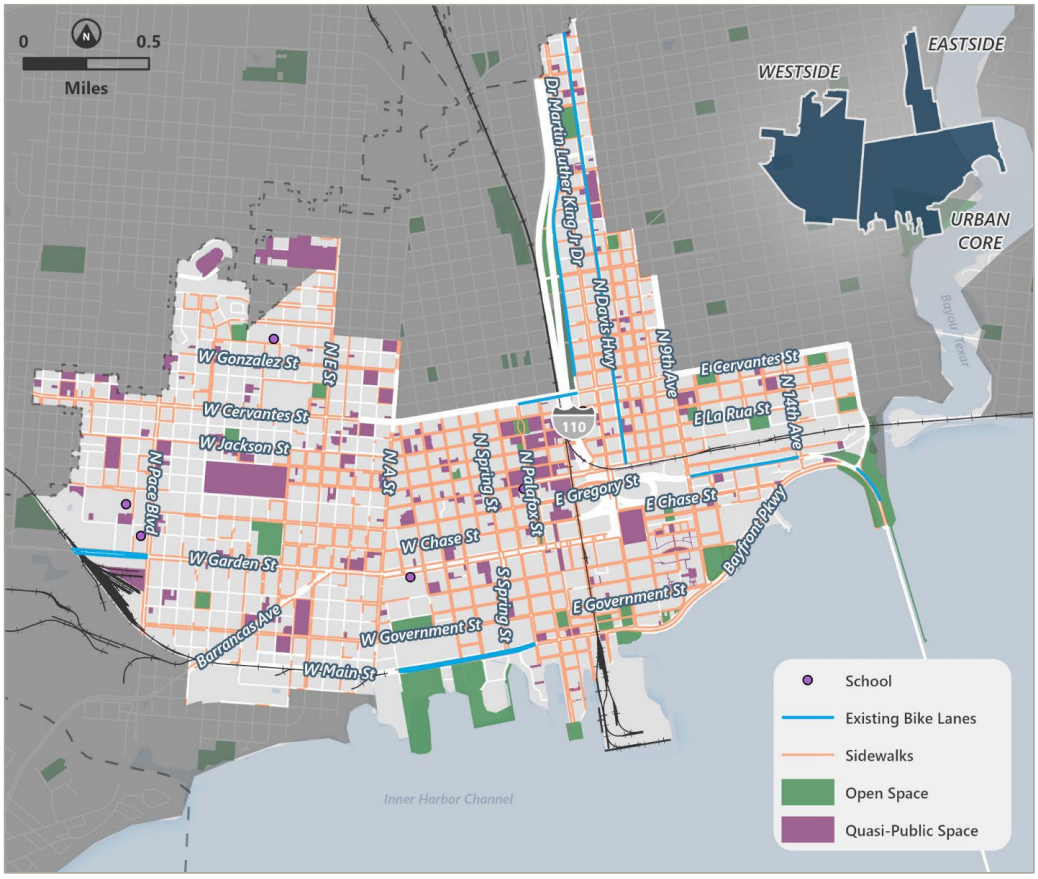
Figure 40 ATP New Sidewalk and Intersection Crossing Improvements



The city has established a sidewalk prioritization model which scores new sidewalk needs based on six criteria: safety, school proximity, new access, latent demand, connectivity, and existing demand. This is an important tool for making sure residents have mobility and access. High

priority improvement locations total approximately 16 miles. The Westside district accounts for 11.5 of those miles.[7]

Figure 41 Pedestrian and Bike Facilities



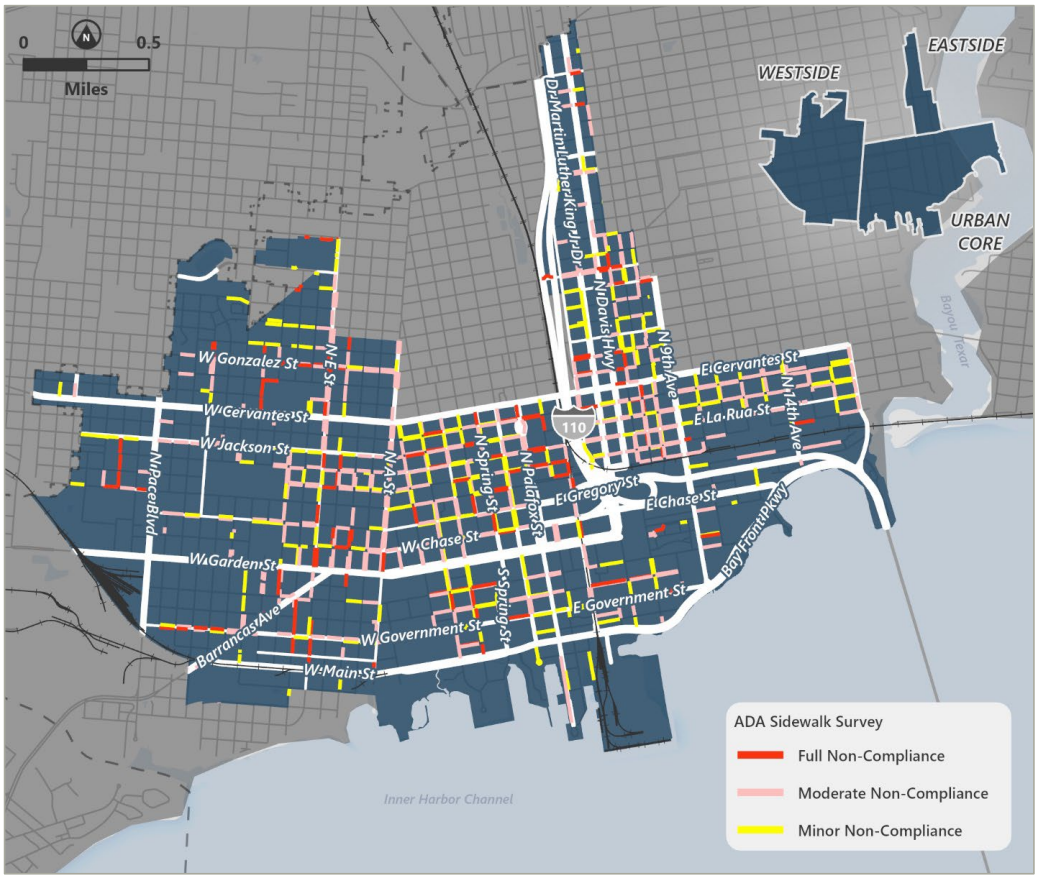
The city has also specifically assessed sidewalks under the requirements of Americans with Disabilities Act (ADA) which include curb ramps, obstacles, and hazards. The ADA of 1990 is a civil rights statute to provide persons with disabilities protections against discrimination in all areas of public life, including jobs, schools, transportation, and all public and private places as well as accessibility to those spaces that are open to the general public including the public rights-of-way.

The ADA sidewalk assessment data from 2020 shows that only a fraction of the existing sidewalks are fully ADA compliant with most being moderately non-compliant. The assessment includes sidewalk repairs, ADA ramps, and “fill in the gaps” or small new segments of sidewalk that are missing causing an ADA concern. The city allocates $200K annually and the CRA allocates $300k annually in the Urban Core district as part of the complete streets efforts that go towards mitigating

[7] Based on City of Pensacola data from 2018.

these barriers. It is worth noting this does not reflect any mitigation efforts the city has completed in the past four years.

Figure 42 ADA Sidewalk Assessment - Compliance



APPENDIX

BIKE LANES

Bike lanes, where they exist may be confusing as at the intersection of N Palafox and Wright where the bike lane disappears across this major intersection and becomes a sharrow on the other side. The data received from the city is incomplete, showing only a few streets with bike lanes.

Figure 43 N Palafox Bike Lane



Figure 44 N Palafox Bike Sharrow

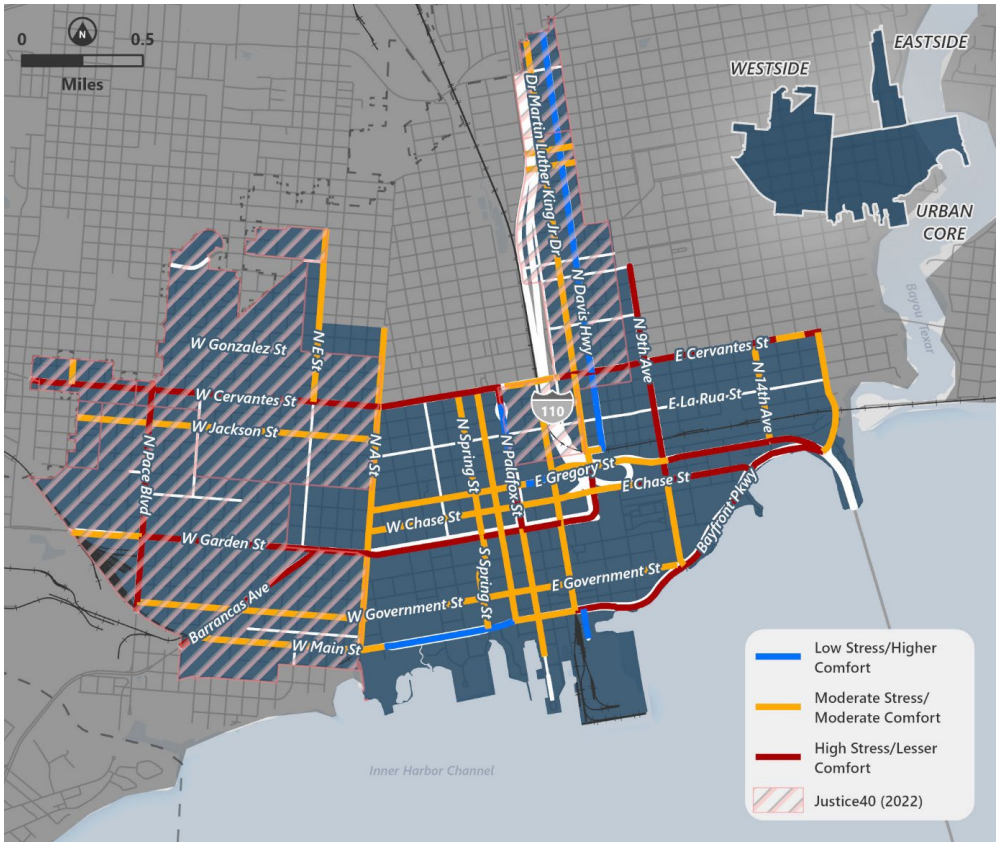


3.2 Level of Traffic Stress

A level of traffic stress (LTS) analysis was conducted as part of the Active Transportation Plan. The LTS assesses the overall comfort level that pedestrians and cyclists have on streets. The LTS looks at the number of vehicles driving on a street per day, the posted speed, and whether bicycle infrastructure is available on major roadways.

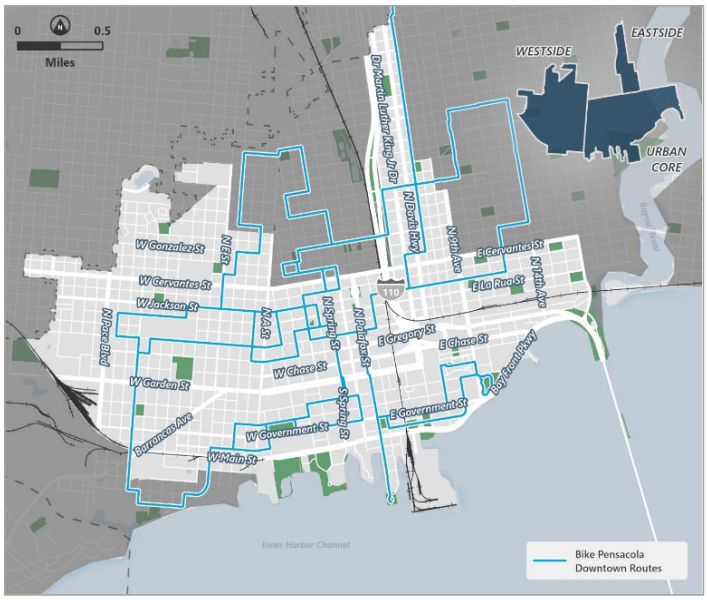
The CRA districts have a significant amount of high and moderate stress roads. While the Urban Core shows the highest concentration of these roads, the Westside district is more impacted by them from a disadvantaged community perspective.

Figure 45 Level of Stress (ATP)



APPENDIX

Figure 46 Bike Pensacola Bike Routes



Bike Pensacola, a local bike advocacy group has published a few safe riding routes.[8] Routes are established as a way to draw attention to the need for safe, connected and reliable bike infrastructure.

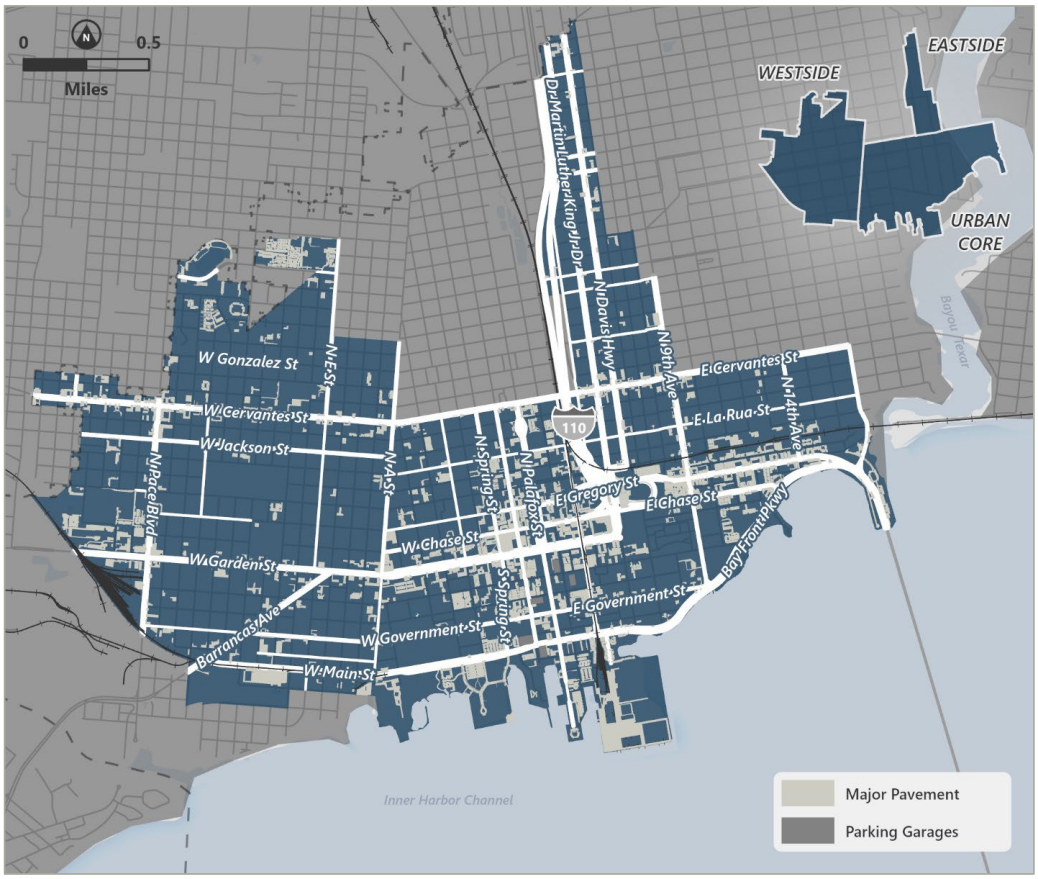
These makeshift routes avoid the roadways that have a high to moderate stress/comfort level.

3.3 Parking

Parking plays a major role in an area's mobility. It can be an asset if thoughtfully located as part of supporting local businesses or as part of meeting the needs of residents. But parking can be a liability when ineffective policies place a premium on parking demands and as a result the pedestrian fabric of a community is eroded. Parking minimums and location along street frontages creates areas that are hostile to pedestrians due to heat island effects due to large areas of asphalt and lack of trees, underutilized parcels, lack of street definition.

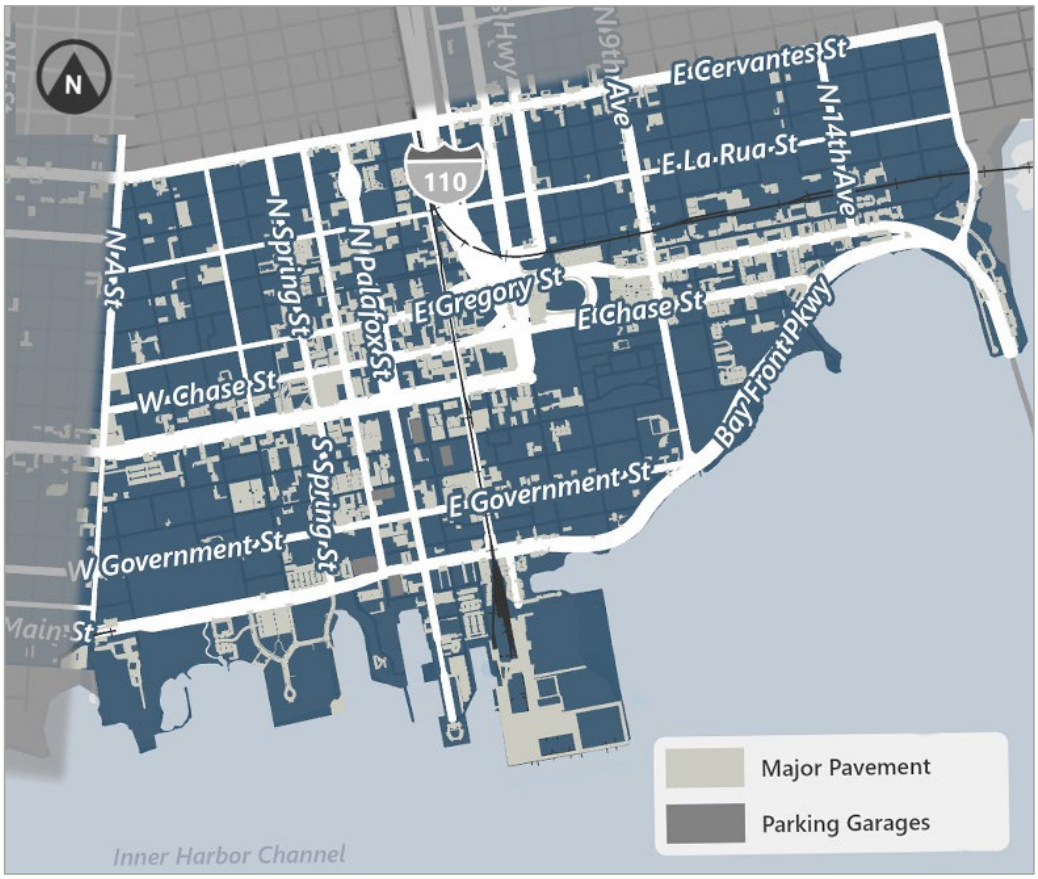
[8] Routes | Bike Pensacola

Figure 47 Major Paved Areas and Garages



The Urban Core has 208 acres of surface parking within its district in addition to four garages. In the city's 2016 Parking study, it was calculated that the Urban Core had a total of 20,853 spaces of which 4,413 spaces (21%) are on-street parking-both marked and unmarked spaces.

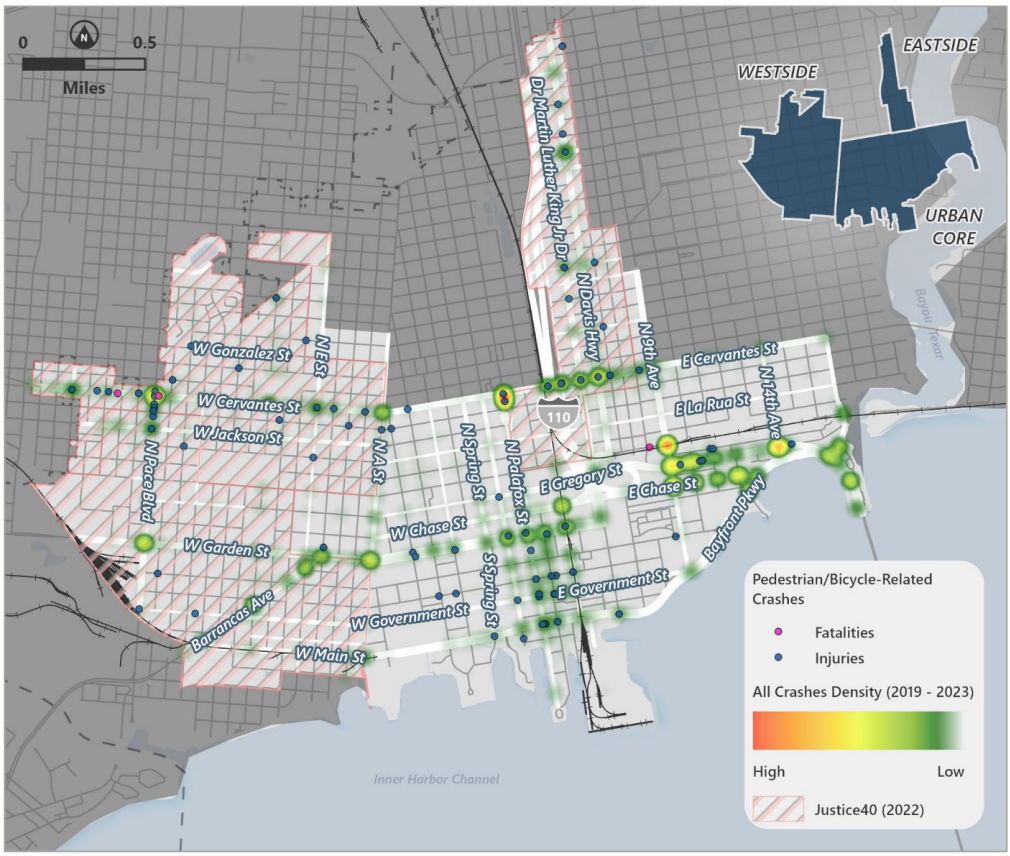
Figure 48 Major Paved Areas and Garages – Urban Core



3.4 Crashes

Crash data analyzed from 2019 - 2023 was provided by Signal 4 Analytics. The highest crash densities occur along the East/West corridors of W Cervantes St, portions of E Cervantes St, W Garden St, E Gregory St, and E Chase St. The highest numbers of fatalities and serious injuries occurring in disadvantaged communities.

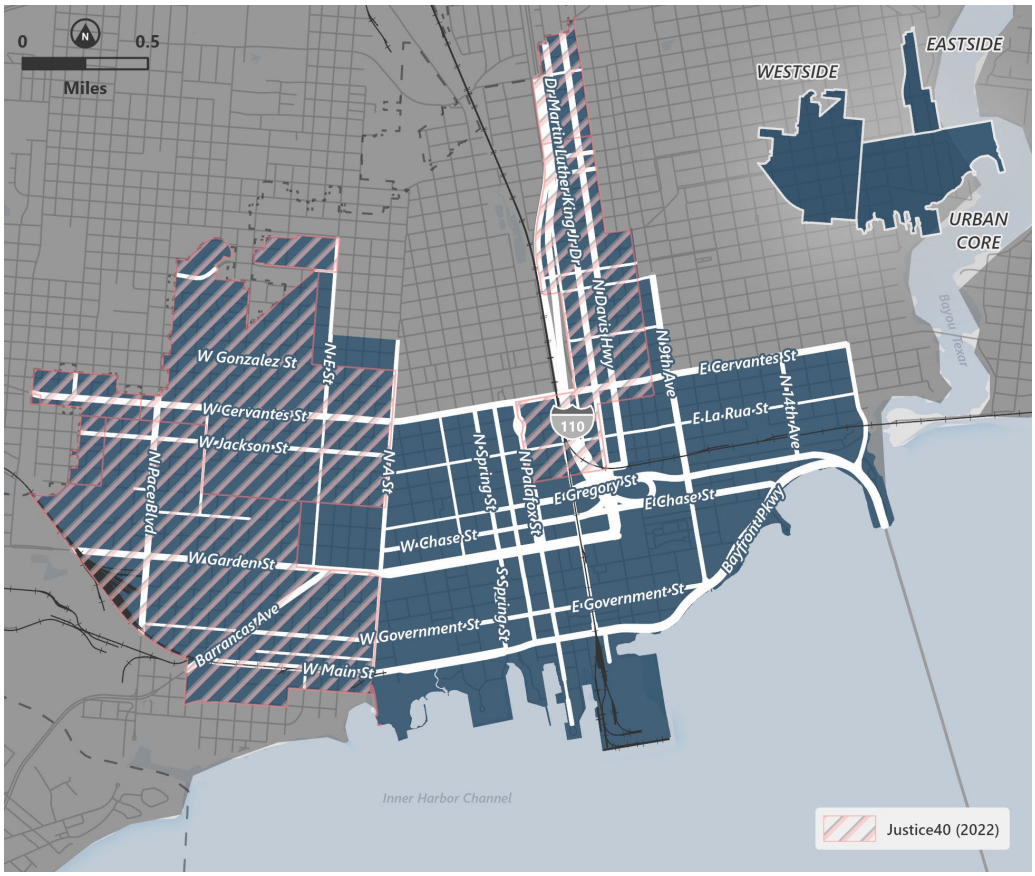
Figure 49 Crash Density and Pedestrian/Bicycle Severity Map



4 Equity

The United States Department of Transportation, as part of the Justice40 initiative, defines Disadvantaged Communities as those that experience a cumulative burden or are underserved across eight categories: climate change, energy, health, housing, legacy pollution, transportation, water and wastewater, and workforce development. The Climate and Environmental Justice Screening Tool (CEJST) shows the composite scoring under these eight categories as shown on **Figure 50.**

Figure 50 Justice40 Disadvantaged Communities 2022

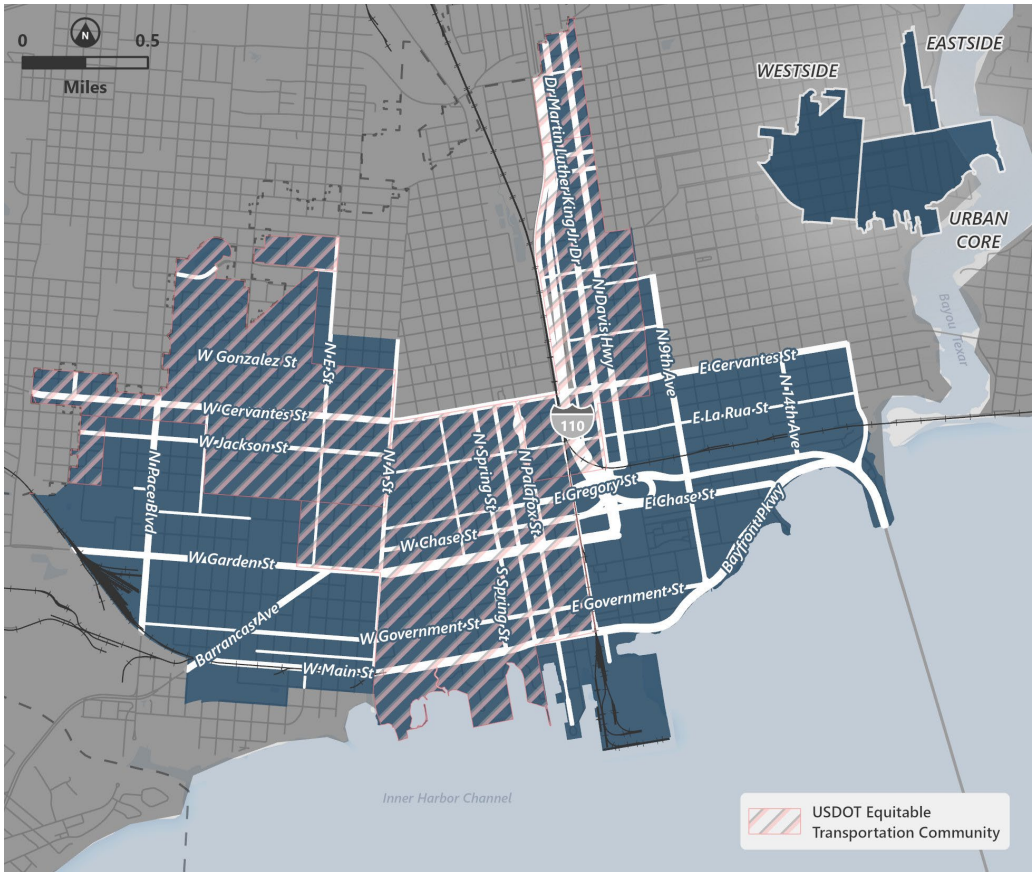


The USDOT Equitable Transportation Community (ETC) tool then filters out five of the eight categories for a more detailed understanding of the data as seen on **Figure 51** and listed below:

- Transportation Insecurity
- Health Vulnerability
- Environmental Burden
- Social Vulnerability
- Climate & Disaster Risk Burden

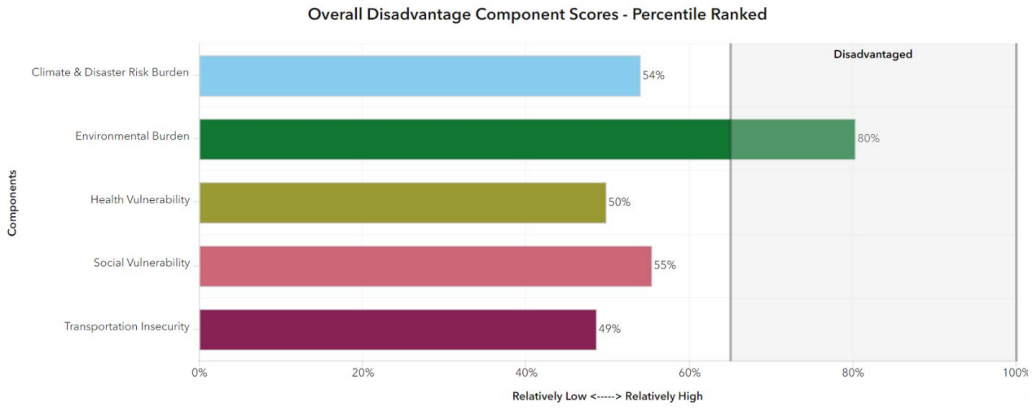
In this section, the disadvantage communities will be discussed in more specificity and will focus on the ETC data. It is worth noting, that for the purposes of applying for any USDOT Justice40 program the CEJST should be used as the primary tool to identify disadvantaged communities. The maps shown throughout the existing conditions analysis, where appropriate, are shown with the CEJST data as a layer.

Figure 51 ETC Disadvantaged Communities



The City of Pensacola's composite score ETC results based on State average shows the following breakdown across the five components:

Figure 52 City of Pensacola ETC Composite Scores State Percentile



Source: USDOT ETC

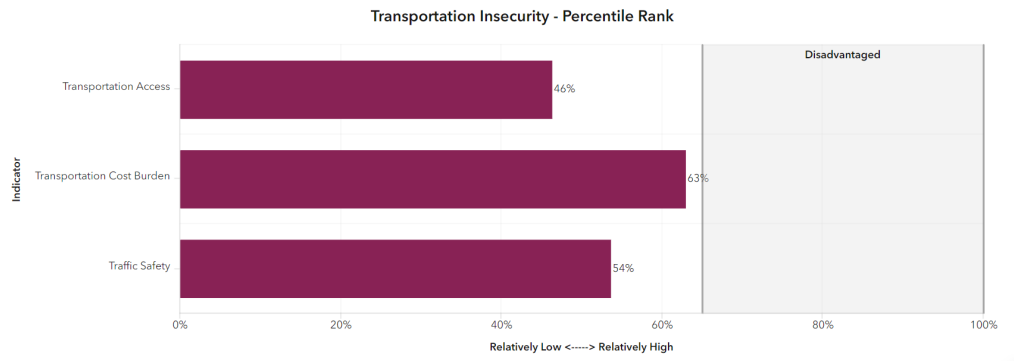
The City of Pensacola has 54% of census tracts considered to be disadvantaged communities based on composite scores across the five components.

4.1 Transportation Insecurity

Under transportation insecurity there are three measures that determine a composite score for each indicator: Transportation Cost Burden, Transportation Access and Transportation Safety. USDOT states that "Transportation insecurity occurs when people are unable to get to where they need to go to meet the needs of their daily life regularly, reliably, and safely. Nationally, there are well-established policies and programs that aim to address food insecurity and housing insecurity, but not transportation insecurity. A growing body of research indicates that transportation insecurity is a significant factor in persistent poverty."[9]

[9] Three Major Components of DOT's Justice40 Initiative | US Department of Transportation

Figure 53 City of Pensacola ETC Transportation Insecurity Percentile Rank



Source: USDOT ETC

For Transportation Insecurity while the city under this category does not reach the level of being disadvantaged, there are pockets of census tracts with high percentile rank indicators of transportation cost burden followed by traffic safety. Further breakdown shows tracks that include the Eastside District rank in the 99th percentile for transportation cost burden as compared to the 63% city percentile rank. Some of the Urban Core census tracts under overall disadvantage show 79th percentile rank for transportation cost burden and 75th percentile rank for traffic safety as compared to the 46% city percentile rank. Census tracts in some of the Westside district show the highest percentile of 99th and 96th percentile rank for transportation cost burden and traffic safety respectively as compared to the 54% city percentile rank.

4.2 Environmental Characteristics

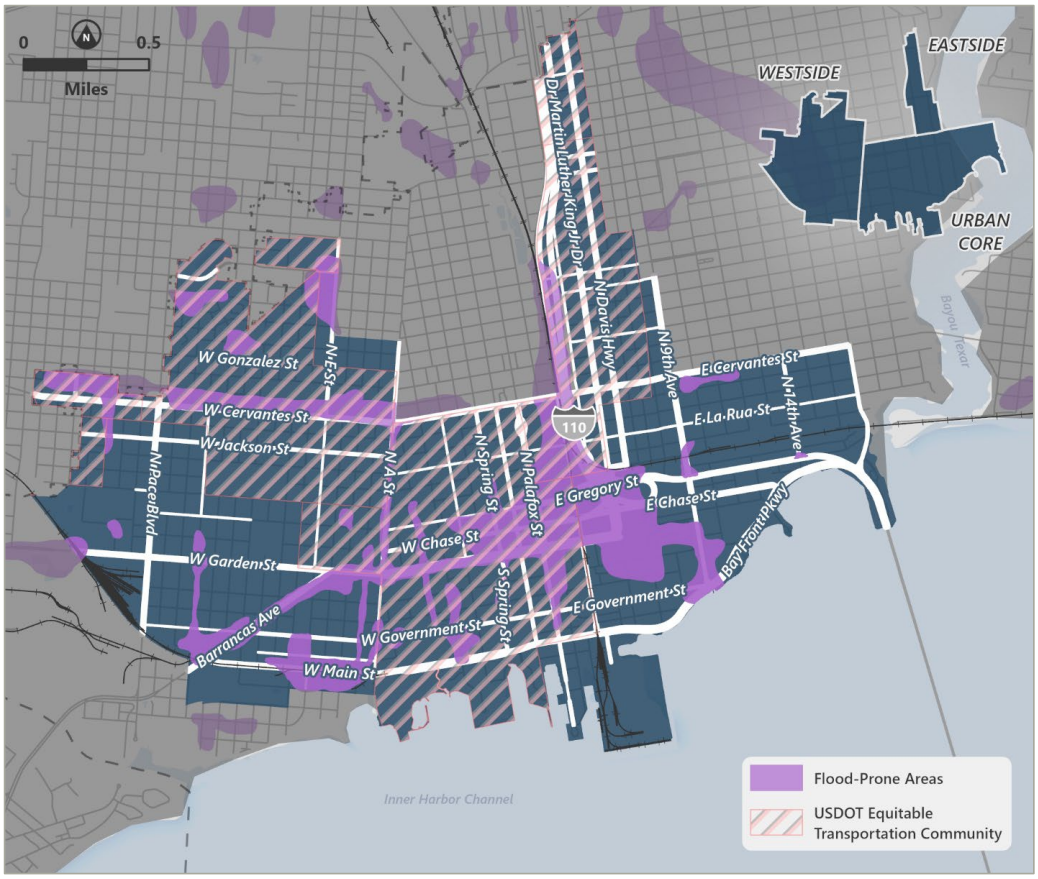
Flood prone areas are a major concern and problem for residents across the CRA districts. Flooding has significant impact on daily life and economic prosperity. Stormwater flood-prone areas are primarily along major roadways in Westside and Urban Core while on the Eastside, flooding occurs primarily under I-110 as shown in **Figure 54**. Section 4.3 further discusses the impact of impervious areas on equity. A map showing the overlap that exists between major paved areas (surface parking) and the location of these flood-prone areas is shown in **Figure 55**.

Typical flooding issues in the CRA districts are caused by a variety of factors such as:

- Lack of storm drain infrastructure
- Undersized storm drain infrastructure
- Infrastructure which is damaged or has exceeded service life
- Quantity of impervious surfaces which were mostly constructed before formal state stormwater rules were in effect
- Tailwater elevation in areas within a few blocks of the waterfront
- Recent flooding/natural disasters and more intense rainfall events over the last two decades.

Since most of the CRA districts are highly developed with areas downstream highly developed, the cost of implementing strategies that would address these issues are extremely high and take many years to fund. In many cases, government must weigh cost feasible alternatives to major infrastructure projects such as the construction of regional stormwater ponds, construction of floodable public space, and acquisition of property with repetitive flooding issues.

Figure 54 Flood-Prone Areas



4.3 Impervious Areas

One of the five components measured to understand equity in communities is Climate & Disaster Risk Burden. Under this component there are three indicators, one of which is impervious surfaces (from land cover). Per USDOT's technical documentation for the Equitable Transportation Community (ETC), "impervious surfaces, such as roads and parking lots, can have a variety of negative consequences, especially in communities that are already disproportionately exposed to environmental burdens. These surfaces generate and amplify heat islands, resulting in poor air quality and an increased risk of heat-related illnesses and death."

Based on the USDOT ETC data, census tracts that includes the Westside District show in the 77th percentile rank for impervious surfaces, Urban Core census tracts show it is in the 61st percentile rank, and Eastside census tracts show it is in 92nd percentile rank.

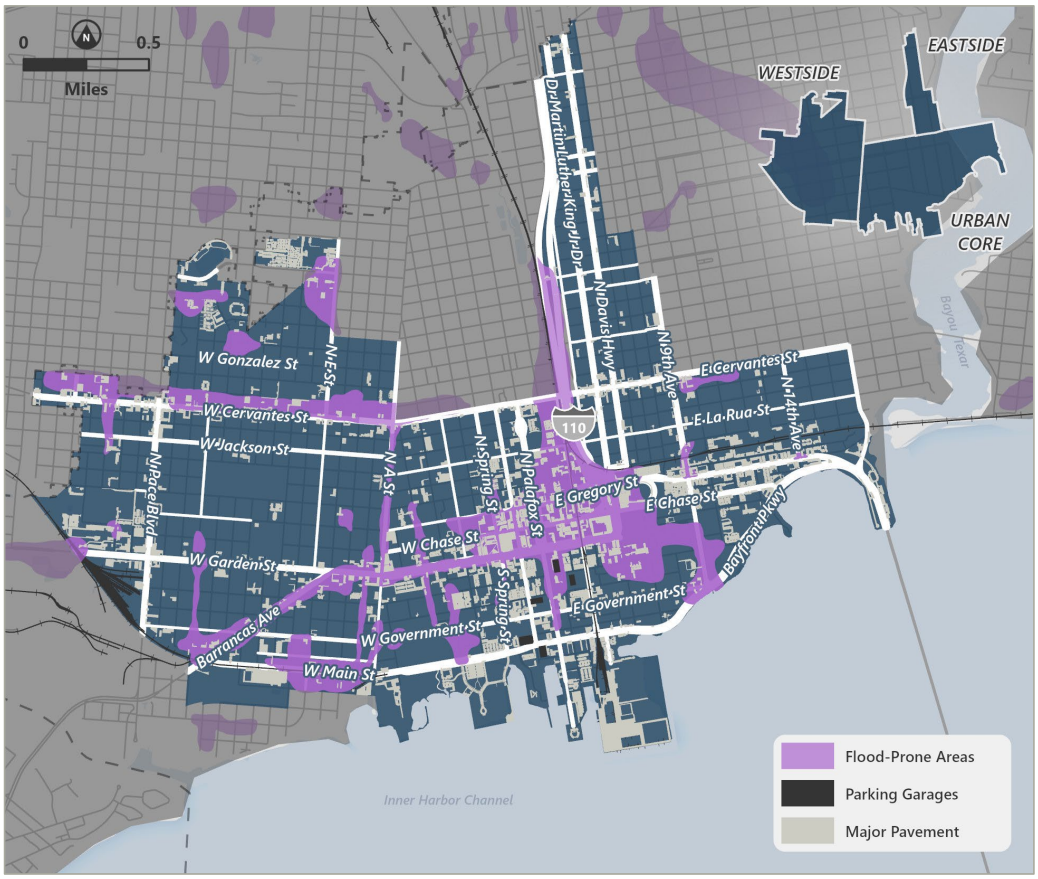
Parking being a major contributor to impervious areas, the breakdown of major paved areas (surface parking) is as follows:

Across the three CRA districts, there are approximately 333 acres of major paved (surface parking) areas equivalent to approximately 711 areas, with an average size of .40 acres. Location of these areas are primarily along major commercial corridors and where flood-prone areas exist as seen in **Figure 55**.

Table 1. CRA District Major Paved Areas

CRA District	Number of Major Paved Areas	Acreage	Average size (acres)
Westside	254	110	.43
Eastside	57	15	.26
Urban Core	400	208	.52

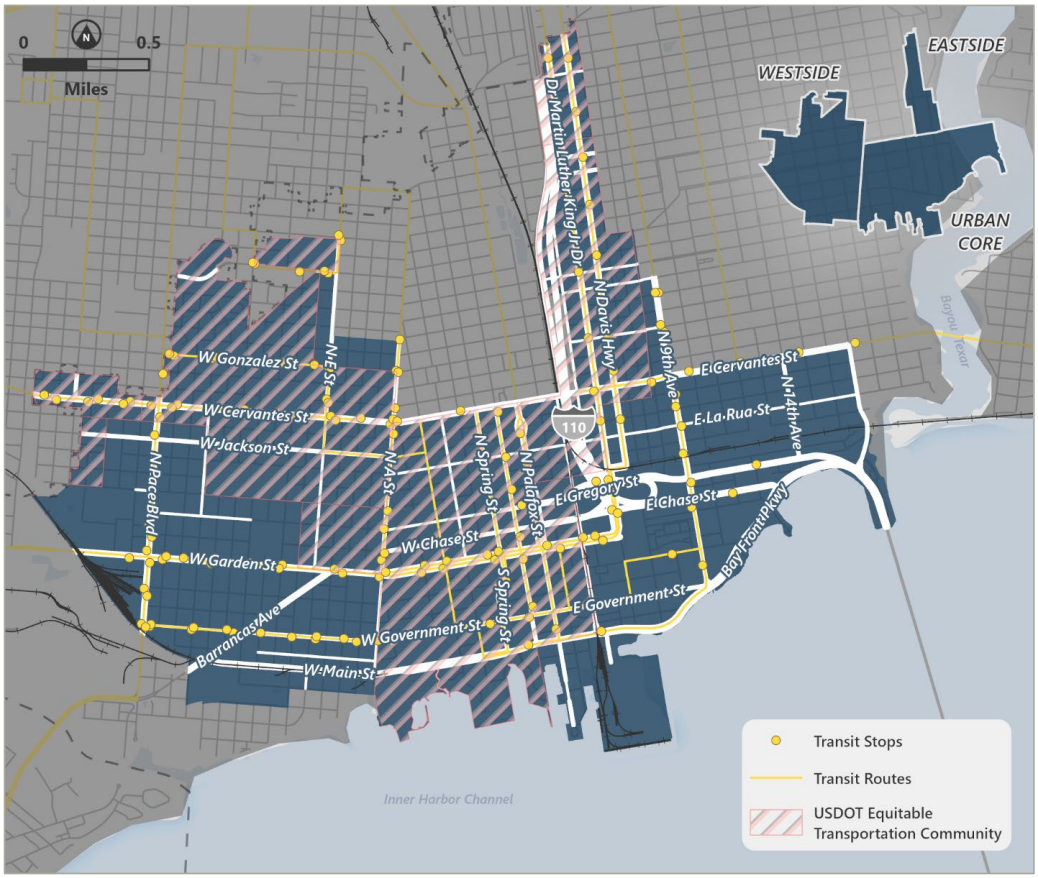
Figure 55 Flood-Prone Areas and Major Paved Areas



4.4 Transit

Escambia County runs the only transit service in the area. There are a total of six routes, most of which cover the urban core but provide less coverage in the Westside and Eastside.

Figure 56 USDOT Transportation Disadvantaged Communities and Transit



5 Community Input

Below is a high-level summary of the input received from various public workshops. The community's experience regarding mobility and accessibility further supports the data analyzed and described in previous sections of this document.

Challenges

- Intersections are unsafe for bike/ped crossing
- Speeding vehicles
- Lack of maintenance on existing pedestrian flashing crosswalk lights
- Lack of pedestrian crosswalks
- Lack of maintenance on existing sidewalks
- Lack of sidewalks
- Lack of protected space or roadways that accommodate pedestrians and bicycles and connect them across all districts and neighborhoods
- Lack of places to walk to i.e., restaurants or stores (Westside)
- Flooding issues are a big challenge
- Many underutilized parking lots
- Vehicle dominated streets make pedestrians and bicyclist feel unsafe
- Roadways that are the most unsafe or are barriers in districts are State roads

Strengths

- New streetscape in South DeVillers
- Streetscape on Government Street
- Beach Trolley

Opportunities

- Pedestrian separated walkways/bridges to cross dangerous arterials
- Optimize the use of what has already been built
- Take inventory of unused or underutilized properties
- Expand Longhollow stormwater pond with under-utilized properties around it
- Create a Mobility Hub that better connects bus, micro transit, ferry, Historic District, Palafox, and commercial areas

6 Planned Transportation Improvements

Several roadways within the CRA districts were found to have improvements planned for the coming years or are currently undergoing improvements. The following section summarizes key documents listed in the Reference section.

6.1 City of Pensacola Capital Improvement Program

A capital improvement program (CIP) is the funding of construction, major repair, or purchase of capital items such as roadways, bridges, and buildings. This program is typically a five-year horizon of which the first year is the entity's capital budget. The capital budget is adopted and implemented. The CIP considers community needs, financial capability, and future needs in determining which projects are placed in the program. It is the most influential tool by which to shape the quality and types of projects a city undertakes. **Figure 57** is a map illustrating these improvements, as obtained from the city data at the time of this report. The projects shown are categorized by the current phase of the project. CRA projects are shown with an outline.

Figure 57 Capital Improvement Program

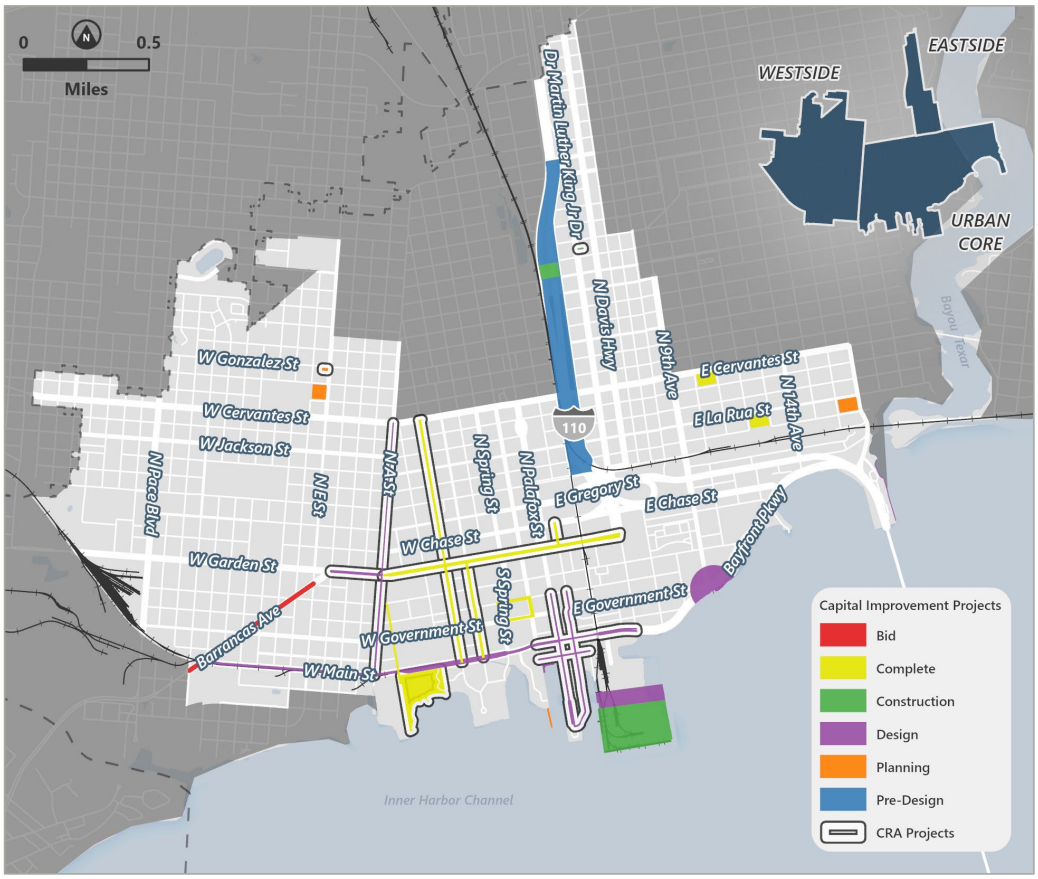


Table 2. Capital Improvement Projects – CRA Projects

City Division	Project Type	Project Phase	Schedule Term
CRA	Hashtag Roadway Revitalization Project	Design	TBD
CRA	Bruce Beach Park Improvements - Phase 1	Complete	Complete
CRA	A Street Revitalization Project	Design	TBD
CRA	General Daniel "Chappie" James, Jr. Museum and Flight Academy - Phase II	Construction	TBD
CRA	DeVilliers Streetscape Revitalization - Phase 1	Complete	Summer 2021

City Division	Project Type	Project Phase	Schedule Term
CRA	DeVilliers Streetscape Revitalization - Phase 2	Complete	Summer 2021
CRA	Bruce Beach Park Improvements - Phase 2	Construction	Fall 2024
CRA	West Garden Street Landscape Beautification Project: A to C	Design	TBD
CRA	Alice Williams Rehabilitation Project	Planning	TBD
CRA	East Garden District Streetscape	Complete	Summer 2022
CRA	Reus St Revitalization Project Phase 1	Complete	Summer 2021
CRA	East Garden Street Landscape Beautification Project: Alcaniz to A	Complete	Summer 2022

6.2 Florida/Alabama Transportation Planning Organization Long Range Transportation Plan

The 2045 Long Range Transportation Plan (LRTP) for the Florida-Alabama Transportation Planning Organization (FL-AL TPO) outlines the 25-year vision for transportation in the region, which includes Escambia and Santa Rosa Counties in Florida, and Baldwin County in Alabama. The LRTP establishes goals and allocated projected revenues to transportation programs and projects. The plan addresses both the region's current and future transportation needs.

The transportation projects in the plan are grouped into five key categories:

- **Capacity Projects**: Adding lanes and improving road capacity.
- **Complete Streets/ Corridor Projects**: Enhancing streets for all users
- **Intersection Projects**: Improving intersections for better traffic flow and safety.
- **Transit Projects**: Enhancing bus services and expanding transit infrastructure.
- **Bicycle/Pedestrian Projects**: Expanding bike lanes, sidewalks, and multi-use paths.

Figure 58 Needs Plan - FL-AL Transportation Planning Organization

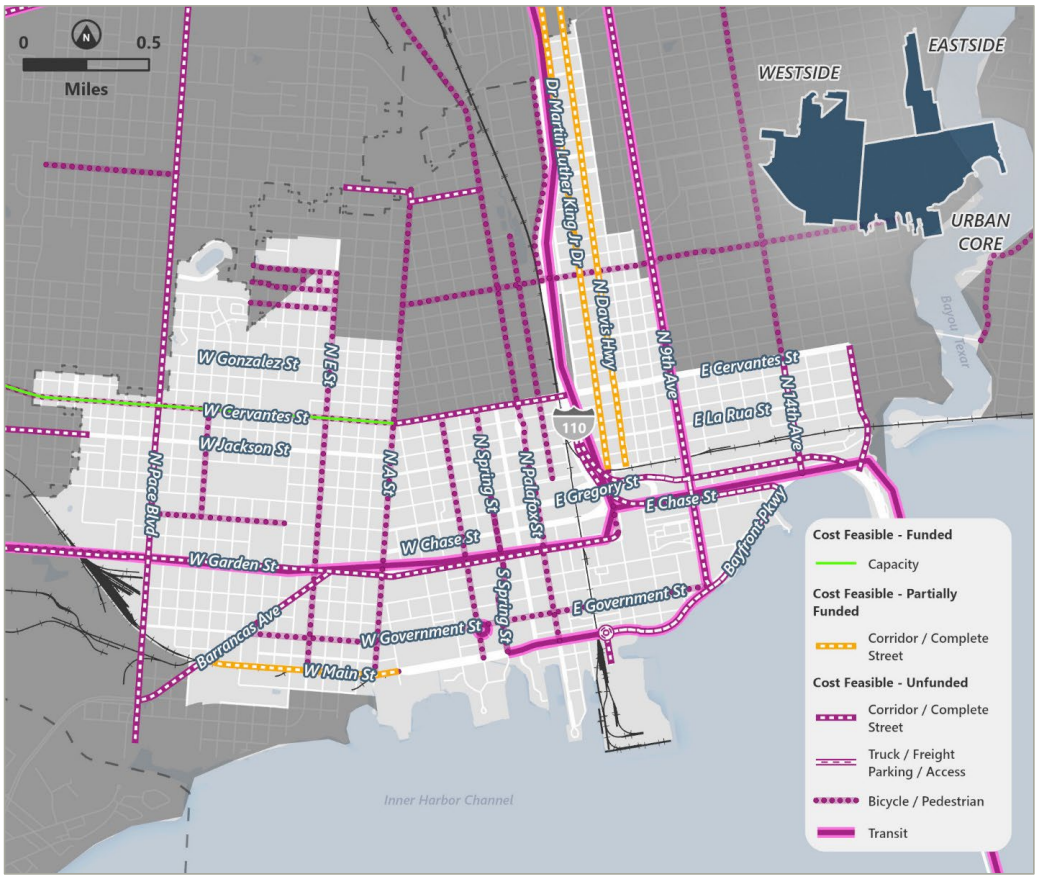


Table 3. Cost Feasible Projects – Funded Projects CRA Districts Sample

Corridor	From	To	Project Description	Segment Length
Garden Street	W Street	Alcaniz Street	Corridor Management Plan/Complete Streets Study	2.45
14th Avenue	Cervantes Street	Bayfront Parkway	Corridor Management Plan/Complete Streets Study	0.47
Gregory Street	I-110	Bayfront Parkway	Corridor Management Plan/Complete Streets Study	0.81

Corridor	From	To	Project Description	Segment Length
Chase Street	I-110	Bayfront Parkway	Corridor Management Plan/Complete Streets Study	0.55
W. Lee St, N. G St, N. F St	E St, Blount, Blount	J St, Moreno, Moreno	West Moreno	1.72
West Cervantes	A St	Dominguez	Corridor Improvements	2.24
N. E Main St	Garden St	Cervantes St	Corridor Improvements	0.60
L St	West Cervantes	Legion Field Park	Corridor Improvements	0.42
W Gregory St	L St	Pace Blvd	Corridor Improvements	0.19
N. Spring St	Garden St	Main St (South Segment)	Corridor Improvements	0.97
N. Reus St	Cervantes St	Main St	Corridor Improvements	0.97
Palafox St	Fairfield, Cervantes, SB Hayne St, Maxwell, Guillemard St	Main, Yonge, Maxwell, Blunt, Wright St	Corridor Improvements	2.93
W Navy Blvd	Bayou Chico Bridge	SR 292/Barrancas Ave	Bike Lanes	1.74
Gregory St	L St	G St	Corridor Improvements	0.33
W. Main St	E St	Clubbs St	Corridor Improvements	0.36
N. E Main St	Main St	Garden St	Corridor Improvements	0.40
A St	Maxwell St	Main St	Corridor Improvements	1.94

6.3 Active Transportation Plan

The ATP was adopted by the City of Pensacola August 2023. The ATP prioritizes reducing traffic-related fatalities and injuries, endorsing a Vision Zero approach, which aims for zero fatalities.

The plan also emphasizes filling gaps in the transportation network, linking key destinations such as schools, parks, and commercial areas. The goal is to accommodate all community members, and encourage alternative transportation modes to car travel.

The ATP creates a Future Network framework that includes three categories of pedestrian and bicycle focused infrastructure:

- Neighborhood Greenways
- Bike Routes
- Trails

The future network design recommendations include using context-sensitive designs to make streets safer and more accessible based on their location (urban, suburban, etc.), using countermeasures to calm traffic and improve crossings and expand the bicycle network.

Figure 59 ATP Future Network

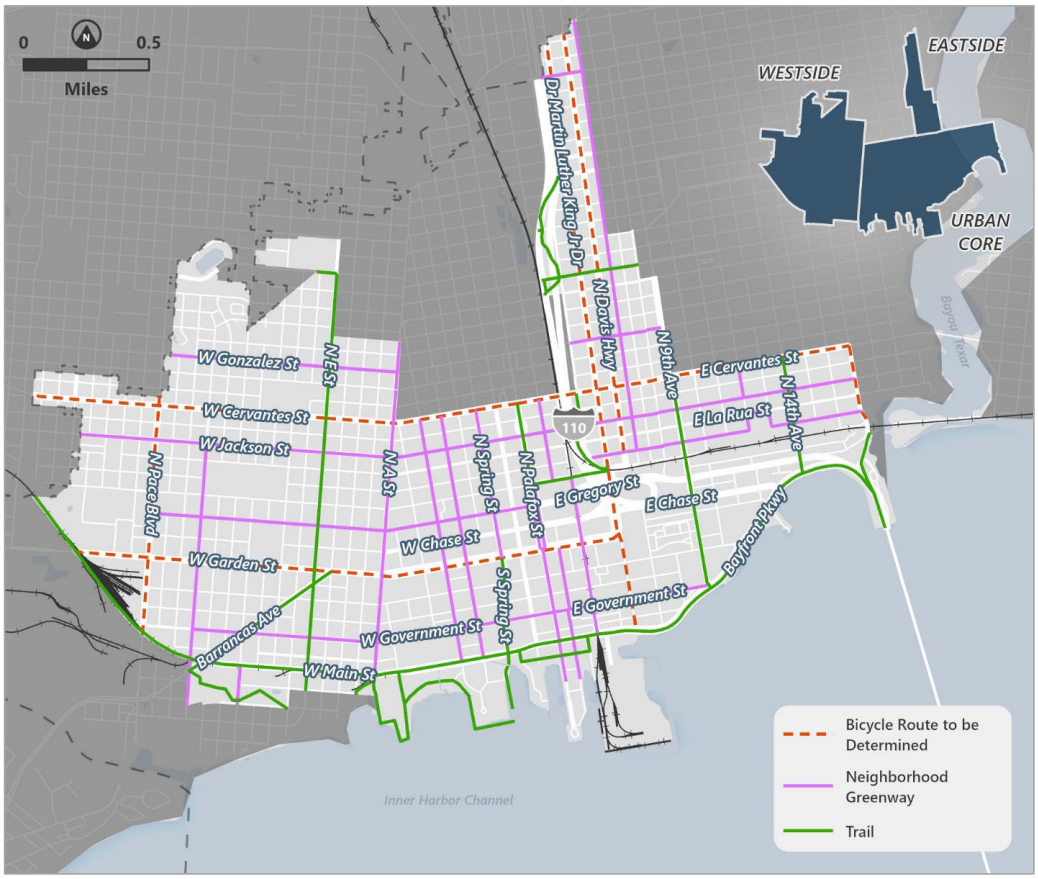


Table 4. ATP Future Network – CRA Districts

Project Name	Project Extents (TO)	Project Extents (FROM)	Project Type	CRA District
Dr Martin Luther King Jr Dr	E Jackson St	E Gonzalez St	Bicycle Route Tbd	Urban Core, Eastside
Dr Martin Luther King Jr Dr	E Gonzalez St	E Blount St	Bicycle Route Tbd	Eastside
N 17th Ave	E Maxwell St	Bayfront Pkwy	Bicycle Route Tbd	Urban Core
N Spring St	W Garden St	W Cervantes St	Neighborhood Greenway	Urban Core
W Gregory St	N A St	N Palafox St	Neighborhood Greenway	Urban Core, Westside
E Cross St	E Cross St	N 14th St	Neighborhood Greenway	Eastside
E Government St	S A St	S 9th Ave	Neighborhood Greenway	Urban Core, Westside
W Main St	S Glubbs St	S De Villiers St	Trail	Urban Core, Westside
S Spring St	W Main St	W Government St	Trail	Urban Core
E Blount St	N Guillemard St	N 9th Ave	Trail	Eastside
Burlington Northern Rail/Bill Gregory Park	N W St	Barrancas Ave	Trail	Westside

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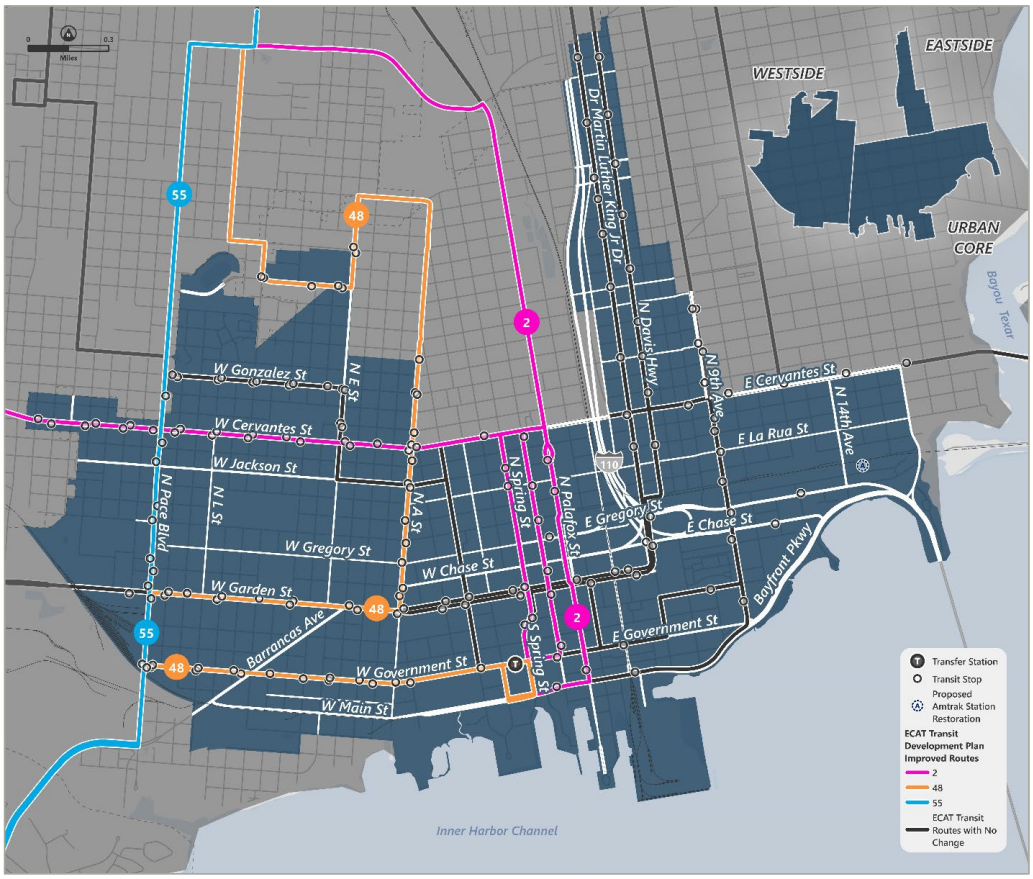
6.4 Escambia County Area Transit -Transit Development Plan (TDP), 2022 - 2031

The TDP is a 10-year planning document required by the Florida Department of Transportation (FDOT) to guide the development of transit systems. It covers the period from 2022 to 2031 and includes short-term and long-term strategies and goals for transit in Escambia County. ECAT serves an area of approximately 189 square miles, primarily within Escambia County, and includes connections to Santa Rosa County. The system operates over 1,000 stops with 285 miles of routes and serves more than 1.5 million annual passenger trips.

As part of the TDP, the Comprehensive Operations Analysis (COA) concluded that major changes to the system was needed to improve overall performance given that the population is expected to grow by 9.7% by 2030, with significant transit needs in urban areas. Major improvements include:

- Extended weekend services and extended hours
- Increased frequency on high demand routes, among them within the CRA boundaries are Routes 52 and 55 as shown in **Figure 60**
- Late night service
- Bus stop upgrades in high need areas
- Service to new areas with improved connectivity through enhanced first and last mile services or mobility on demand services which are nimbler and more flexible and provide greater coverage within districts

Figure 60 ECAT Proposed Improved Routes in CRA Districts



6.5 MLK and Davis Conversion Feasibility Study

The feasibility study analyzed the ability to convert MLK Drive/Alcaniz Street and Davis Highway from their current one-way pair configuration to two-way traffic. The purpose is to improve general safety and restore the neighborhood roadway network grid in the Eastside Community Redevelopment Area. Currently, SR 291 (Davis Highway northbound, MLK Drive/Alcaniz Street southbound) is configured as two one-way pairs over a 2.2-mile stretch between Fairfield Drive and E. Wright Street. Recommendations are summarized as follows:

- Southern Tie-in at Wright Street: Intersection improvements, including potential signalization and pedestrian enhancements, are recommended to address safety concerns.
- Cervantes Street and Texar Drive: Additional turn lanes and traffic management measures are proposed to improve traffic flow.

- Magee Field: Several pedestrian safety improvements, including raised crosswalks and speed advisories, are recommended around Magee Field.
- Speed Limit: A 30 mph speed limit is recommended throughout the corridor.
- Lighting and Sidewalks: Enhanced LED lighting and the completion of sidewalk gaps are suggested to improve safety, especially for pedestrians.
- Signal Modifications: Adjustments to traffic signals to accommodate two-way traffic are necessary, along with additional signage to discourage wrong-way travel if the conversion is not implemented.

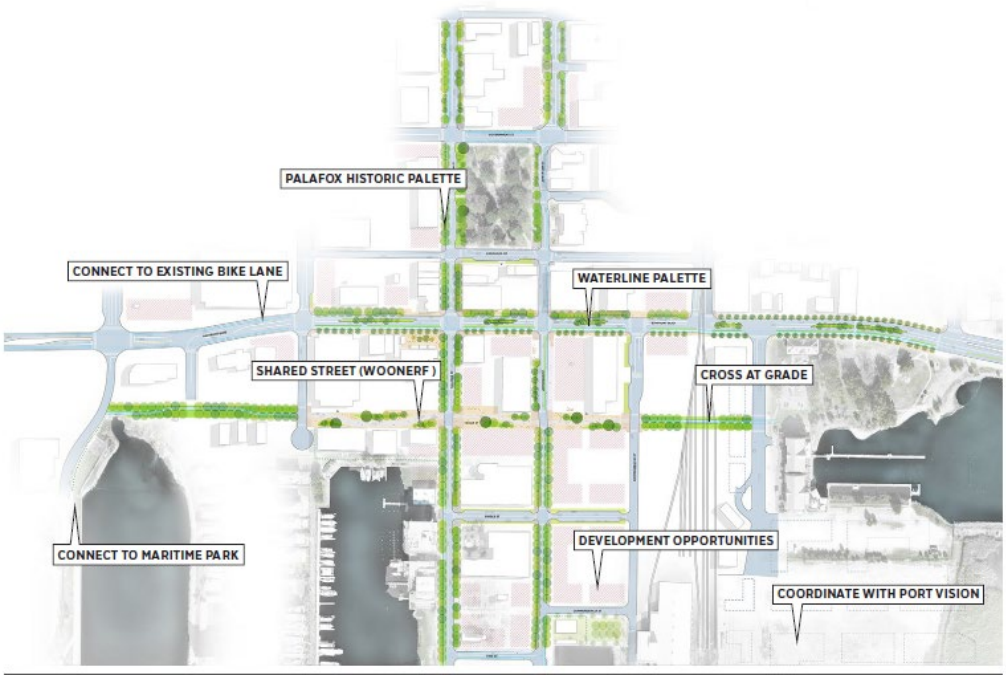
The study concluded that converting the corridors to two-way traffic with the proposed improvements would enhance safety and restore the neighborhood's roadway network.

6.6 Pensacola Waterfront Framework Plan

The framework plan focuses on creating Pensacola's downtown waterfront as a more inclusive, connected, and resilient space. The Plan identifies two key catalytic projects, Bruce Beach and the Hashtag Connector **(Figure 61)**: The Hashtag Connector is focused linking four major streets—Palafox, Jefferson, Main, and Cedar. The goal is to focus on mobility and connectivity that will enhance the downtown and waterfront area by supporting a complete bike and pedestrian network and streetscape improvements. It is projected to be a three phase process with:

- Initial phase (0-3 years): Immediate projects focus on creating pop-up parks, minor streetscape improvements, and temporary installations that activate public spaces and draw people to the waterfront
- Intermediate Phase (3-8 years): More permanent infrastructure upgrades will be implemented, such as protected bike lanes, shared streets, and expanded public spaces
- Long-Term (8+ years): Major infrastructure and development projects

Figure 61 Waterfront Framework Plan - Hashtag Connector



Source: SCAPE

References

A review was completed to map any planned or programmed roadway improvements in the three districts. Sources consulted, but not an exhaustive list, includes the following:

- FL-AL Transportation Planning Organization (FL-AL TPO) 2045 Long-Range Transportation Plan 2045 LRTP
  - Fl-AL TPO Priorities DRAFT Transportation Project Priorities. TPO Transportation Priorities FY2026-2030
  - FL-AL TPO Bike Ped Plan FL-AL TPO Bike/Ped Plan
- FDOT Work Program FDOT OWPB - WP Reports; 5 Year Work Program (state.fl.us); Work Program - Current (arcgis.com)
- Cervantes Street Traffic Feasibility Study West_Cervantes_Street_Lane_Reduction_Traffic Feasibility Study_20190913.pdf (ecrc.org)
- Davis / MLK / Alcaniz Two-Way Conversion Traffic Feasibility Study MLK-Davis_final report_06 19 20.pdf (ecrc.org)
- W. Cervantes Corridor Plan West_Cervantes_CMP_FINAL.indd (ecrc.org)
- E. Cervantes Corridor Plan East_Cervantes_Corridor_Management_Plan_Final.pdf (ecrc.org)
- Main Street Corridor Plan Main St Report_portrait_07172014.indd (ecrc.org)
- N. Palafox Street Corridor Plan North_Palafox_Street_Corridor_Management_Plan_Final_Adopted.pdf (ecrc.org)
- ECAT Transit Development Plan Escambia County Area Transit (ecrc.org)
- City of Pensacola Active Transportation Plan Active Transportation Plan | City of Pensacola. Active Transportation Plan | City of Pensacola, Florida Official Website
  - Gonzalez Street Shareway (as referenced in city's Active Transportation Plan)
- Reimagine Jackson Reimagine Jackson Street | City of Pensacola. Reimagine Jackson Street | City of Pensacola, Florida Official Website
- CRA projects| City of Pensacola. CRA Projects | City of Pensacola, Florida Official Website
- Transportation Alternative (TA) Projects:
  - E. Maxwell Street sidewalks Pensacola - E Maxwell St Sidewalk TA Application.pdf (ecrc.org)
  - N. J Street sidewalks Pensacola - North J St Sidewalk TA Application.pdf (ecrc.org)
  - Hollice T Williams Multi Use Path Pensacola - TA Hollice T Williams MUP Phase 2 Application.pdf (ecrc.org)



April 7, 2025

PENSACOLA CRA PLANS UPDATE

UPDATES & CHANGES TO THE FEBRUARY DRAFT PLANS

Pensacola, Florida

BLOCK-BY-BLOCK CRAFTING A PLAN
WESTSIDE · DOWNTOWN · EASTSIDE
PENSACOLA CRA

PENSACOLA COMMUNITY REDEVELOPMENT AGENCY · UDA · HDR · JLP+D · MĀI

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Proposed Changes to the Feb. 28th Westside CRA Plan

1. Replace sentence in the Executive Summary

2. Add general language related to the activities that can be funded by the CRA (after the Overview of the CRA in the Introduction)

3. Add the Date Certain to the Overview of the CRA

4. Move “Partnership with Escambia County” to Economic Development

5. Add a recommendation related to Equitable Development Strategies (in the Neighborhood Development Section)

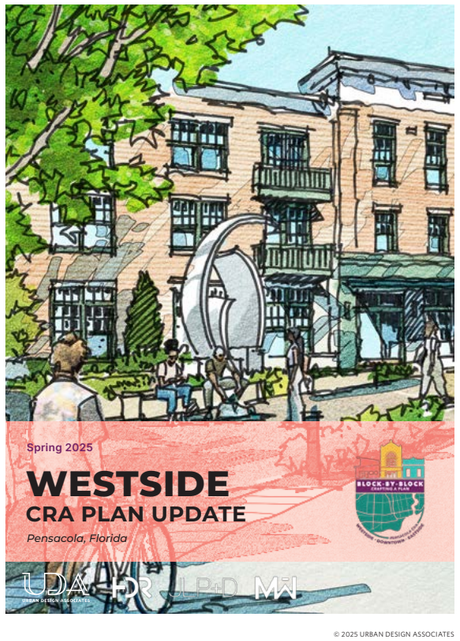
6. Add a bullet to the “Affordable Housing Incentive” related to supportive housing and housing fitting into the character of the surrounding area

7. Add recommendations to Transportation, Streets, and Parking:

   - Bus Shelter Improvements
   - Downtown Circulator

8. Update the recommendation for Low Barrier Homeless Shelter under Open Space and Community Amenities

9. Add the TIF Revenue projections to the “Revenue Projections” section



1. Replace sentence in the Executive Summary

Replace this sentence:

"[t]he role of the CRA is to lead the decision-making by utilizing the revenues from the sale of tax increment bonds for specific projects aimed at redevelopment and improving areas in the community,"

with language provided by CRA legal counsel:

"The role of the CRA is to lead decision-making efforts related to redevelopment within its jurisdiction and to utilize increment revenues to undertake and complete redevelopment projects authorized by Part III, Chapter 163, Florida Statutes."

2. Add general language related to the activities that can be funded by the CRA

Add language from the CRA legal counsel after Overview of the CRA

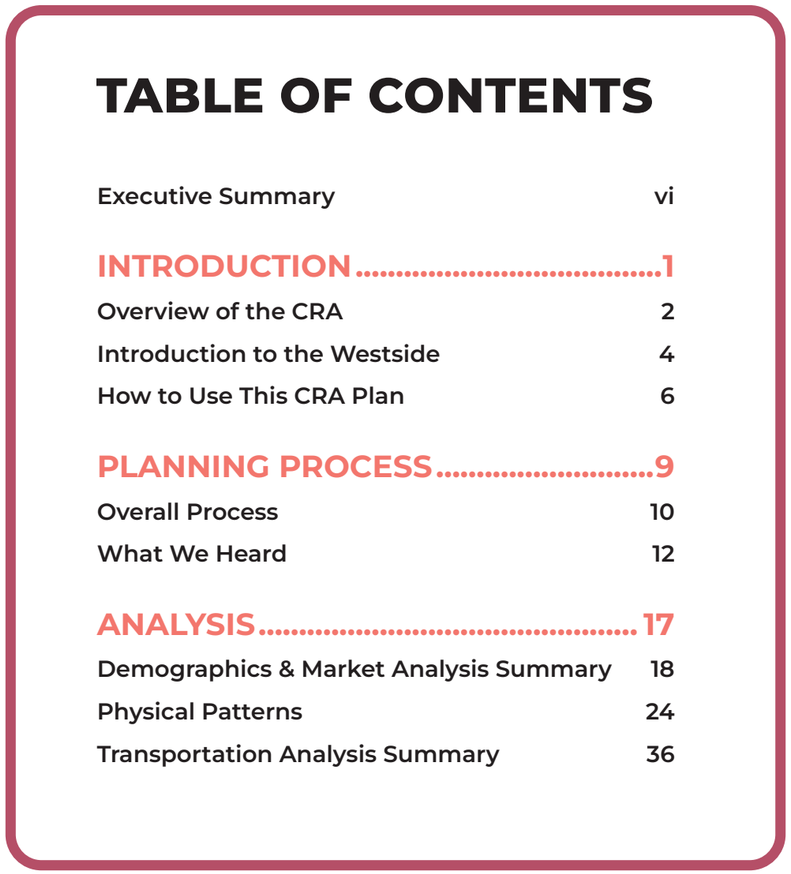


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Physical Patterns 24
Transportation Analysis Summary 36



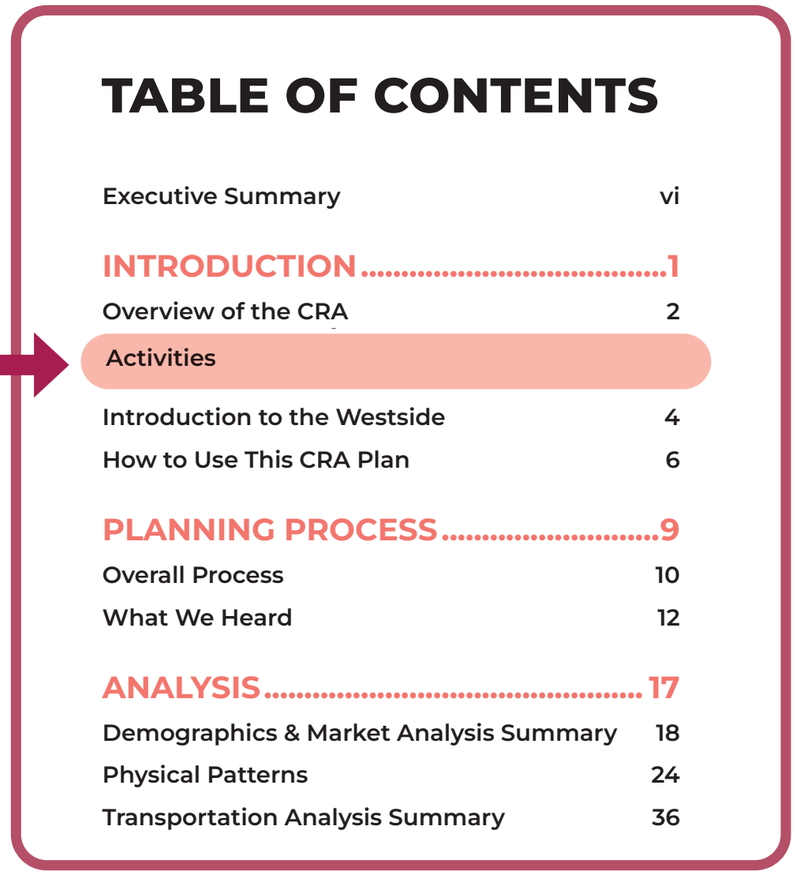


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ACTIVITIES

In addition to specific special demonstration projects, recommendations and visions identified in the Plan, the CRA will be empowered to provide and may fund certain activities to further carry out the themes and principles of the Plan. Leveraging the private sector to the maximum extent and close coordination, cooperation and communication with other public and semi-public agencies is critical for the CRA to be most efficient with its redevelopment efforts.

In accordance with the limitations set forth in §163.387, Florida Statutes, the CRA may help directly stimulate and support private investment in new real estate development, property improvements, new business and infrastructure and may choose to offer financial incentives to fill the economic gap and stimulate redevelopment.

Property Acquisition

To help further the purposes of the Plan, the CRA may acquire property either for current or future redevelopment opportunities. The acquisition of property necessary to carry out the themes and principles of the Plan may be authorized by the CRA and City Council on a site-by-site basis or pursuant to established program policies and guidelines.

The CRA may also pay for related costs, including but not limited to, transaction costs, site clearance, demolition (with Council approval), and repairs.

Business Relocation[1]

The CRA may assist existing businesses within the Redevelopment Area to relocate in order to make way for redevelopment activities consistent with The Plan.

Environmental Improvements

Properties within the Redevelopment Area are known or are perceived to contain environmental contamination. The CRA is empowered to provide funding to cover costs associated with environmental cleanup in support of the redevelopment of such properties with approval by the CRA on a site-by-site basis or pursuant to established program policies and guidelines.

Prepare Sites For Redevelopment

The CRA may prepare or cause to be prepared as building and development sites, any property in the Redevelopment Area owned or acquired by the CRA, the City or any other person, in order to redevelop the site in accordance with the Plan. Such site preparation may include, but is not limited to demolition, building rehabilitation, building relocation, infrastructure, utilities, environmental cleanup and grading. Demolition may be pre-authorized by the CRA and City Council either on a site-by-site basis or pursuant to established program policies and guidelines.

1 Note: Limitation on assisting non-displaced businesses to relocate into the CRA, per AGO 2009-32. See 163.387(6)(c)(4); 163.370(2)(k), F.S..

Market Research And Site Due Diligence

The CRA may fund planning, surveys, and financial analysis efforts in order to assess market conditions and feasibility for redevelopment of the Redevelopment Area or for specific projects.

Property Disposition

The CRA is authorized to sell, lease, exchange, subdivide, transfer, assign, pledge, encumber by mortgage or deed of trust, or otherwise dispose of any interest in real property. To the extent permitted by law, the CRA is authorized, with the approval of City Council, to dispose of real property by negotiated sale, lease, or donation.

The leases, deeds, contracts, agreements, declarations of restrictions and other legal instruments relative to any real property interest conveyed by the CRA may contain restrictions, covenants, covenants running with the land, conditions subsequent, equitable servitudes, or such other provisions necessary to carry out the Plan and meet the objectives of the CRA.

The CRA also may pay for costs associated with the disposition of property, including but not limited advertisement for disposition, the solicitation process, and transaction costs.

Building Demolition, Rehabilitation, Reuse and Relocation

Demolition

The CRA may demolish, clear, or move buildings, structures and other improvements from any real property in the Redevelopment Area which it has acquired and as may be necessary to carry out the purpose of the Plan with the approval of City Council either on a site-by-site basis or pursuant to established program policies and guidelines.

Building Rehabilitation And Reuse[2]

The CRA may rehabilitate, redevelop and/or improve property for reuse. The CRA may work with the owner(s) and/or tenants through a joint venture to redevelop, reuse and/or rehabilitate such structures (ex. Commercial Property Improvements Program).

Relocation[3]

If a particular structure which is in an area that is proposed for redevelopment is determined by the City and/or the CRA as worthy of being preserved, the CRA may, if they determine preservation is feasible, authorize funding necessary to move the structure to another location within or outside the redevelopment area.

Additionally, the CRA may fund relocation assistance on a case-by-case basis as may be necessary to carry out the Plan.

2 Note: TIF may not be utilized for recruitment activities it is constitutes a “promotional” or “marketing” activity.

3 Note: Limitation on relocation of buildings per AGO 2009-32.

Property Management and Maintenance

Property Management

The CRA may manage property in furtherance of the principals and themes of the plan either directly or indirectly through the employment of agents, employees, independent contractors, companies or other persons.

Landscape & Site Maintenance

The CRA undertakes projects, both future and past, that require maintenance once the project is completed and open to the public. The CRA may employ maintenance services either directly or indirectly through the employment of agents, employees, independent contractors, companies or other persons.

Public Improvements, Beautification & Infrastructure

The Plan identifies specific public improvement projects to be implemented. In addition, the CRA may undertake and fund, in cooperation with public and private partners, public infrastructure improvements throughout the Redevelopment Area. These projects are not designed to replace funding already allocated for capital improvements in the area but rather to augment them. Projects should be multifaceted, accomplishing several goals outlined in the prioritization criteria found within the Implementation section of the Plan. Projects may be authorized by the CRA on a project-by-project basis or pursuant to established program policies and guidelines.

Allowable improvements include the following:

- Streetscapes – including a combination of street improvements such as, paving, striping, curb & gutter, signalization, signage, street trees, landscaping, lighting and/or sidewalks.
- Pedestrian & bike improvements – such as sidewalks, crosswalks, trails, lighting, furnishings, bike racks, etc.
- Landscaping & hardscaping
- Parking improvements – provision for off-street parking, parking structures (public and private), parking lot improvements (landscaping, lighting, striping, paving); public parking facilities and public/private parking joint ventures.
- Open space, parks and public space enhancements – Including but not limited to, parks, plazas, passages, trails, boardwalks and recreation facilities.
- Transit – trolley, bus, bus rapid transit (BRT), ferry, water taxi, rail, etc. located within the district.
- Public Art – when in conjunction with broader development or infrastructure projects.
- Waterfront & bay improvements – bulkheads, docks, marina slips, boardwalks and promenades, erosion control, etc.
- Utility upgrades – Upgrades to water, gas, sanitary sewer, phone, data, electric and other utilities when in conjunction with or in furtherance of broader development or infrastructure projects.

- Overhead utility relocation – relocation of overhead utilities shall be coordinated with utility electric company, phone, cable and data providers and the City when in conjunction with or in furtherance of broader development or infrastructure projects.
- Storm water management – storm water treatment (bio-swales, rain gardens, BMPs), detention, retention and conveyance when in conjunction with broader development or infrastructure projects.
- Environmental improvements – hazardous material cleanup, bay water-quality improvements, erosion control, etc. in preparation for broader development or infrastructure projects.
- Signage – District identification, district gateway, wayfinding, etc. in conjunction with or in furtherance of broader development or infrastructure projects.

Dissemination of Information

The CRA may undertake efforts to inform the public and stakeholders of CRA efforts to remedy slum and blighted areas as well as those specific opportunities available under CRA programs. Information may be disseminated via a number of methods, including but not limited to print and electronic means.

Community Policing Innovations

The CRA may fund Community policing innovations, as defined under Chapter 163, Part III, Florida Statues, to target or deter criminal activity within a community redevelopment area.

Administration and Professional Consulting Services

The CRA is empowered to fund all operational, management and administrative activities of the Agency including, but not limited to, employees' salaries and benefits, equipment, supplies, software and vehicles.

The CRA is empowered to hire private consultants for expert and temporary services to carry out the Plan, including all planning and analysis activities necessary for implementation and decision making.

Not-for Profit Entity[4]

The CRA is empowered to create a not-for-profit entity to facilitate receipt of outside source funding for purposes of implementing the CRA Plan.

4 Note: The CRA may create a non-profit but may not use TIF funds for its creation.

3. Add the Date Certain to the Overview of the CRA

Insert Date Certain for the Westide CRA as May 23, 2037.

4. Move “Partnership with Escambia County” to Economic Development

Recommendations by Topic

ECONOMIC DEVELOPMENT

1. Commercial Property Improvement Program (CPIP)
2. Neighborhood Commercial Nodes
3. Incentivizing Neighborhood Commercial and Community Services
4. Business Support
5. Strategic Development Support and Incentives
6. Workforce Development and Skills Training
7. Main Street Program
8. Relationship with Escambia County School District
9. Cervantes Street Infill West of F Street
10. Pace Boulevard Development Opportunities
11. Garden Street Development
12. Baptist Hospital Redevelopment

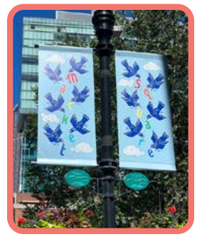


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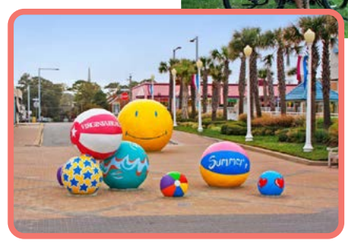
Recommendations by Topic

NEIGHBORHOOD DEVELOPMENT

1. Neighborhood Capacity Building
2. Develop Neighborhood-Specific Plans
3. Neighborhood Identity and Wayfinding
4. Revitalize Cultural Landmarks and Historic Buildings
5. Community Safety
6. Partnership with Escambia County







PENSACOLA CRA PLAN UPDATES / PENSACOLA, FLORIDA URBAN DESIGN ASSOCIATES

5. Add a recommendation related to Equitable Development Strategies

Add to the Neighborhood Development section

Equitable Development Strategies

Establish a set of Equitable Development Principles and a toolbox of implementable strategies for all CRA areas in Pensacola. Work with neighborhoods to identify the strategies appropriate for specific areas.

6. Add a bullet to the “Affordable Housing Incentive”

Current recommendation:

- Use incentive programs aligned with the principles and goals of the redevelopment plan to continue to fund affordable housing projects.
- Identify target areas for incentives, which may include affordable housing, infrastructure improvements, coordination with redevelopment project(s), floodproofing as a means to encourage certain uses, etc.
- Engage partners like the Northwest Florida Community Land Trust to develop high-quality affordable projects in the CRA Districts.

Additional bullet point:

- Include supportive housing as part of the affordable housing incentive. Ensure that all affordable housing is designed to fit into the character of the surrounding area.

7. Add recommendations to Transportation, Streets, and Parking

Bus Shelter Improvements

Coordinate with ECAT to support bus shelter improvements along main transit lines.

Downtown Circulator

- Fund a feasibility study to explore the feasibility of establishing and operating a free downtown circulator
- Project start up and long-term operations costs
- Quantify the economic impact

8. Update the recommendation for Low Barrier Homeless Shelter under Open Space and Community Amenities

Replace this recommendation:

Low-Barrier Homeless Shelter

In partnership with local and regional homeless organizations, missions, shelters, and support services, the CRA should advocate for the creation of a low-barrier homeless shelter with minimal entry requirements (e.g., sobriety checks, income verification, strict identification policies, or participation in programs) to serve a wider range of individuals facing homelessness with complex needs.

with this:

Low-Barrier Homeless Shelter and Day Center

In partnership with local and regional homeless organizations, missions, shelters, and support services, the CRA should advocate for creating a low-barrier homeless shelter and day center that provides a comprehensive approach to addressing the needs of homeless individuals, with minimal entry requirements. Such a center should provide a wide range of supportive services, such as job, workforce, and skill training, laundry facilities, and case management to serve a wide range of individuals facing homelessness with complex needs. A low-barrier homeless shelter and day center would be a permanent facility. The building should be designed to fit into the character of the surrounding area.

9. Add the TIF Revenue projections to the "Revenue Projections" section

TIF REVENUE PROJECTION

Methodology for Modeling Potential Future Revenue
The TIF Calculations evaluates the potential revenue impacts of proposed projects and developments using a Tax Increment Financing (TIF) formula. This analysis examines historic property values (parcel data) and supplementary information from CoStar and City-provided documentation to quantify the additional value from new developments and proximity premium uplift for real estate within a 2,000-foot buffer zone of park projects.

The formula integrates multiple components to project total revenue uplift: a Park Premium + Inflation multiplier is applied to parcels near proposed parks; Public Redevelopment Premium + Inflation accounts for valuation increases driven by CRA Plan initiatives; and Private Redevelopment Premium + Inflation incorporates value increases from developer-proposed projects. These premium valuations are then added to the Future TIF Dollar Base, a forecast of parcel-level values spanning 2025–2035, derived from historic valuations between 2020–2024.

Park Premium Methodology
Parks increase the value of surrounding real estate. The park premium buffer methodology utilizes insights from the Florida Recreation and Parks Association (FRPA)'s property value resources calculator to quantify the added value of proximity to park projects. A multiplier is applied to property values within a defined buffer zone, capturing the economic benefits of access to green spaces. This multiplier is calibrated using national and regional trends in property value appreciation associated with park proximity, with adjustments for local market conditions where appropriate.

WHAT IS TAX-INCREMENT FINANCING (TIF)?

Tax Increment Financing (TIF) is a method of paying for redevelopment through projections of increased tax revenue on real estate values. The CRA offers TIF rebates to developers as an incentive to redevelop; these rebates are calculated as a percentage of tax increment generated by the project's construction, paid out over a set period of time.

TIF is a method that cities across the country have been using for decades as a tool for local governments to pay for infrastructure improvements and redevelopment of blighted areas. In the State of Florida, city's CRAs are responsible for monitoring/disbursing the TIF revenue.

TIF Calculations Formula
The TIF formula used City-provided historic property values and parcel data, supplemented by CoStar and proposed City documents, as inputs. A multiplier was applied to simulate the proximity premium value uplift for real estate within a 2,000-foot radius of each recommended park project. Additional valuation uplifts from proposed private and public parcels were added to the base CRA forecast data to calculate the total potential revenue from investing in park development.



The buffer boundary logic adheres to industry-standard practices, defining zones of influence based on factors such as walkability, accessibility, and line-of-sight. Properties within a 0.25-mile radius typically receive the highest premiums, with diminishing effects extending up to 0.5 miles or further, depending on the park's size and amenities. These boundaries ensure a consistent and equitable evaluation of the impact of proposed park projects on surrounding property values. The multiplier table is available below:

Identifying Parks For Premium Calculation
The parks selected for the Parks Premium calculation include a series of identified potential park projects outlined in UDA's November 2024 Post-Workshop Survey Summary. This summary captured the perspectives of 174 participants, who were asked for their opinions on specific park initiatives, with one initiative proposed for each CRA. In addition to the three identified parks, the analysis also incorporated the Hollice Park buffer, as this project has been a key component of the contracted JLP+D work.

Park Proximity Premiums

Improvement Value	Park Proximity
20%	For parcels adjacent to the park
10%	For parcels 1 block away (500 feet)
5%	For parcels 2 blocks away (1,000 feet)

Improvement Value	Park Typology
10%	For active parks
33%	For active and passive recreation areas within the park
70%	For passive recreation within the park

Public Proposed Project Valuation Methodology
Proposed public investment project sites were identified in the UDA November 2024 Post-Workshop Survey Summary, with additional project square footage details provided by UDA. The square footage for each project was multiplied by the market price per square foot, as determined by CoStar. These values were then forecast using a unified appreciation rate to estimate future valuations. The difference between the forecast CRA parcel value and the projected public project valuation is applied to the TIF revenue projection.

Private Proposed Project Valuation Methodology
Proposed private investment project sites were identified using a Q4 2024 CoStar data pull of proposed and under-construction projects, which was subsequently reviewed and validated by city staff. The square footage of each project was multiplied by the market price per square foot, as provided by CoStar. These valuations were then forecast using a unified appreciation rate to estimate future property values. The difference between the forecast CRA parcel value and the projected private project valuation was incorporated into the TIF revenue projection.

Baseline Property Value
Baseline projections for property values were developed by integrating the City of Pensacola's geospatial parcel data with historical numeric tax assessor data provided by the client. This was achieved by aligning the Parcel ID from the geospatial parcel dataset with the corresponding Parcel ID in the numeric tax assessor data, ensuring precise mapping of spatial attributes to their historical valuation trends.

Forecast annual appreciation rates are aligned with Florida's historical real estate inflation rates.

Historic TIF Millage Rates
TIF millage rates were sourced from the client's historical TIF revenue data. The provided data includes the following details:

Year	Eastside	Urban Core	Westside
2008	4.5395	2	4.5395
2009	4.5395	2	4.5395
2010	4.5395	2	4.5395
2011	4.2895	2	4.2895
2012	4.2895	2	4.2895
2013	4.2895	2	4.2895
2014	4.2895	2	4.2895
2015	4.2895	2	4.2895
2016	4.2895	2	4.2895
2017	4.2895	2	4.2895
2018	4.2895	2	4.2895
2019	4.2895	2	4.2895
2020	4.2895	2	4.2895

Westside CRA TIF Revenue Performance
Summary of Revenue Estimation



Historically, TIF payments (dark blue) remained negative or relatively low through the early 2000s. However, post-2013, TIF revenue begins a gradual upward trend, coinciding with economic recovery and initial phases of new development.

The future baseline TIF payment with inflation (brown) represents the expected revenue trajectory in the absence of additional development. This steady increase reflects organic property value growth due to inflation and standard reassessments over time.

A notable acceleration in revenue growth begins around 2028, when additional TIF payments from projects included in the CRA Plan (purple) start making a significant impact, including, but are not limited to, proposed projects on the Barrancas Corridor and the Baptist Campus Redevelopment. After 2040, additional investments in the American Creosote Works (ACW) Superfund Site and Cervantes Street will add more value premiums. According to the analysis, there is some but a low level of other private redevelopment not listed in the CRA Plan, highlighting the role of coordinated planning in this district.

Another critical contributor to long-term revenue expansion is the "park premium" (green), which is planned to emerge around the early 2030s. This indicates that public space improvements, particularly park enhancements, will significantly impact property values. Historically, properties adjacent to enhanced public spaces experience appreciation, leading to higher tax increments.

City of Pensacola

WESTSIDE REDEVELOPMENT BOARD

MINUTES

City of Pensacola
222 W. Main Street
Pensacola, FL
32502

March 25, 2025 | 3:30 PM | Whibbs Room, 1st floor

CALL TO ORDER

The Westside Redevelopment Board (WRB) meeting was called to order by Chairperson Gulley at 3:40 p.m.

Members Present: James Gulley, Doug Baldwin Sr., Jennifer Brahier, Lamar Brown, Karl Schwelm

Members Absent: Marcel Davis, Michelle Press

DETERMINATION OF QUORUM

A quorum was present.

APPROVAL OF MINUTES

1. 25-364 WRB MEETING MINUTES- 12/17/2024

A motion to approve was made by Board Member Brahier and seconded by Board Member Brown.

The motion passed by the following vote:

Yes: 5 James Gulley, Doug Baldwin Sr., Jennifer Brahier, Lamar Brown, Karl Schwelm

No: 0 None

DRAFT

OLD BUSINESS

None.

NEW BUSINESS

2. 25-57 WESTSIDE REDEVELOPMENT PLAN UPDATE

A motion to approve was made by Board Member Baldwin Sr. and seconded by Board Member Brahier.

CRA Division Manager, Victoria D'Angelo, introduced the item. Megan O'Hara, of Urban Design Associates, provided an in-depth overview of the item. Discussion ensued by the board. Discussion included placing covered bus shelters in all plans, adding transit, and the City's intent to proceed with the Parks Master Plan. Board members expressed in interest in parks, safety on Barrancas Avenue, particularly at Garden and Barrancas but concern that dieting the road may not be feasible due to traffic from the base. Concerns were raised around the development of 30' wide lots with regard to character and driveway placement.

No public speakers.

The motion passed by the following vote:

Yes: 4 Doug Baldwin Sr., Jennifer Brahier, Lamar Brown, Karl Schwelm
No: 1 James Gulley

3. 25-343 WESTSIDE PROJECT PRIORITIES AND UPDATES

A motion to approve was made by Board Member Brahier and seconded by Board Member Baldwin Sr..

CRA Division Manager, Victoria D'Angelo, provided an overview of the item. Discussion ensued amongst the board. Staff responded accordingly to questions.

Discussion ensued about concerns with traffic connectivity along A Street. Board members expressed interest in analyzing and developing strategies to install sidewalks, doing a traffic study and installing improvements on A Street and analyzing minimum lot sizes in the district.

Maps of the Hometown Revitalization CDBG-DR grant target boundaries for Cervantes and Pace and the Baptist Hospital Campus Redevelopment site were distributed and discussed with the Board. Economic Development Administrator, Anna Kate Baygents, gave an update on the Baptist Redevelopment Project. A copy of the redevelopment plan that was produced by Baptist Hospital prior to the relocation was requested. The board reviewed the Alice Williams Library project 100% design plans and expressed an interest in the reuse of the building for a senior center. The Board reviewed the 90% design plans for the Connectivity to Legion Field/Global Learning Academy project and provided feedback that pedestrian lighting should be presented to the Westside Garden District Neighborhood Association for input.

Board Member Brahier made a friendly amendment to:

1) **Remove the Garden Street Landscape Beautification (A to C St) project from the recommended project list and 5-year implementation plan.**

2) **Add the following new projects to the recommended project and 5-year implementation plan:**
    a. **Gibson School Redevelopment**
    b. **Barrancas Avenue Corridor Strategy**
    c. **Baptist Campus Redevelopment**
    d. **Study of Minimum Lot Size**
    e. **Sidewalk Improvement Strategy**
    f. **A Street Traffic and Connectivity Strategy**

3) **Identify the following project priorities in order of importance:**
    1. **Connectivity**
        a. **A Street – Top Priority**
        b. **Pace & Gregory Streets – 2nd top priority to provide safe connections to the school.**
        c. **Barrancas Avenue**
        d. **Cervantes Street**

2. **Hardening Homes & Commercial Property**
    a. **RPIP**
    b. **Resiliency**
    c. **CPIP**
3. **Commercial and Residential Infill**

No public speakers.

The motion passed by the following vote:

Yes: 5 James Gulley, Doug Baldwin Sr., Jennifer Brahier, Lamar Brown, Karl Schwelm

No: 0 None

4. 25-344 DISCUSSION ON WAYS THE BOARD CAN ENGAGE THE COMMUNITY

Chairperson Gulley introduced the item. The Board discussed reaching out to residents along L Street and attending neighborhood meetings. The Board also asked for clarification about the rules and procedures for community engagement as serving as board members, and what they are allowed and not allowed to do as members of the Westside Redevelopment Board.

REPORTS AND ANNOUNCEMENTS

None.

BOARD MEMBER COMMENTS

None.

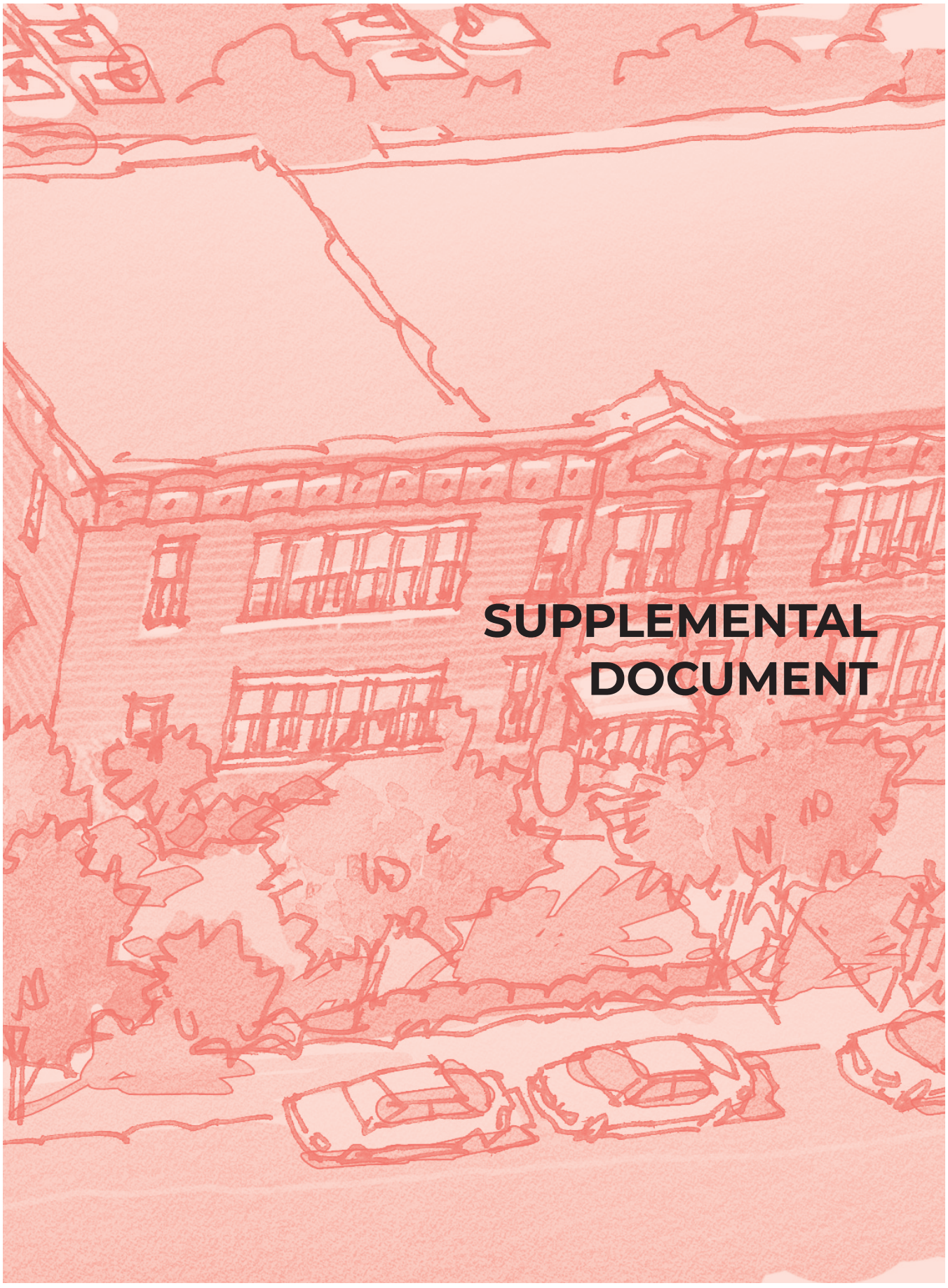
OPEN FORUM

None.

ADJOURNMENT

5:35 p.m.

PLEASE NOTE: One or more members of the City Council/Community Redevelopment Agency Board may be in attendance. The City of Pensacola adheres to the Americans with Disabilities Act and will make reasonable accommodations for access to city services, programs, and activities. Please call 850-436- 5640 for further information. Requests must be made at least 48 hours in advance of the event in order to allow the City time to provide the requested services.



SUPPLEMENTAL DOCUMENT

ROLE OF THE CRA

- The CRA has the ability to act in a variety of capacities to help initiate, implement, and/or influence the recommendations outlined in the previous chapter. Many projects identified for the CRA districts will be led by the City or by private developers or investors. The CRA should have a clear understand of its role in each project. Three roles for the CRA are:



PROJECT LEAD

- CRA generates the project and operates with autonomy to make decisions
- CRA is the primary funder and implementer of the project
- City and other funding sources may supplement the project
- Projects would be subject to expanded design and development standards and CRA design review process



FUNDER

- City or Public Entity generates the project, CRA contributes funding
- Project implemented by others (City, private developers, etc.)
- The CRA will play a support role to the implementing entity
- Projects would be subject to expanded design and development standards and CRA design review process



ADVOCATE

- Any entity other than the CRA generates the project, CRA does not contribute funding
- CRA recognizes that the project will have an impact on the CRA district and potentially on disadvantaged communities and work to identify, clarify, or amplify the unified voice to make recommendations to a project (to an agency like FDOT, etc.)
- The CRA can articulate support for or opposition to projects and make community members aware of meetings or opportunities to share their input
- CRA may act as a project champion

Role 1: Project Lead

- The CRA will act as the lead for projects that are largely funded by the TIF funding and other sources within the CRA's purview, initiating and executing these projects.
- The CRA will manage a list of CRA projects, match available funding sources to potential projects using the criteria for prioritization, select recipients of funding, and manage projects and programs.
- CRA has the greatest control over the outcomes and success of projects and the impacts they lead. Therefore, these projects should reflect the priorities laid out in the CRA plans.
- As projects arise, the CRA will review potential projects for alignment with the CRA Plan goals.
- The CRA will administer the Urban Design Overlay and any expanded design & development standards. Any projects receiving CRA funding would be subject to these standards as well as a CRA-led design review process.
- The CRA will create a project/program checklist and procedures for review of projects for compliance with CRA Plan Update.
- The CRA will monitor projects throughout the development process via a dashboard using the updated projects list compiled for the plan update to show projects and phasing of current projects and how they relate to other City or County projects.
- The CRA will plan community activities that promote awareness for projects and draw attention to the CRA Plan's recommendations, such as walking audits, or participation in quick-build projects.

Role 2: Funder

- For certain projects, the CRA will contribute funding or financing to a lead organization(s) for a project, or in-kind contributions, such as staff time.
- The CRA will play a support role to the lead organization(s) and help influence decision-making.
- Projects to which the CRA contributes funding would be subject to CRA standards for design and development and may be subject to a CRA-led design review process.

Role 3: Advocate

- Many projects in the CRA districts will be executed and funded by others, however the CRA still has a vested interest in the investment and the outcomes of the project. In these cases, the CRA can act as an advocate, supporting the efforts and providing input through defined channels to shape the project to have the biggest positive impact on the CRA districts.
- The CRA should identity and mitigate potential negative impacts, specifically impacts on disadvantaged or underserved communities.
- The CRA should leverage their influence to publicly support or oppose projects led by other organizations to ensure projects align with CRA goals.
- When serving in the Advocate role, the CRA will likely need to provide input through other agencies' processes. For example, on FDOT roads, the CRA will organize and consolidate input from the CRA plans and follow-up engagement and share it with the lead agency through their designated process. Relationship and partnership building are critical to build trust and ensure the CRA can provide input early enough in the process to effect outcomes.

PRIORITIZING PROJECTS

HOW TO PRIORITIZE AND MAKE DECISIONS

The decision-making framework for implementing projects establishes the process for determining the highest-priority projects. This section proposes a simplified framework for prioritizing projects. The framework may be adapted and modified by the CRA, as a living tool. The CRA Board and staff maintain a level of discretion to make adjustments to this example methodology, as the needs of the districts evolve and as available TIF funding allows.

CRA Prioritization Criteria

The proposed criteria emerged from the community engagement priorities expressed during the CRA Plan Update process. They are intentionally broad, allowing for staff and decision-makers to apply them to a wide range of potential projects. The scoring should be simple and easy to use, and it should align with the CRA's mission and the goals established in this plan.

The CRA staff and CRA Board should use these criteria as a baseline and develop consensus scoring metrics. An adopted scoring matrix would set a foundation for the CRA to establish priorities and funded projects.

Alignment with other Established Prioritization Frameworks

Many projects noted in the CRA plans have already been prioritized by other lead entities. For example, the following City and regional plans have priority lists of projects:

- Active Transportation Plan Prioritization – City of Pensacola
- Ped/Bike Trail 2023 Masterplan – Emerald Coast Regional Council
- 2045 Long Range Transportation Plan Evaluation Criteria – Emerald Coast Regional Council

For this reason, the proposed CRA criteria include "Leverage & Alignment". Projects already receiving funding, stemming from other adopted plans, or are identified as priority projects by others are good candidates for implementation. Where possible the CRA should leverage its funding with other public and private investments to result in the greatest visible impact in the CRA districts.

CRA PRIORITIZATION CRITERIA

LEVERAGE & ALIGNMENT
Builds on or leverages past and/or future investments and aligns with priorities in adopted public plans

EQUITY
Brings resources to an underserved area or disadvantaged population

ECONOMIC DEVELOPMENT
Feasible and finance-able under projected market conditions

VISIBILITY
Highly visible and located along connectors or other key streets

CONNECTIVITY
Provides a needed walking, bicycling, or driving connection

AFFORDABILITY
Ensures housing or commercial space in the neighborhood will be affordable to existing residents and businesses

COMMUNITY NEEDS
Accomplishes something that is important to residents and community members

SAFETY
Makes streets safer to walk, bike, and cross or enhances community safety

RESILIENCE
Advances the resilience of the districts against flooding, storms, and other threats

SUPPLEMENTAL DOCUMENT

EXAMPLE PROJECT SCORING

Example Project	Negative	Neutral	Positive	Score
Leverage & Alignment	☐	☐	☒	x
Visibility	☐	☒	☐	x
Community Needs	☐	☐	☒	x
Equity	☐	☒	☐	x
Connectivity	☒	☐	☐	x
Safety	☐	☒	☐	x
Economic Development	☐	☐	☒	x
Affordability	☐	☒	☐	x
Resilience	☐	☐	☒	x
Total Score	**-x**	**0**	**+x**	**x**

SAMPLE TOP-PRIORITY PROJECTS

Using the CRA Prioritization Criteria and the agreed-upon scoring matrix, the CRA will go through a collaborative process to evaluate the projects and recommendations in the plan. Considerations should be made for implementability, availability of funding, and alignment of timelines with other public and private investments. The Priority Projects Matrix is meant to act as a living document that will be updated as project feasibility, funding, and priorities evolve, and as projects on the list are funded or completed.

Priority Projects for Westside CRA	CRA Role	Timeframe	Partners
1. Project description	Funder	1–3 years	City
2. Project description	Advocate	2–4 years	FDOT
3. Project description	Lead	5–10 years	Private developer
4. Project description			
5. Project description			
6. Project description			
7. Project description			
8. Project description			
9. Project description			
10. Project description			

This project matrix will be completed in collaboration with the CRA, after reviewing the projects and recommendations in the Urban Core CRA Plan Update and evaluating projects against the final prioritization criteria.

Priority Projects for Westside CRA	CRA Role	Timeframe	Partners
11. Project description			
12. Project description			
13. Project description			
14. Project description			
15. Project description			
16. Project description			
17. Project description			
18. Project description			
19. Project description			
20. Project description			

MEASURING SUCCESS OF CRA INVESTMENTS



Pexels: Blue Bird

Measuring success can be the most difficult part of any plan, but it is a vital part of telling the story of the agency and the community it serves. Assessing how well things are going allows for transparency and accountability, creating an opportunity for meaningful adjustments to be made to best serve the evolving needs of the community.

Below are some potential indicators of success that may be used as part of the annual review of projects in each category. These are examples that could be applicable to any and all projects; however, it is not an exhaustive list of all possible indicators of success. The CRA staff and board should maintain a level of discretion to identify and use other relevant indicators on a case-by-case basis as a metric for measuring success.

Land Use & Zoning

- Development of new standards prioritized in the CRA Plan
- Adoption of policies prioritized in the CRA Plan

Economic & Neighborhood Development

- Establishment of a baseline vacant parcel map
- Acreage of vacant parcels reduced
- Increase in the percentage of vacant lots acquired annually
- Increase in the percentage of vacant lots developed annually
- Increase in the number of commercial properties renovated through the Commercial Property Improvement Program
- Reduction of commercial vacancies
- Increase in the percentage of homes in 1/2-mile drive to grocery store or fresh food source
- Reduction in unemployment (by CRA district, ACS data every 2 years)
- Increase in the number of small businesses start ups (SBA data, W/MBE etc.)
- Total annual investment in economic and neighborhood development

Housing

- Increase in the number of new units built with CRA funding (and an increase in the percentage of total units built in the district)
- Increase in the number of affordable units & level of affordability added (and an increase in the percentage of total units built in the district)
- Reduction in the percentage of population in the district housing cost burdened
- Increase in the number of houses renovated through the Residential Property Improvement Program
- Total annual investment in housing
- Continued administration of Small Scale Rental Program

Transportation, Streets, & Parking

- Percentage increase or number of new and improved bicycle and pedestrian projects within the district
- Additions to the number of gaps connected
- Percentage increase of sidewalk and bicycle improvements within a 1/4-mile of schools and parks
- Additions to the number of improved bus shelters and percentage of pedestrian facilities improved within a 1/4-mile of schools and parks
- Funding allocation for target speed study
- Completed target speed study in district
- Development of curb management plan
- Updated parking requirements for infill and redevelopment
- Additions to the number of wayfinding projects implemented
- Additions to the number of streets with enhanced streetscapes
- Additions to the number of countermeasures implemented in the district
- Additions to the number of streets that have reduced speeds
- Additions to the number of resurfacing and utility projects that have added safety improvements to include crosswalks, improving pedestrian and bicycle facilities, and other countermeasures.
- Total annual investment in transportation, streets, & parking

Open Space & Community Amenities

- Increase in the total volume added of district-serving stormwater detention/retention
- Acres of new publicly-accessible public space added
- Increase in the number of developments that include Low-Impact Design
- Total annual investment in community parks and amenities

GOVERNANCE STRUCTURE

The CRA decision-making structure ensures that funding is spent according to the statute and investments follow the adopted plans.

CURRENT STRUCTURE

The current governance structure has three levels of regulatory boards: City Council, CRA Board, and CRA Neighborhood Boards.

Purpose of the CRA Board

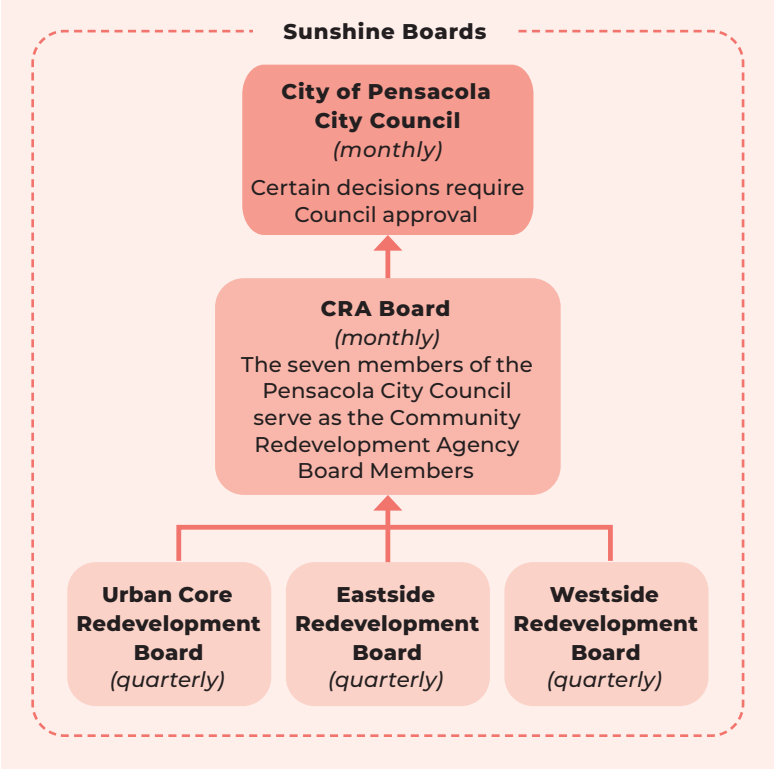
The CRA board meets monthly to formally evaluate and recommend projects that are researched and presented by CRA staff. The CRA Board votes to approve all CRA investments. Certain decisions also require approval by the City of Pensacola City Council.

Role of the CRA Neighborhood Boards

In addition, there are also three CRA Neighborhood Boards, one for each CRA area, which meet quarterly on alternating months. Formally, the neighborhood boards are responsible for recommending a project list and 5-year implementation plan.

Process for Approving Programs and Projects





WHAT WORKS WELL WITH THE CURRENT APPROACH?

- Each CRA District is represented (by residents, members of neighborhood associations, and business owners and operators)

CHALLENGES OF THE CURRENT APPROACH

- Projects move quickly (responding to funding and finance deadlines) and can advance significantly during the three-month interval, making the neighborhood board's input less consequential.
- Board members feel they don't have sufficient decision-making authority to justify the time commitment (i.e. they are being informed by staff, rather than making decisions)
- Low attendance and participation has led to difficulty reaching quorums in the neighborhood board meetings.

OPTION 1: COMMUNITY CHAMPIONS

Purpose of the CRA Board
The role and function of the CRA Board would remain as it is today. The CRA Board approves all CRA investments.

Role of the Community Champions Committee
The Community Champions would meet monthly, with representatives from all three CRA districts represented. CRA staff would provide updates about projects and available programs in each CRA district.

The Champions would act as liaisons, bringing information to the neighborhood organizations and leaders to facilitate a better understanding of activities and investments occurring in the CRA districts. They would promote the plans and speak to their peers at town halls. The Champions and CRA staff would work closely together to ensure residents and business owners in each CRA district have opportunities to provide input through continued engagement. Champions would be encouraged to attend CRA Board meetings to voice community support or concerns for projects.



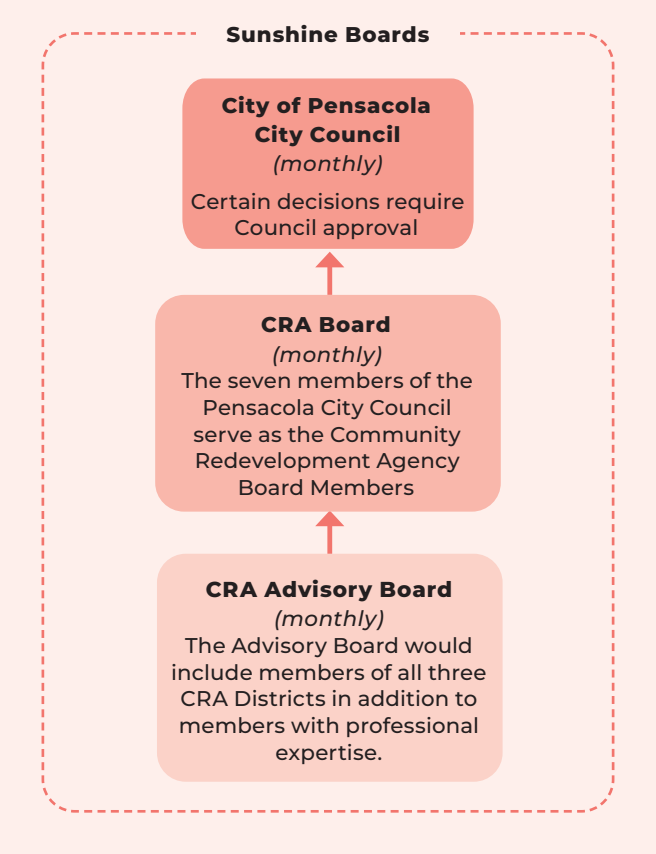
OPTION 2: CRA ADVISORY BOARD

Purpose of the CRA Board
The role and function of the CRA Board would remain as it is today. The CRA Board approves all CRA investments.

Role of the CRA Advisory Board
Because CRA projects tend to be complex, this alternative recommends forming a single advisory board, rather than three CRA Neighborhood Boards. The Advisory Board's role would be to evaluate projects and make informed recommendations to staff, based on their expertise and knowledge. By-laws for the board would stipulate membership with specific expertise in associated fields/industries, such as:

- Finance/banking
- Development/real estate
- Architecture/construction/building code compliance
- Planning/urban design
- One member from each CRA district

By meeting monthly, the Advisory Board would have an opportunity to have greater input into projects.



POLICY AND FUNDING CONSIDERATIONS

FACILITATING GREATER AND MORE PUBLIC-PRIVATE DEVELOPMENT IN PENSACOLA

The key to successful plan implementation is to ensure that public agencies and private, non-profit, and community partners collaborate effectively. Currently, there are various opportunities and challenges perceived by the development community in Pensacola. And there are a variety of policy and funding tools that the CRA, the City, and their stakeholders can consider to promote organizational and process innovation, attract partnerships with the market and community, and ultimately improve development prospects and achieve plan goals.

The following perceived opportunities and challenges were identified in existing conditions research, interviews, and round table discussions.

Placemaking and Amenities

Perceived Opportunities

- Clustering of high(er) paying jobs in the Urban Core is attractive for developers and investors.
- There is a desire among the community to include jobs/business and/or entrepreneurship/workforce training opportunities.

Perceived Challenges

- Residents today have mixed perceptions about economic growth and socioeconomic wellbeing, especially in the Westside and Eastside.

Economic and Job Hubs

Perceived Opportunities

- Clustering of high(er) paying jobs in the Urban Core is attractive for developers and investors.
- There is a desire among the community to include jobs/business and/or entrepreneurship/workforce training opportunities.

Perceived Challenges

- Residents today have mixed perceptions about economic growth and socioeconomic wellbeing, especially in the Westside and Eastside.

Infrastructure

Perceived Challenges

- Developers are attracted to sites where stormwater retention is managed more centrally rather than by each individual owner.
- For now, high flood risk areas are avoided due to cost/risk.
- There is a need for additional transit access.

Land Availability

Perceived Opportunities

- City making public land affordable and/or available is attractive for private investors and developers.
- Projects on other types of land (churches, etc) with zoning changes is a potential new avenue for promoting greater development.

Planning

Perceived Opportunities

- Investors and developers from outside of the region tend to be less risk averse and could add capital to the region, but they need a compelling vision and strong/unique project opportunities.

Perceived Challenges

- Existing minimum parking requirements are viewed as a cost challenge to many developers.
- Permitting process is perceived by many developers as burdensome.

1: STREAMLINE THE GOVERNMENT'S ROLE IN DEVELOPMENT TO FACILITATE GREATER PRIVATE INVESTMENT

WHY?

Developers cite regulatory hurdles among reasons for insufficient private investments. There are possibilities to help developers reduce development costs and risks through more robust process coordination in the public sector.

HOW?

Tap into regional and national resources and networks for capacity training and organizational innovation. Consider setting up a "one-stop shop" or an accelerator program for prospective developers. The goal is to take a project management mindset in engaging current and prospective developers, helping coordinate actions and review procedures across multiple divisions and agencies in government. Chaperon the developers through the process, ensure both compliance of regulations and expedited processes, and contribute holistic planning considerations to make projects, especially large-scale ones, balance community needs with feasibility.

- Policy
  - Consider making a critical hire in government who has experience with complex developments and familiarity with multi-agency coordination. Station them in either the CRA, the Economic Development Department, or in a flexible role within the Mayor's Office. Authorize them to communicate directly with the heads of different divisions and/or agencies to facilitate this hire's impact (a Development "Czar").
  - Consider creating a new agency or quasi-governmental entity (or a division within an existing organization) that serves as the development arm of the City of Pensacola. This approach can potentially help lead the development of public land and PPPs in addition to facilitating private projects.
  - Exploring the Real Estate Development Accelerator (REDA) program or similar approaches to assist in expediting and incentivizing catalytic development projects, while ensuring high performance from developers and community buy-in.
- Funding
  - This approach prioritizes organizational innovation and does not require City/CRA's direct funding contribution to individual projects. What the new staff or team can focus on, however, is to facilitate the access to federal, state, and county-level funding.
  - When the City/CRA considers potential incentives in the future to further motivate private investments where ROI is currently too low relative to competition from other regions, the City/CRA should consider the following: 1) tie the applicants' qualifying criteria to KPIs aligned with key policy goals and the City's Strategic Plan; 2) conduct cost-benefit analysis to determine the programs' fiscal impact; 3) consider a broad array of incentive tools - in addition to fiscal tools, consider zoning policies, land contribution, and permitting and regulatory relief as part of the toolkit; 4) consider a phased approach to test the programs in specific high-priority areas before expanding their application; 5) consider combine guidance on community benefits agreement with incentive design to ensure fairness and preempt gentrification concerns; 5) leverage state and federal programs to maximize the impact of local programs.

2: ESTABLISH COMMUNITY BENEFITS AGREEMENTS IN A STANDARDIZED WAY THAT PROVIDE DIRECT ACCOUNTABILITY BETWEEN RESIDENTS, DEVELOPERS, AND GOVERNMENT

WHY?

Development within the CRA Districts can produce both positive and negative consequences for existing residents. A Community Benefits Agreement (CBA) can define components of a project and/or other contributions made by a developer to the community to minimize negative impacts and maximize positive outcomes, alleviating gentrification and displacement concerns. Well-defined community benefits can be especially useful when the public sector is considering offering incentives or other forms of assistance to the private sector. However, for developers, if the community benefits negotiation process and discretionary approvals lack predictability, then the process can add up to the risk and cost of a project. Therefore, a more standardized and predictable framework for community benefits will be beneficial to all parties.

HOW?

A standardized way of structuring CBAs can make the process more transparent, predictable, and fair for all parties. This requires the government to set general rules, frameworks, and templates that all CBAs can follow to ensure fairness, transparency, and predictability. Usually, CBA policies are set by the City and administered by planning agencies, but in close coordination with CRAs and other agencies.

- Policy
  - The City should explore legislations or policies that (such as a CBA Ordinance) that sets thresholds for what types of projects are required to establish a Community Benefits Agreement, often based on public funding or overall project size, what types of benefits should be considered and how, which geographic areas are subject to the ordinance. If CBA is voluntary rather than mandatory, the Ordinance can still be useful in guiding the structure and outcome of the CBA in a consistent manner. It is possible that the CBA framework might take a more incremental approach, such as only applied to a few places with heightened concerns on gentrification and displacement (including the area surrounding the Hollice T. Williams Park).
- Funding
  - Enforcement of the Agreement falls to the City in coordination with CRA and different agencies, which requires dedicated staff time. However, the tool itself has no direct funding requirements.



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3. IMPROVE AFFORDABILITY WITH COMMUNITY LAND TRUSTS

WHY?

The development of and the cost of subsidy for affordable housing both fluctuate, making it difficult for the City to commit to long-term and repeated affordability projects. Typical affordability measures, such as a subsidy that provides low-income households with a fixed percentage of housing units in a new development, provide immediate relief, but they often require additional public or private assistance for future families to benefit.

HOW?

A Community Land Trust (CLT) is established when land is owned by a single entity, usually a non-profit, and housing is sold to homeowners with restrictions upon resale that guarantee affordability for the next buyer. Such a long-term affordability tool codifies sale prices into deed covenants.

- Policy
  - A Community Land Trust has precedent in Pensacola, and the tool could be expanded further without policy changes. However, the City should define target areas for CLT acquisitions and facilitate the transfer of land ownership to the Trust in those areas before others, such as the Eastside CRA District.
- Funding
  - Land is usually donated or sold at a reduced price, however federal funding is available to CLT organizations. CLTs use the funding to purchase additional land for more homeownership. Many CLTs leverage Federal programs like HOME, CDBG and even LIHTC in their work to construct and rehab homes, growing the pool of homes with lasting affordability.

4: EXPLORE INNOVATIVE FINANCING MECHANISM FOR INFRASTRUCTURE IMPROVEMENT

WHY?

Developers see the lack of adequate infrastructure as prohibitive to starting new projects and a cost burden. With intense weather events increasing in frequency, stormwater infrastructure stands out as a particular risk factor.

HOW?

Coordinate with the engineering team to identify the most critical infrastructure needs that support and motivate development. Explore innovative financing structures that the City/CRA can deploy to improve critical infrastructure or more effectively incentivize and support individual owners in their own investments/upgrades.

- Policy/Funding
  - Consider market-based solutions such as credit trading programs. While infrastructure work is often seen as a role for the public or government to fill, all property owners maintain some level of infrastructure on their own property via electrical wiring, sewer lines, or rainwater and downspout management. A robust market enables good private behaviors without incurring significant public costs.
  - Consider potential incentive programs with a focus on stormwater management infrastructure. Cultivate Public Private Partnerships with companies that have expertise in constructing stormwater infrastructure, to provide the infrastructure work in exchange for funding/financing support or other zoning/regulatory relief.
  - Issue Green Bonds specifically for green infrastructure projects that attract investors interested in such projects, and provide relief to nearby properties during large rain events
  - Explore potential additional uses of the Stormwater Assessment Fee program. Investigate if the program can expand to cover stormwater infrastructure investments by the City in addition to regular maintenance.

5: FURTHER ENHANCE THE CITY'S UNIQUE BRAND WITH ATTRACTIVE HISTORICAL PRESERVATION AND ADAPTIVE REUSE PROJECTS

WHY?

Pensacola has a rich history, evident in its architecture. When these resources are fully utilized and taken care of, they can add to the sense of economic vibrancy and local brands, which many developers cite as a major reason to invest in downtown.

HOW?

Encourage and facilitate private investment in the redevelopment of historic buildings to meet Pensacola's needs today.

- Policy
  - Set clear responsibility to the appropriate division or agency (can potentially be coordinated with the development facilitator described earlier in the recommendations). Streamline interdepartmental coordination. Identify sites of interest with potential to satisfy new uses or contribute to economic development goals. Offer relaxed regulatory restrictions or zoning requirements for qualified adaptive reuse or preservation sites to incentivize thoughtful redevelopment.
  - Leverage the enthusiasm and skills of community members and non-profit organizations in pro-reuse advocacy and development facilitation.
- Funding
  - This recommendation will incur no initial direct funding requirements besides staff time and organizational cost. The staff/agency shall help support the application of federal resources and facilitate program applications. In the future, when results are visible, a local matching program could be explored to amplify existing federal or state programs. If considered, such local funding is best facilitated through reduced tax liability, which is often offset by the nearby economic uplift spurred by the adaptive reuse projects.

6: RECRUIT AND FACILITATE MARKET ACTORS TO PROVIDE INTERIM SERVICES IN UNDERSERVED COMMUNITIES

WHY?

Social and economic disparities in Pensacola, especially on the Westside and Eastside, reduce market appetite for new investment, but addressing economic disparities can take time and require longer-term investments. Innovative interim and relatively lower-cost solutions can bridge the gap and provide essential services in lieu of public investment.

HOW?

Collaborate with local community and business groups to identify and attract companies or non-profits who can provide resources and innovative ideas to address the needs of underserved residents. Focus on interim solutions (such as mobile food access, low-cost quality-of-life improvements) rather than major projects.

- Policy
  - The City/CRA should identify specific geographic areas, population targets, and programmatic/service opportunities based on Strategic Plan and CRA Plans' goals. Engage in regular contact and collaboration with local business groups and community development organizations as the gatekeepers of potential implementation partners.
  - Explore using RFEI/RFPs to attract service providers and market actors/social entrepreneurs. The City's role can include the development of data collection protocols and evaluation metrics, providing outreach and marketing resources, providing non-monetary resources such as parking to ensure success of the programs. Some programs may also require careful review of the sharing of sensitive data with market actors. The responding market actors will be required to propose innovative partnerships and funding solutions that are fiscally feasible.
- Funding
  - A privately-led pilot program often requires supplemental funding that comes from a grant or philanthropy, which the City/CRA may support with endorsement and public relations. Future potential public funding can be determined based on the results of the pilot program, allowing the City/CRA to set budgets based on program effectiveness and community support.

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CASE STUDIES



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Successful project implementation can be found everywhere. Looking to other cities, organizations, agencies, and policies for success stories is an effective way to work through challenges. The following case studies include innovative policies, programs, funding options, and partnership mechanisms from across the country that may be applicable models for the CRA.

1. STREAMLINE THE GOVERNMENT'S ROLE IN DEVELOPMENT TO FACILITATE GREATER PRIVATE INVESTMENT


Florida Housing Coalition

Florida Housing Coalition Affordable Housing Catalyst Program, Florida-wide

This case study illustrates potential regional resources for technical assistance and capacity building for local governments.

What is the Affordable Housing Catalyst Program?

The Affordable Housing Catalyst Program, created by the 1992 Sadowski Act, provides technical support to local governments and organizations in Florida to implement affordable housing strategies, offering training on compliance, partnerships, and housing initiatives.

What is the Florida Housing Coalition?

The Florida Housing Coalition is a nonprofit organization that connects housing advocates and resources to promote affordable housing for all Floridians through training, technical assistance, and advocacy. The Coalition offers:

- Affordable housing development support.
- Housing and community development guidance.
- Supportive housing and homelessness prevention strategies.
- How do Cities engage with the program?

Cities do not need to apply to the Affordable Housing Catalyst Program. The program is designed to provide free technical assistance, training, and resources to cities, counties, and nonprofit organizations across Florida. Local governments and organizations can directly engage with the program by contacting the Florida Housing Coalition to request support or participate in training sessions. Pensacola's participation in the SHIP First Time Homebuyers program qualifies the City to receive technical assistance through the Florida Housing Coalition Catalyst Program.

Funding

The program is funded by the state through the Florida Housing Finance Corporation, so its services are readily accessible to eligible entities without a formal application process.



West Palm Beach Development Services Department: Developer Outreach Meeting, West Palm Beach, FL

This case study illustrates ways in which local government agencies smoothen developer relations and conduct active outreach.

What is a Developer Outreach meeting?

In West Palm Beach, the Development Services Department holds an outreach meeting with developers, property and business owners, planners, architects, engineers, realtors, etc. to provide a "state of the city" to those who are interested in the current status of development within the community.

What do these meetings include?

- Discussions on the changes in the Development Services Department, such as personnel additions or modifications.
- A fiscal update on the department and development within the city.
- Status of projects that have recently been completed, those that are underway, and projects that are in the pipeline.

What impact has this had so far?

The City has held 22 such meetings since 2013, which has created a friendly disposition towards developers and promoted dialogue and cooperation with the development community. The meetings have “fostered a public private partnership” between city officials and the development community, and give city staff the opportunity to become more familiar to and with the development community.

How was it set up? Who set it up?

The West Palm Beach Planning Division is responsible for the review of all proposed development within the city, including preparation and implementation of the City's Zoning and Land Development Regulations

Real Estate Development Accelerator (REDA), Pompano Beach, FL

This case study illustrates a performance-based incentive program.

What is a REDA?

The Real Estate Development Accelerator (REDA) is a performance-based tax incentive program designed to stimulate large-scale real estate development projects in targeted areas. Specifically, the Pompano Beach CRA's REDA program focuses on the East District area, providing phased-in tax incentives to developers, particularly during the early stages of the development cycle when risks and costs are higher.

What impact has this had so far?

The REDA program has incentivized catalytic new developments in Pompano Beach's East CRA area, particularly mixed-use projects that combine residential and commercial uses. The program has reduced cost barriers by offsetting higher early-stage development costs (e.g., marketing, site preparation, and infrastructure improvements), the program has helped developers undertake projects that might not have been feasible otherwise. REDA has supported urban renewal and increased property values, leading to broader economic benefits for the community.

How was it set up? Who set it up?

The program was initiated by the Pompano Beach Community Redevelopment Agency (CRA) as part of its strategic redevelopment goals outlined in the CRA Strategic Finance Plan. The CRA developed and structured the program, integrating it into the broader CRA redevelopment framework, including its funding and zoning strategies. The program was launched in November 2020 for a 5-year period, with specific phases offering varying levels of financial incentives. The program is managed by existing CRA staff.



www.pompanobeachfl.gov

wpb.org

Partnership

- Public-Private Collaboration: REDA relies on partnerships between the CRA and private developers. Developers bring capital and expertise, while the CRA provides financial incentives and regulatory support.
- Community Stakeholders: Collaboration with local businesses and community groups ensures that projects address local needs, such as affordable housing, job creation, and infrastructure improvements.

What is the mechanism for enforcement? Who 'owns' responsibility for ensuring it works as intended?

- Development Agreements: Each approved project under the REDA program requires a Development Agreement between the CRA and the developer. This legally binding document ensures that projects comply with the program's requirements and objectives.
- Performance-Based Disbursements: Funds are disbursed only after project milestones are achieved, such as the completion of infrastructure improvements or site preparation.
- Oversight: The CRA monitors projects to ensure compliance with the agreement terms. This includes regular reviews and third-party evaluations if necessary.
- Program Ownership: The CRA "owns" responsibility for administering, monitoring, and enforcing the REDA program to ensure it aligns with its strategic redevelopment goals.

What tips can Pensacola draw from Pompano Beach?

- Phased Incentives: Introduce a tiered incentive structure to encourage early-stage developers to take risks while ensuring late-stage projects still contribute to community goals.
- Comprehensive Agreements: Use robust Development Agreements to formalize commitments and establish clear enforcement mechanisms.
- Focus on Catalyst Projects: Target transformative projects that can act as anchors for future developments, such as mixed-use or transit-oriented developments.
- Community Buy-In: Engage local stakeholders early to ensure projects align with community needs and aspirations.
- Flexible Funding: Allow for reimbursement-based disbursements tied to project milestones, reducing financial risk for the city.

Program Funding

The program is funded through CRA revenues, which include Tax Increment Financing (TIF) generated by increases in property tax revenues within the CRA district. Funding availability is subject to CRA budget approval, with disbursements made on a reimbursement basis or directly to service providers as per the Development Agreement.

2. ESTABLISH COMMUNITY BENEFITS AGREEMENTS THAT PROVIDE DIRECT ACCOUNTABILITY BETWEEN RESIDENTS AND DEVELOPERS

City of Detroit CBA/CBO, Detroit, MI

This case illustrates an approach to set community benefits at a wider scale, rather than negotiated individually per project.

What is a CBA?

A CBA (Community Benefits Agreement) is a contract between developers and community groups to ensure development projects provide specific benefits to local communities.

What is a CBO?

A CBO (Community Benefits Ordinance) is a city law that requires CBAs for large projects, setting standards for community negotiations and benefits.

What impact has this had so far?

The Community Benefits Ordinance (CBO) in Detroit has generated significant outcomes, including the requirement that large development projects involving over $75 million in costs or $1 million in public subsidies engage in community negotiations. This ordinance helps ensure community voices are considered in major developments, fostering accountability and promoting benefits for residents.

How was it set up? Who set it up?

Detroit's CBO was established by City government, led by the Planning Director, to formalize community input in large developments.

What is the mechanism for enforcement? Who 'owns' responsibility for ensuring it works as intended?

Enforcement responsibility lies with city authorities, but limited mechanisms exist, leading to concerns about developer accountability.

Grand Rapids Voluntary Equitable Development Agreement, Grand Rapids, MI

This case illustrates a more incremental approach.

What is a VEDA?

A VEDA (Voluntary Equitable Development Agreement) is a non-mandatory agreement encouraging developers to provide community benefits in large projects, especially those on city-owned land or receiving city funds. Differing from Detroit's model, Grand Rapids does not have a formal Community Benefits Ordinance (CBO). Instead, it relies on voluntary participation through the VEDA framework for community benefits.

What impact has this had so far?

VEDAs in Grand Rapids promote community engagement but depend on developers' voluntary participation, leading to limited, inconsistent community benefits.

How was it set up? Who set it up?

The VEDA framework was set up by City officials to encourage, but not mandate, developer-community agreements for eligible projects.

What is the mechanism for enforcement? Who 'owns' responsibility for ensuring it works as intended?

There is no formal enforcement mechanism; the City's Planning Director oversees VEDAs, but community input is limited, impacting accountability.

Delray Beach CLT



3. IMPROVE AFFORDABILITY WITH COMMUNITY LAND TRUSTS

Delray Beach Community Land Trust (DBCLT), Delray Beach, FL
This case illustrates a regional example.

What is a CLT?

A Community Land Trust (CLT) is a nonprofit organization that holds land for the benefit of the community, ensuring affordable housing, and preventing displacement. CLTs make it possible for low-income families to build equity without being priced out due to rising property values.

What impact has this had so far?

The Delray Beach CLT has provided 89 affordable, owner-occupied homes, offering stable housing to families who may otherwise be displaced due to gentrification. It has helped retain affordable housing stock in an area facing economic pressure.

How was it set up? Who set it up?

The Delray Beach CLT was established in 2005 by local stakeholders, in collaboration with the City of Delray Beach and the Delray Beach Community Redevelopment Agency (DBCRA). It was a response to increasing land prices and concerns about housing affordability.

What is the mechanism for enforcement? Who 'owns' responsibility for ensuring it works as intended?

The CLT retains ownership of the land, while homeowners own the buildings on it. The DBCLT is responsible for monitoring affordability requirements, and the City of Delray Beach, along with the DBCRA, helps ensure compliance with the long-term affordability covenant.

Funding

The Delray Beach Community Land Trust (DBCLT) secures funding through public investments, particularly from partnerships with the City of Delray Beach and the Delray Beach Community Redevelopment Agency.

Partnership

The DBCLT manages affordable housing by developing, preserving, and maintaining properties for low- and moderate-income residents, focusing on long-term community benefits.

Northwest Florida Community Land Trust, Pensacola, FL

This case illustrates a local example.

What is the Northwest Florida Community Land Trust?

The Northwest Florida Community Land Trust (CLT) is an initiative established to address the housing affordability crisis in Pensacola by creating permanently affordable homes.

What impact has this had so far?

The CLT has already demonstrated impact through the development of its first affordable home, completed in late 2024, and has plans for two additional homes.

What is the mechanism for enforcement? Who 'owns' responsibility for ensuring it works as intended?

The CLT agreement ensures long-term affordability by retaining ownership of the land and placing deed restrictions on the homes to prevent resale at market rates. Pensacola Habitat for Humanity is responsible for managing the CLT, including enforcing affordability covenants and overseeing compliance with agreements. The City of Pensacola provides oversight and support to ensure that the program aligns with broader affordable housing goals.

Funding

- City of Pensacola: Provided initial funding and land contributions for the program.
- Pensacola Habitat for Humanity: Contributed financial and operational resources for home construction.
- Community Development Block Grants (CDBG): Utilized as a funding source to support the development of affordable housing under the program.

Partnership

- City of Pensacola and Pensacola Habitat for Humanity: The partnership is foundational to the program's success, combining municipal resources and nonprofit expertise.
- Community Stakeholders: Local organizations and residents are involved in ensuring the homes meet community needs and fostering long-term program sustainability.
- Northwest Florida CLT: Acts as the steward for the land, ensuring that it remains a public asset dedicated to affordable housing.



Northwest Florida Community Land Trust

Ted Eytan



4. EXPLORE INNOVATIVE FINANCING MECHANISM FOR INFRASTRUCTURE IMPROVEMENT

Washington Stormwater Retention Credit (SRC) Trading Program, Washington D.C.

This case study illustrates the government's role in setting up a market-based solution.

What was the program, and what role did the City play? What did the developer bring to the project?

The SRC Trading Program, established by the District Department of Energy and Environment (DOEE) in 2013, allows property owners to earn credits by installing green infrastructure that retains stormwater. These credits can then be sold to developers who need to meet regulatory stormwater retention requirements for new construction or major renovations. DOEE administers the program, sets retention standards, certifies credits, and facilitates the trading market. Developers participate by purchasing SRCs to comply with their stormwater management obligations, providing them with flexibility and potentially reducing compliance costs.

Why is this relevant for Pensacola?

Pensacola faces significant stormwater management challenges due to high rainfall, a high groundwater table, and minimal gradient, leading to flooding and water quality issues. Implementing a program similar to D.C.'s SRC Trading could incentivize the installation of green infrastructure, reduce stormwater runoff, improve water quality, and provide developers with flexible compliance options. This approach could enhance Pensacola's resilience to flooding and environmental degradation.

What was the context for how this project was conceived, set up? Who set it up?

The SRC Trading Program was conceived as part of D.C.'s efforts to meet Clean Water Act obligations and address the challenges posed by impervious surfaces contributing to stormwater runoff. The DOEE developed and implemented the program to promote green infrastructure, improve water quality, and provide compliance flexibility for developers.

What is the mechanism for enforcement of this arrangement? Who 'owns' responsibility for ensuring it works as intended?

The DOEE is responsible for enforcing the program's regulations, certifying SRCs, and maintaining the trading registry. They ensure compliance by monitoring both the generation and use of credits, conducting inspections, and providing technical assistance. Property owners generating SRCs must adhere to maintenance requirements to ensure ongoing performance of the installed green infrastructure.

Funding

The program leverages private investment for the installation of green infrastructure, with developers purchasing SRCs from property owners. Additionally, the DOEE has committed funds through initiatives like the SRC Price Lock Program, which offers fixed prices for credits to provide revenue certainty for project developers. Grants are also available to support technical evaluations and outreach efforts.

Partnership

The program involves collaboration between the DOEE, private property owners, developers, and community organizations. Property owners install green infrastructure to generate SRCs, developers purchase these credits to meet regulatory requirements, and the DOEE facilitates and regulates the market. This partnership promotes shared responsibility in managing stormwater and improving environmental outcomes.

How should Pensacola start this? What are the next steps?

To initiate a similar program, Pensacola could consider the following steps:

- Assess local stormwater challenges and green infrastructure potential.
- Engage stakeholders to build support.
- Design a tailored stormwater credit trading program.
- Test with pilot projects and refine as needed.
- Provide education and resources for participants.
- Secure funding and offer incentives for green infrastructure.

5. FURTHER ENHANCE THE CITY'S UNIQUE BRAND WITH ATTRACTIVE HISTORICAL PRESERVATION AND ADAPTIVE REUSE PROJECTS

Phoenix Adaptive Reuse Program, Phoenix, AZ

This case illustrates the effectiveness of dedicated staff resources at the government level.

What is the Phoenix Adaptive Reuse Program?

The Phoenix program has stimulated reuse of several auto-oriented buildings in neighborhood centers into restaurants and professional offices.

The program provides a number of benefits for applicants, including:

- Flexibility with Fire Codes, such as:
  - Reduced sprinkler requirements
  - Exit separations
- Flexibility in zoning standards:
  - Waived or reduced landscape requirements
  - Alternative parking requirements
  - Reduced number of spaces required
  - Off-site spaces count towards total required

Who is eligible?

The Phoenix program applies citywide and uses thresholds for eligibility, based on the size of the building. Adaptive reuse projects below 2,000sf of additional expansion receive site-engineering incentives.

What impact has this had so far?

Provide flexibility with regulations: In addition to mandating adaptive reuse projects, staff found opportunities for flexibility in other regulations that assist adaptive reuse projects in moving forward.

How was it set up? Who set it up?

The program is housed in the City Planning Department. Phoenix has designated a full-time staff person to the program. Creating a position designated to the operation and facilitation of the adaptive reuse program is crucial. This position should also be located in a department central to the adaptive reuse program to ensure the staff person is connected to relevant projects and other staff.



Sarasota Alliance for Historic Preservation



Sarasota Alliance for Historic Preservation

Sarasota Alliance for Historic Preservation: Six to Save Initiative, Sarasota, FL

This case illustrates the potential of community-led actions.

What is the Six to Save Initiative?

The Six to Save Initiative highlights the urgent need to save historic resources throughout the county from demolition. The Six to Save list is the springboard for an education and advocacy effort designed to raise public awareness of the most threatened historic properties, archaeological sites, and cultural resources in Sarasota County.

Residents can nominate an endangered historic property themselves, and learn and raise awareness and educate the community about the most threatened historic properties, cultural, and archaeological sites in Sarasota County

What Public Sector Need Are They Meeting?

The initiative helps consolidate efforts around 6 priority buildings every year, building momentum and advocacy efforts on the local and state level, and helping to attract developers with interest in preserving and protecting important historical sites.

What impact has this had so far?

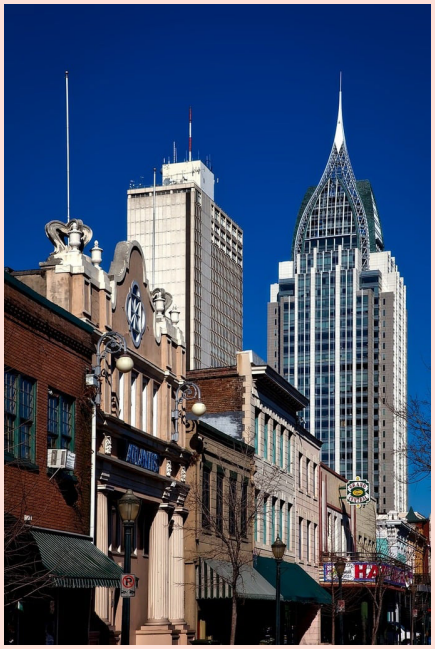
The program has been active since 2020, identifying 30 historic properties in total.

How was it set up? Who set it up?

Established by the Sarasota Alliance for Historic Preservation, “Sarasota is always changing and we must value its history in the midst of development.”

The partnership bridges residents, businesses, organizations, officials, and community leaders to help preserve and protect Sarasota County's historic buildings, neighborhoods and landscapes

6. RECRUIT AND FACILITATE MARKET ACTORS TO PROVIDE INTERIM SERVICES IN UNDERSERVED COMMUNITIES



Partners for Growth Initiative

Partners for Growth Initiative, Mobile, Alabama

This case illustrates the potential to pool resources from businesses, government, and education sectors to drive economic growth, workforce development, and infrastructure improvements.

What is the Partners for Growth Initiative?

Partners for Growth is a coalition of public and private investors who fund economic growth in partnership with the Mobile Chamber, the economic developer for the City of Mobile and Mobile County. Partners for Growth investments create prosperity and growth for local businesses and residents, building a better Mobile.

What public sector needs are they meeting?

The public-private partnership of Mobile County, the City of Mobile and over 130 Chamber members, drove new business development, business retention as well as workforce development, expansion efforts and infrastructure development projects in the Mobile area.

Partners for Growth "Growing Global, Investing Local" makes investments based on 5 pillars:

1. New Business Recruitment and Investment Attraction;
2. Existing Industry Support, Innovation and Entrepreneurship;
3. Workforce Attraction, Retention and Development;
4. Diversity Business Development;
5. Business Advocacy and Quality of Place.

What impact has this had so far?

Since 1985, this long-standing and highly effective public-private partnership has built a solid foundation of teamwork among key leaders in business, government and higher education with over $45 million in financial support from public and private stakeholders.

How was it set up? Who set it up?

The Mobile Chamber, the economic developer for the City of Mobile and Mobile County, serves as the administrator of the funds and organizes events and reports progress towards collective goals.

Caring for Miami Mobile Food Market, Miami, FL

This case illustrates the collaboration with businesses, foundations, government, and community organizations.

What is the Mobile Food Market?

The Caring For Miami Mobile Market, an extension of the non-profit's Backpack Program, works to address food insecurity by distributing fresh, healthy foods to underserved neighborhoods across Miami Dade County by way of a retrofitted Miami Dade Metro Bus.

Through the Mobile Market, Caring For Miami will also provide a nutrition education program that teaches clients about nutritious food, how to make the most of their food budgets, substituting recipe favorites with healthier options, and how nutrition plays an active role in overall health.

What Public Sector Need Are They Meeting?

According to new county hunger data, 11.6% of the South Florida population is food insecure, with 706,430 people not knowing where they will get their next meal. 83% of the food insecure population qualifies for snap while the other 17% must rely on federal nutrition assistance and emergency meal assistance programs. The budget shortfall per person is $19.32 and the average cost of a meal in South Florida is $3.43. In an even more staggering statistic, data shows that 18.9% of children are going to bed hungry every night, representing 236,270 children.

How was it set up? Who set it up?

Caring for Miami is a non-profit focused on bringing basic and critical resources to families in underserved communities in Miami-Dade. Caring For Miami works with companies, foundations, government and non government agencies, churches and other organizations to address the areas of hunger, health and home in Miami-Dade County.



Picasa



Caring for Miami Mobile Food Market

Glitter, Philadelphia, PA

This case illustrates a fully community-based solution.

What is Glitter?

Glitter is a neighborhood cleaning platform that provides neighbors with an affordable way to support a clean block, while providing a living wage to cleaners who need the work.

The program has received support from public officials and CDCs. PA State Senator Art Haywood's office is convening community partners and offering advisory support that guides strategic direction. Mt. Airy CDC is the grant administrator, overseeing project logistics and finances. Germantown United CDC is a project partner and advisor.

What public sector needs are they meeting?

Decades of mismanaged resources, neglected infrastructure, and dirty streets have led to the reputation in the city as “Filthadelphia.”

What impact has this had so far?

A diverse and growing team of Glitter cleaners help the venture maintain hundreds of city blocks every week. In order to boost affordability, they’ve embraced a pay-what-you-can model that meets any neighbor’s budget. 1,200 neighbors have now subscribed, cleaning 350 blocks regularly, and employing 40 cleaners on a living wage.

How was it set up? Who set it up?

Local neighbors and businesses funded the pilot directly and in the summer of 2021, Glitter officially launched their flagship clean block service.

File #: 25-370 Community Redevelopment Agency 4/7/2025

ACTION ITEM

SPONSOR: Teniadé Broughton - Chairperson

SUBJECT:

AUTHORIZATION TO SUBMIT 2025 AMENDED AND RESTATED EASTSIDE REDEVELOPMENT PLAN TO PLANNING BOARD

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) authorize staff to submit to Planning Board the proposed 2025 Amended and Restated Eastside Community Redevelopment Plan, as substantially enumerated herein, for review and submittal of written comments as required under Chapter 163.360(4), Florida Statutes.

SUMMARY:

The Community Redevelopment Agency (CRA) has recommended a comprehensive update to the May 8, 2017, Eastside Community Redevelopment Plan and retained the consulting services of Urban Design Associates (UDA) to develop the plan. This process, as outlined in the scope of services, has been substantially completed. The team made its final report and presentation to the CRA on March 10, 2025. Subsequently, the plan was provided to the Eastside Redevelopment Board (ERB) for discussion and input. Comments received from the ERB and all other subsequent recommended changes are attached for consideration and will be presented.

The recommended 2025 Eastside Community Redevelopment Area Plan will serve as the CRA's guiding document for annual budgeting and focus of activity and contains the following:

Introduction - Provides background information on the Community Redevelopment Agency, introduces the Eastside community redevelopment area and describes how to use the redevelopment plan.

Planning Process - Explains the overall public engagement process used to develop the plan and describes the public input that was gathered.

Analysis - Provides analysis and findings related to demographics, market conditions, physical patterns and transportation systems within the redevelopment area.

Recommendations- Provides project recommendations as follows:

- Special Demonstration Projects
    - Crystal Ice House Market
    - Eastside Infill Housing
    - Hollice T. Williams Park and Equitable Development Plan
    - Hayne Street Improvements
    - Dr. MLK Jr. Drive and N. Davis Highway Streetscapes
    - Gonzalez Street Shareway
- Land Use, Zoning, and Special Districts
- Economic Development
- Neighborhood Development
- Housing
- Transportation, Streets, and Parking
- Open Space and Community Amenities

Appendix - Provides data collected in the development of the plan.

The plan spans the remaining term of the Eastside community redevelopment area, until September 30, 2045, but is anticipated to be updated every five (5) years in accordance with best planning practices. A draft implementation guide has also been developed, in line with the authorized scope of service. The implementation is recommended to be approved by the CRA after adoption of the plan and to serve as a living document guiding implementation of the plan.

The Community Redevelopment Act requires the CRA to submit the recommended plan to the Planning Board for review and written recommendations with respect to its conformity with the comprehensive plan. The Planning Board's review is limited to conformity review and not policy recommendations. Following the receipt of the Planning Board's written recommendations, the CRA must then submit its recommended plan to the governing body, in this case, City Council, and to each taxing authority that levies ad valorem taxes on taxable real property contained within the geographic boundaries of the redevelopment area. City Council must hold a public hearing to consider and adopt the redevelopment plan recommended by the CRA.

The Act requires the City to give notice of the recommended Community Redevelopment Plan in the following two ways:

1. Written notice to all taxing authorities within the geographic boundaries of the redevelopment area at least 15 days in advance of action to adopt the plan; and
2. Public notice in a newspaper having general circulation in the area of operation of the CRA prior to the scheduled public hearing date.

PRIOR ACTION:

February 12, 2004 - City Council approved the Eastside Neighborhood Plan for a portion of the Urban Infill and Redevelopment Area.

October 27, 2005 - City Council approved Ordinance No. 15-05, which amended and readopted the Urban Infill and Redevelopment Plan by incorporating therein, and making part thereof, the Eastside Neighborhood Plan.

August 28, 2014 - City Council approved Ordinance 32-14, amending Ordinance 15-05, amending and readopting the Eastside Neighborhood Plan element of the Urban Infill and Redevelopment Area Plan.

July 13, 2017 - City Council approved Ordinance No. 22-17, amending Ordinance 15-05, to provide that all community redevelopment activities in the Urban Infill and Redevelopment Area shall be completed by September 30, 2045.

FUNDING:

N/A

FINANCIAL IMPACT:

None

LEGAL REVIEW ONLY BY CITY ATTORNEY: No

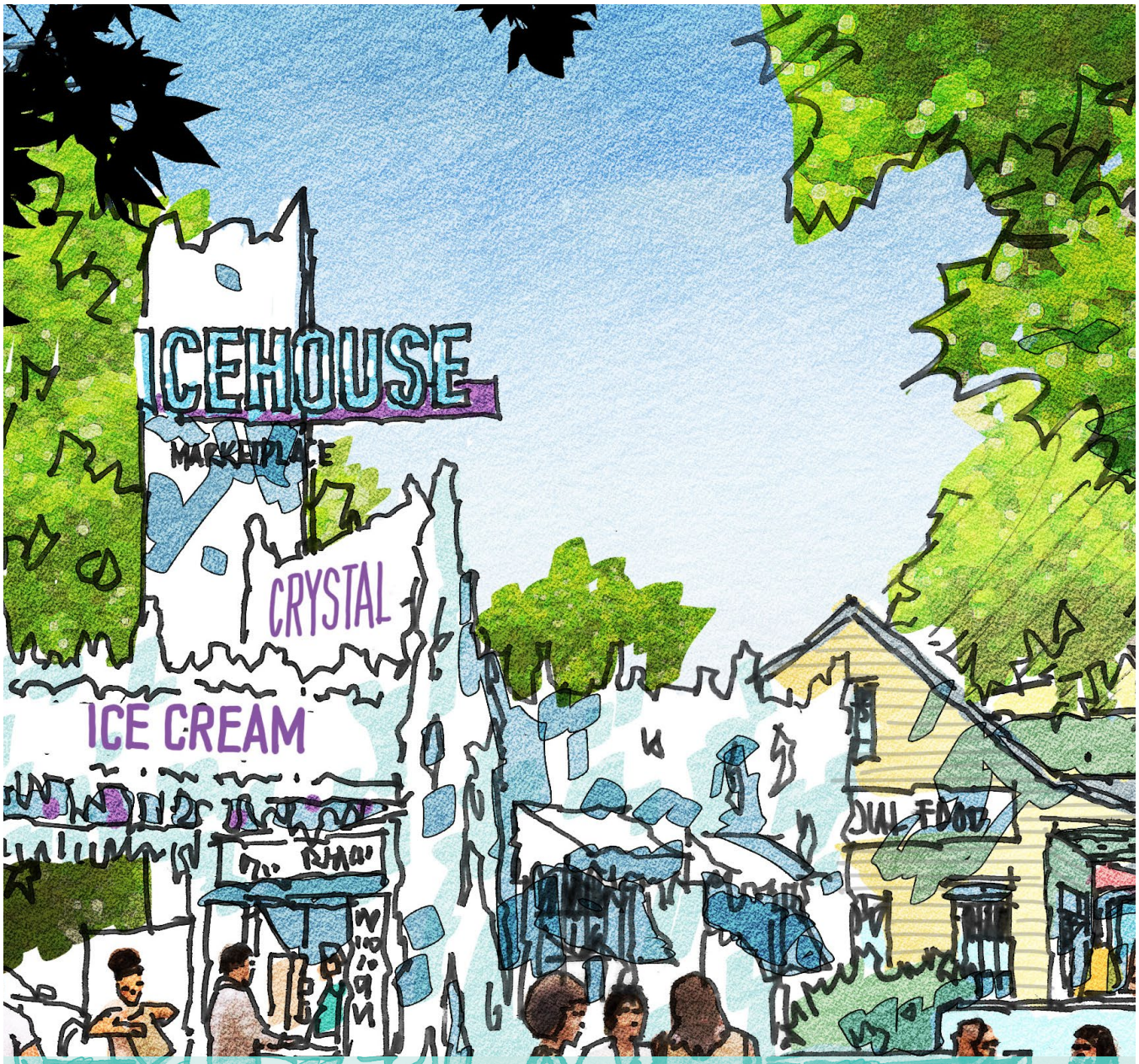
STAFF CONTACT:

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Erica Grancagnolo, Economic Development Director
Victoria D'Angelo, CRA Division Manager

ATTACHMENTS:

1. Proposed Eastside Community Redevelopment Plan - Vers. 02.28.25
2. Proposed Eastside CRA Plan Changes
3. ERB Special Meeting Minutes 3.11.25 draft
4. Draft Supplemental Implementation Guide - Eastside

PRESENTATION: No



Spring 2025

EASTSIDE
CRA PLAN UPDATE

Pensacola, Florida

BLOCK-BY-BLOCK
CRAFTING A PLAN
PENSACOLA CRA
WESTSIDE · DOWNTOWN · EASTSIDE

UDA URBAN DESIGN ASSOCIATES · FDR · JLP+D · MW

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ACKNOWLEDGMENTS

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Board Member



The recommendations in the Eastside CRA Plan were developed between May 2024 and January 2025. The analyses are based on point-in-time data sources, and the recommendations align with the regulations and funding programs effective during the period when the plan was developed.

This CRA Plan explores recommendations for a 20-year timeframe. Recommendations that may not be feasible in the short term due to market, funding, or policy conditions are still valid for the long-term vision and may take longer to implement.

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EXECUTIVE SUMMARY

This Community Redevelopment Agency (CRA) Plan Update is intended to provide direction for policies, programs, and projects in the Eastside CRA District in the City of Pensacola, Florida. The process of listening to residents and stakeholders informed an ideal vision for Pensacola's Eastside CRA District. The recommendations outlined in this document are intended to establish a foundation of guiding principles, projects, and decision-making frameworks to achieve the community's visions for the future.

The role of the CRA is to strategically implementing its redevelopment plans by leveraging tax incremental financing (TIF) for specific projects aimed at redevelopment and improving areas in the community. TIF is a funding mechanism authorized under Chapter 163, Part III, Florida Statutes which capture incremental growth in the tax base within the CRA district to be reinvested in strategic projects within the district. Key community redevelopment goals include:

- Preserving, rehabilitating, and enhancing the community redevelopment area neighborhoods to maximize livability and quality of life;
- Fostering a diverse supply of housing options, especially affordable and workforce housing; and
- Creating a robust and stable economy that offers employment, culture, and entertainment and is filled with people and businesses.

More specifically, this CRA Plan Update is intended to target the following topics and issues within the Eastside CRA District:

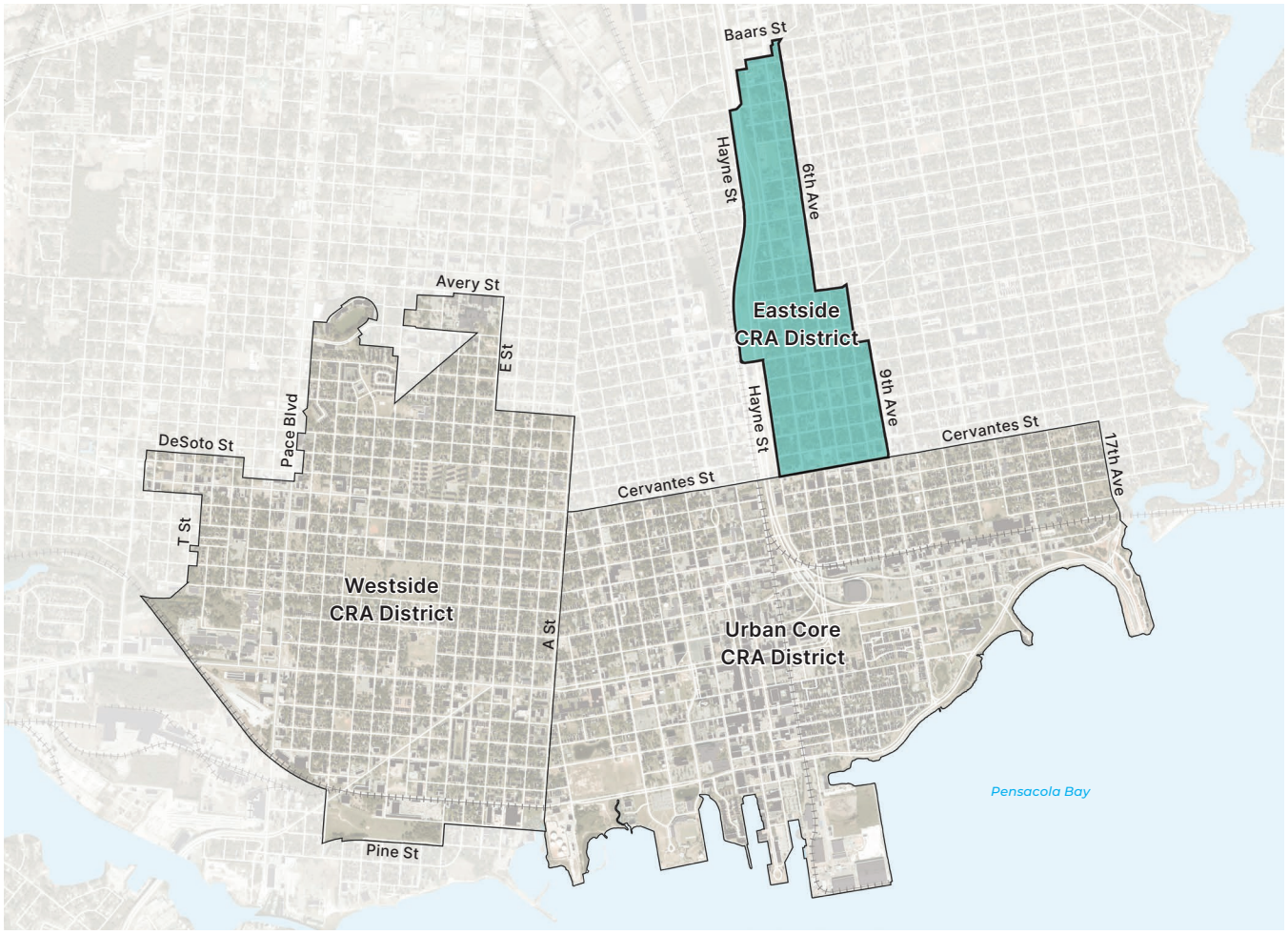
- Expanding housing options, especially affordable, workforce housing;
- Preserving traditional character and history and culture;
- Tempering gentrification and/or displacement;
- Building socioeconomic equity;
- Strengthening neighborhood identity;
- Fostering economic development and sustainability;
- Improving walkability, bikeability, transit and parking management; and
- Connecting people to the waterfront and neighborhood assets.

Residents and stakeholders led the way throughout the creation of this CRA Plan Update. From 2024 through 2025, members of the CRA District community were invited to establish the overall vision for the future and provide input on preliminary recommendations. Paired with an exhaustive analysis of existing and projected conditions of demographics, economics, physical urban patterns, and transportation systems, the needs of each CRA District and the paths forward were revealed.



Crystal Ice House


Chappie James Museum of Pensacola



CRA Districts Map

This CRA Plan Update builds on past plans and represents potential investments to realize the vision of Eastside residents and stakeholders. The recommendations in this plan are organized into the following topics:

- Land Use, Zoning, and Special Districts
- Economic Development
- Neighborhood Development
- Housing
- Transportation, Streets, and Parking
- Open Space and Community Amenities

A series of Special Demonstration Projects illustrate the potential impact of targeted investments, identifying opportunities to solve issues raised by the community and uncovered through the analysis of the CRA Districts. Strategies for implementing these recommended policies, programs, and projects are provided, along with recommendations about prioritizing potential projects.



INTRODUCTION



OVERVIEW OF THE CRA

PENSACOLA FORWARD

ABOUT THE CRA

The State of Florida's Community Redevelopment Act of 1969 provided local governments with tools to revitalize deteriorated areas of their communities, including the establishment of the Community Redevelopment Agency (CRA), which was charged with the following tasks:

- Administer and prepare redevelopment plans;
- Issue revenue bonds;
- Eliminate and prevent slum and blight;
- Rehabilitate and conserve the redevelopment areas;
- Preserve and enhance the tax base;
- Create affordable housing; and
- Implement community policing innovations.

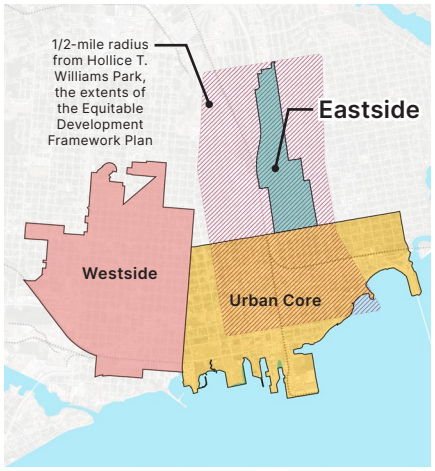
The statutes dictate that the municipality, "to the greatest extent it determines to be feasible... shall afford maximum opportunity, consistent with the sound needs of the county or municipality as a whole, to the rehabilitation or redevelopment of the community redevelopment area by private enterprise." (§163.345).

On July 1, 1977, the Florida Legislature amended the Community Redevelopment Act to allow governments to use tax increment financing (TIF) to fund redevelopment. This amendment was made to help revitalize declining areas and increase tax revenues.

In 2024, the City of Pensacola's Community Redevelopment Agency (CRA) transitioned to become a division within the city's Economic Development Department. This shift reflects the close alignment between the CRA's mission and the broader goals of economic development, particularly within the city's redevelopment districts. Much like economic development efforts, the CRA's work focuses on both qualitative and quantitative improvements, enhancing the local economy while fostering sustainable growth. By leveraging social assets and resources, the CRA strives to generate a more inclusive, shared economic well-being, ultimately elevating the quality of life for the community as a whole. This transition underscores the city's commitment to revitalizing areas of need, empowering residents, and fostering a thriving, dynamic urban environment.



Public Meeting with the CRA



CRA Districts + Extents of the Equitable Development Framework Plan, extending 1/2-mile radius from Hollice T. Williams Park

ABOUT THE CRA PLANS & THE EASTSIDE

The Eastside CRA District was created in 2004 and the Eastside Neighborhood Plan was adopted as the redevelopment plan for the district as part of the Urban Infill and Redevelopment Area Plan (2004). The boundaries of the Eastside district extend from Baars Street on the north; Cervantes Street on the south; Hayne Street to the west; and 6th Avenue to Mallory; Mallory to 8th Avenue, 8th Avenue to Lee, and Lee to 9th Avenue on the east. The Eastside CRA District accounts from about 1.8% of the City of Pensacola's total land area.

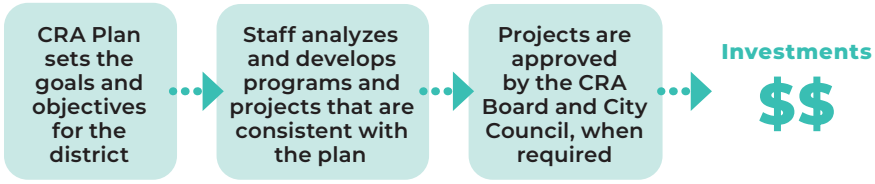
Connection to Neighborhood Plans

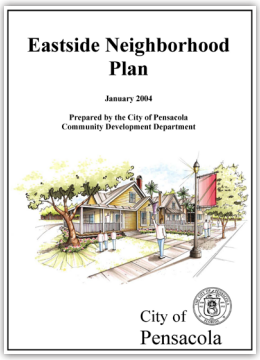
In addition to outlining neighborhood profile and background, The Eastside Neighborhood Plan outlined action plans surrounding aesthetics, infrastructure, housing & neighborhood development, public safety, and economic development.

Key initiatives of this plan included:

- Implementing the two-way conversion of Davis Highway and Dr. Martin Luther King Jr. Drive/Alcaniz Street;
- Increasing on-street parking;
- Creating bicycle corridor linkages to downtown;
- Street tree planting recommendations;
- Implementing the East-West two-way conversion of Maxwell and Jordan Street corridor;
- Creating/improving the Hollice T. Williams Stormwater Park.

How will the CRA Plan be used?





City of Pensacola

ANALYSIS OF PREVIOUS/EXISTING PLANS AND STUDIES INCLUDE:

- Existing and previous redevelopment master plans
- City of Pensacola Comprehensive Plan
- City of Pensacola Land Development Code
- CRA Annual Reports
- Recent market studies
- Recent transportation studies and/or plans
- Socioeconomic data and demographics
- Analysis of Existing Land Uses & Land Development Regulations
- Socioeconomic Analysis
- Real Estate Market, Trends, and Gap Analysis
- Context Analysis & Classification
- Neighborhood & District Analysis
- Gentrification & Displacement Analysis
- Transportation System & Parking Analysis
- Parks & Public Space Analysis
- The City's new Strategic Plan

INTRODUCTION TO THE EASTSIDE

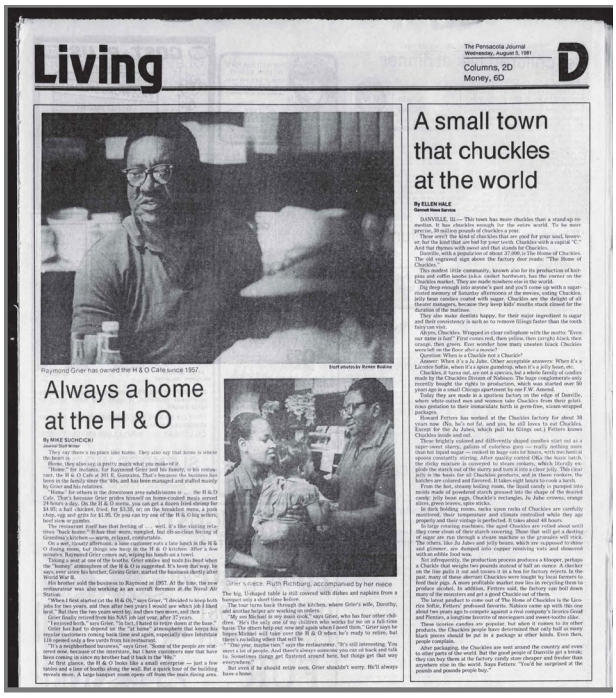
The Eastside occupies an important part of Pensacola's history as one of the neighborhoods where many prominent African Americans lived and had thriving businesses. Daniel Chappie James, Jr., the first Black four-star general in the American military, and Spencer Bibbs, the first Black Superintendent of Schools, are just two among the dozens of individuals who hold an important role in Black history. The neighborhood was racially integrated in the early 1940s and continued to thrive until a portion of the neighborhood was demolished to make way for I-110. Known as the "Lost Community", this section of the neighborhood existed in Pensacola until the late 1970s when the construction of Interstate 110 uprooted long-established businesses, residences, and churches.



Spencer Bibbs Center

While the effects of urban renewal are evident throughout the Eastside, its residents have been working for decades to address the blight in the neighborhood and encourage reinvestment. The Eastside Neighborhood Association was established in 1999 and began work on the Eastside Neighborhood Plan, which was completed in 2004. That plan outlined key priority areas that remain relevant today:

- Infrastructure improvements;
- Housing, Land Use & Historic Preservation;
- Parks, Recreation & Public Safety.


Living

The Pensacola Journal
Wednesday, August 5, 1981
Columns, 2D
Money, 6D

D

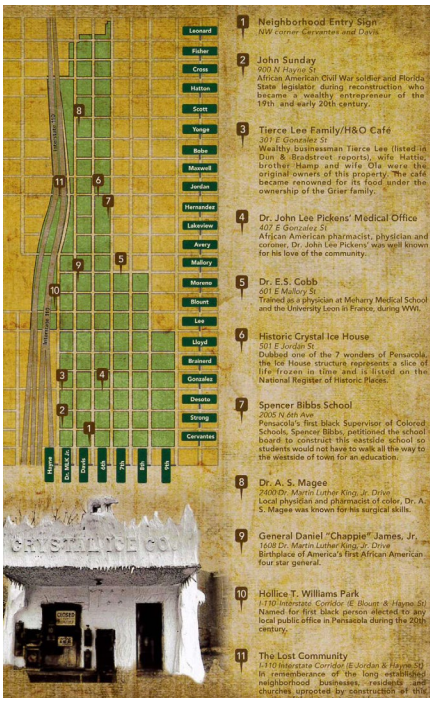
A small town that chuckles at the world

By ELLEN HALE
Gannett News Service

Always a home at the H & O

By MIKE SUCHICKI

Historic H&O Restaurant



African-America Heritage Trail

EASTSIDE VISION

This CRA Plan Update entailed understanding where the Eastside is today and what is still needed to restore the Eastside to the thriving neighborhood it once was. Recent efforts include the construction of the park of Hollice T. Williams Park and the creation of a Neighborhood African American Heritage Trail to tell the story of prominent African Americans in Pensacola. While some challenges remain, there are strong community partners and advocates, including the Eastside Neighborhood Association, the East Pensacola Student Athlete Program, the E.S. Cobb Center, and Movement for Change, to name a few, who remain committed to making the vision of residents a reality. Community leaders are working together to tell the stories of the Eastside, prioritize residents in the redevelopment of the neighborhood, and ensure that the remaining fabric of this neighborhood is preserved.

The following elements from prior planning remain relevant and should anchor reinvestment in the Eastside. Over the coming years, reinvestment efforts should continue to address how to:

- Share the history of the Eastside, preserve structures of historical significance and minimize demolition;
- Address the high-speed traffic and appearance and safety of Dr. Martin Luther King Jr. Drive and the Davis Street corridors;
- Complement the unique architectural character of the neighborhood while encouraging compatible commercial development that will provide access to daily needs and other amenities;
- Provide affordable housing and ensure residents can stay in the neighborhood;
- Reimagine Hollice T. Williams Park in a manner that brings the neighborhood together and addresses the needs of current residents.



Community pool



Eastside home



Movement for Change building

HOW TO USE THIS CRA PLAN

PLAN ORGANIZATION

The Eastside CRA Plan Update is one of three parallel plan updates for each of the CRA Districts. Some high-level goals and policies overlap more than one district, but each Plan Update is tailored to specifically target the visions, opportunities, and implementation goals of the community in each district. Each Plan Update is structurally aligned for ease of use by the CRA throughout the implementation of these plans.

Introduction
This chapter provides an overview of the CRA's role and responsibilities specific to the Eastside. Also described is the alignment of the CRA Plan Updates with the city's 10-year strategic plan, Strive to Thrive: Pensacola 2035.

Planning Process
This chapter summarizes the robust community engagement process conducted by the CRA and the consultant team. Overall summaries of community feedback can be found in this chapter, with more detailed inventory of community feedback for reference in the Appendix.

Analysis
This chapter contains detailed analysis of the demographics, market potential, physical conditions, political boundaries, and transportation systems specific to the Eastside CRA District.

Recommendations
This chapter contains an index of all policy, program, and project recommendations that are either new or updated from past plans, categorized by the following topics:

- Land Use, Zoning, and Special District
- Economic Development
- Neighborhood Development
- Housing
- Transportation, Streets, and Parking
- Open Space and Community Amenities

This chapter also includes a selection of Special Demonstration Projects, which serve to illustrate the potential impact of the implementation of collections of recommendations. These pages are intended to be "one-stop-shops" for potential actionable initiatives, but do not require exact conformity and do not represent the entirety of potential impactful projects for the district.

Implementation
This chapter recommends a structure for the CRA to best prioritize initiatives and make decisions, as well as TIF revenue projections, policy and funding considerations, and case studies for programs, policies, and projects.

Appendices
The appendices provide detailed background and studies that were produced or collected throughout the process and informed the recommendations, including:

- Summary of Step 1 Engagement
- Summary of Step 2 Engagement
- Demographics and Market Analysis
- CRA Funding Resources
- Sidewalk Prioritization
- Micromobility Area Map
- Cost and Impact Countermeasures
- Transportation Analysis



Gehl

Vision Statement from the Strategic Plan

ALIGNMENT WITH THE STRATEGIC PLAN

Strive to Thrive, Pensacola's 2035 Strategic Plan, is intended to create consensus around a shared community vision and build a strategic foundation to build towards this vision. The Strategic Plan is a summary of the needs and opportunities of the entire City of Pensacola and provides recommendations for a variety of initiatives that particular city departments (i.e. Mayor's Office, City of Pensacola Public Works & Engineering Department, Housing Department, Sustainability & Resiliency Department, etc.) could lead in order to achieve these goals city-wide.

The City's strategic plan is a tool to guide city government's decision-making and ensure that strategic initiatives add up to achieve the broader goals and values of the Pensacola community. The City's community redevelopment plans align with the strategic plan and identify specific projects and activities authorized for the expenditure of Tax Incremental Financing (TIF) within the Urban Core, Westside and Eastside districts. The redevelopment plans are statutorily required for the expenditure of TIF funding under Chapter 163, Part III, Florida Statutes.

STRATEGIC PLAN

Eight goals were developed through this extensive engagement and analysis process that will guide priorities in Pensacola over the next 10 years:

- Attainable Housing for All Income Levels
- Support for Youth Experiences
- More Walkable, Mixed-Use Districts
- Thriving Innovation and Businesses
- Safe Streets for All Mobilities
- Resilient Waterfront and Neighborhoods
- Public Spaces that Connect Communities
- Neighborhoods that Celebrate Culture and Honor Legacy



PLANNING PROCESS

OVERALL PROCESS

PROCESS OVERVIEW

The process to develop this plan began in 2023 and builds on the past plans for the Westside and an extensive engagement process with residents and stakeholders. A rigorous step-by-step process was followed, incorporating multiple rounds of community engagement to guide the development of the recommendations. The process for the Westside CRA Plan ran concurrently with the plans for the Urban Core and the Eastside, with dedicated opportunities for residents of each local area to provide input and feedback on the plan initiatives for each specific area. Below is a summary of the engagement that took place:

- Over 900 comments received from more than 270 participants at the community meetings
- Over 200 comments from pop-up neighborhood workshops
- Over 750 comments from 213 contributors on the interactive map

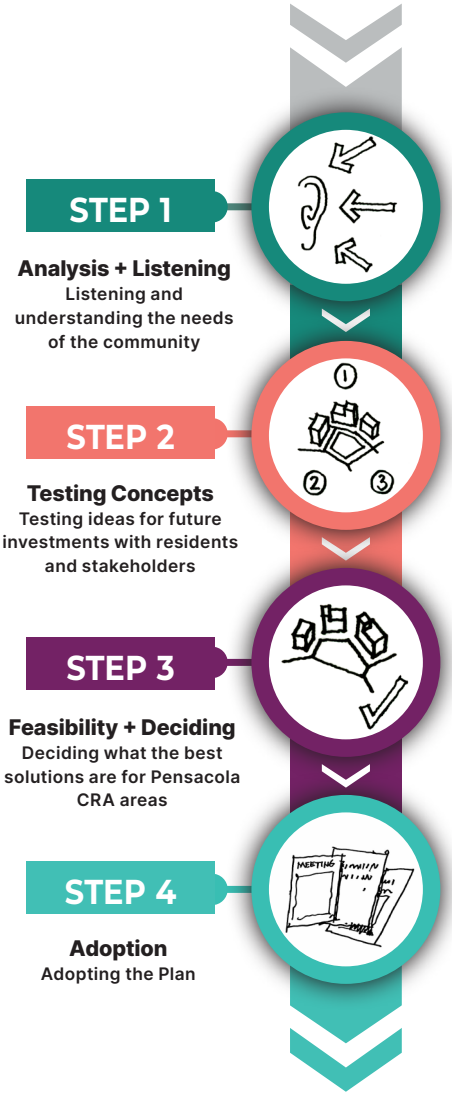
Step 1: Analysis + Listening

The first step in this process involved meeting with community members, local business owners, and stakeholders to understand strengths and challenges and to receive suggestions about neighborhood improvements. In addition to reviewing existing plans and studies, this step also included:

- Listening Workshop #1 (May 28th-31st) — included stakeholder meetings
- Online Interactive Map (May 28th-August 23rd) — to gather input from the public
- Virtual Workshop (June)
- Neighborhood Association Luncheon (July 22nd)
- Vibe & Conversation — Belmont-DeVilliers (July 23rd)
- Cobb Center Summer Kids Camp Pop-Up (August 1st)
- Cobb Center Senior Bingo (August 2nd)
- Fricker Center Summer Kids Camp Pop-Up (August 5th)
- Coffee Conversation — Pensacola Library (August 7)
- Fricker Center Senior Bingo (August 9th)
- Pizza & Conversations — Lost Pizza (August 12th)
- Environmental & Waterways, Parks & Amenities, and Developers Virtual Meeting – (August 14th)



Listening Workshop #1



Step 2: Testing Concepts

During this step, the team held a planning workshop to test concepts for priority projects in the neighborhood, such as housing and retail, and street and park improvements. Opportunities for feedback included:

- Four-day Testing Workshop (in-person)
- Digital surveys after Steps 1 and 2

Step 3: Feasibility & Deciding

This step entailed reviewing what we learned from the Testing Workshop and subsequent survey, and documenting the preferred plan for the Eastside, including:

- Draft Plan Development
- Two-day Implementation Workshop to get input on the Draft Plan

Step 4: Adoption

The final steps of this process include:

- March – presentation to the CRA & recommendation from the Eastside redevelopment board
- April – approval by the CRA
- May – consistency review with the compilation plan by Planning Board
- June – adoption by City Council





Testing Workshop

COMMUNITY ENGAGEMENT STRATEGIES

This CRA Plan Update is anchored in the input received from Eastside residents about what is most needed in the neighborhood. The CRA team collaborated with the Eastside Neighborhood Association to identify opportunities for engagement with Eastside residents and stakeholders.

In order to maximize opportunities for participation, the team held multiple in-person and virtual events throughout the process. The CRA team also hosted additional engagement events (see Appendix) to meet people at existing gatherings and places of business. It was important to listen to residents about the existing conditions and key issues to address, while also establishing feedback loops to evaluate potential project ideas and opportunities for investment.

Ongoing communication was a core principle of this process. A CRA Plan website was established at the outset, and the following tools were used to keep participants up to date on the process:

- Regular website updates
- Sign up via the website
- Email updates to those that signed up on website, or at an in-person meeting
- Digital surveys after each step of the process
- Social media updates via Instagram and Facebook

STAKEHOLDER GROUPS

- Workforce
- Housing
- Environment & Waterways
- Parks & Open Space
- Arts & Culture
- Neighborhood Associations
- Transportation
- Community Support organizations

WHAT WE HEARD

STEP 1: LISTENING

A core part of Step 1 was hearing from current residents & stakeholders, and engaging with the Eastside Neighborhood Association to understand the needs of the neighborhood and current priorities. This step included a three-day Listening Workshop, stakeholder meetings, and the launch of an interactive map to understand existing strengths and challenges, and gather an understanding of where the CRA should invest in the future. The appendix includes a full list of engagement touch points in this step of the process.

The Listening Workshop #1 which took place May 28th-31st included a series of public meetings and stakeholder meetings to gather input on the following topics:

- Strengths, Weaknesses, Opportunities — to understand the best places, problem areas, and where people would like to see something happen.
- Parks, Amenities, & Retail Destinations — to identify the places people visit most often.
- Transportation & Stormwater — to understand how people get around, identify problem streets, and areas that flood.

ENGAGEMENT TOUCH POINTS

LISTENING WORKSHOP
May 28th (6:30-8:00 PM @ Spring Street Library)

STAKEHOLDER MEETINGS
51 organizations participated across 9 stakeholder groups

INTERACTIVE MAP
Over 750 comments from 213 contributors





Listening Workshop #1

The following is a summary of what we learned during this step and the factors that informed the recommendations in the CRA Plan.

Strengths to Build On

- Neighborhood history — the Eastside was home to important African Americans and has many historically and culturally significant sites
- Historical and educational institutions (Chappie James Museum & Flight Academy, Movement for Change)
- Parks and community centers that offer activities and resources for families, children of all ages, and seniors (including Magee Field)
- Existing architectural character

Major Concerns

- Lack of affordable, accessible grocery store
- Lack of neighborhood-serving retail offering everyday goods & services
- Existing parks are not well-maintained and difficult to walk to
- Noise and air pollution from I-110 on the adjacent neighborhood
- Vacant/rundown buildings and lots make the area feel unsafe and detract from the existing character
- Poor bike and pedestrian connections to amenities and downtown
- Lack of public amenities (i.e.. bathrooms)
- Existing infrastructure is inadequate, leading to drainage issues & flooding
- Speeding traffic
- Littering

Opportunities for Investment

- Additional amenities and programming for existing community centers & parks in the neighborhood
- Create a safe community (better lighting, neighborhood watch)
- Celebrate the history of the area through public art, signage, building preservation, and education
- Create safe pedestrian and bike connections to neighborhood amenities
- Create a wide variety of parks with different uses and programming
- Build affordable housing
- Ensure existing residents have a say in the future of the Eastside



Chappie James Museum & Flight Academy


Crystal Ice Company Building


Magee Field

STEP 2: TESTING CONCEPTS

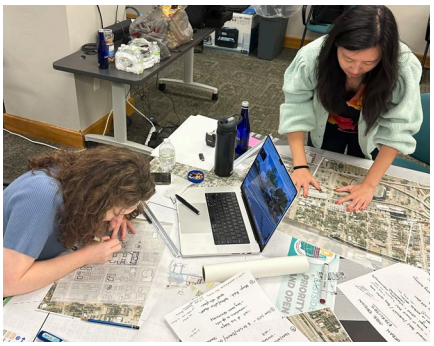
Based on what we learned in Step 1, the team tested ideas for potential projects in the Eastside, which included:

- MLK & Davis conversion to the original 2 way street network
- Restoration of the Ice House as a gathering space and marketplace
- Infill housing, opportunities for residential and commercial renovations
- Enhancements to cultural landmarks such as the E.S. Cobb Resource Center
- Opportunities to celebrate the unique history and character of the Eastside through gateways, public art, and branding
- Safety enhancements
- Small business incubation and capacity building

STEPS 3 & 4: FINALIZING THE PLAN

The final steps of the process included refining the project ideas to prioritize investment in the neighborhood. The final plan reflects input from residents regarding the most impactful opportunities for improvement.









Testing Workshop

Developer Feedback: Important Factors

Placemaking and Amenities

- Well-maintained streets & sidewalks are attractive
- Open spaces nearby add a boost
- Near other developments (residential, commercial, mixed) is attractive
- Perception of safety is attractive

Economic and Job Hubs

- Clustering of high(er) paying jobs is attractive
- Resident today have mixed perceptions about economic growth accelerating
- Desire for proximity to or inclusion of jobs/ business/ entrepreneurship / workforce training opportunities

Infrastructure

- Attracted to sites where the City takes on stormwater retention responsibility
- For now, high flood risk areas are avoided due to cost/risk
- Need for additional transit access

Land Availability

- City facilitating the availability of public land (via parcel cost or assembly) is attractive, as a means to support private development moving forward
- Project on other types of land (churches, etc.) with zoning changes is attractive
- Proposed projects on privately-owned land will be more expensive to develop

Parking

- Existing minimum parking requirements are viewed as a cost challenge that could be reduced

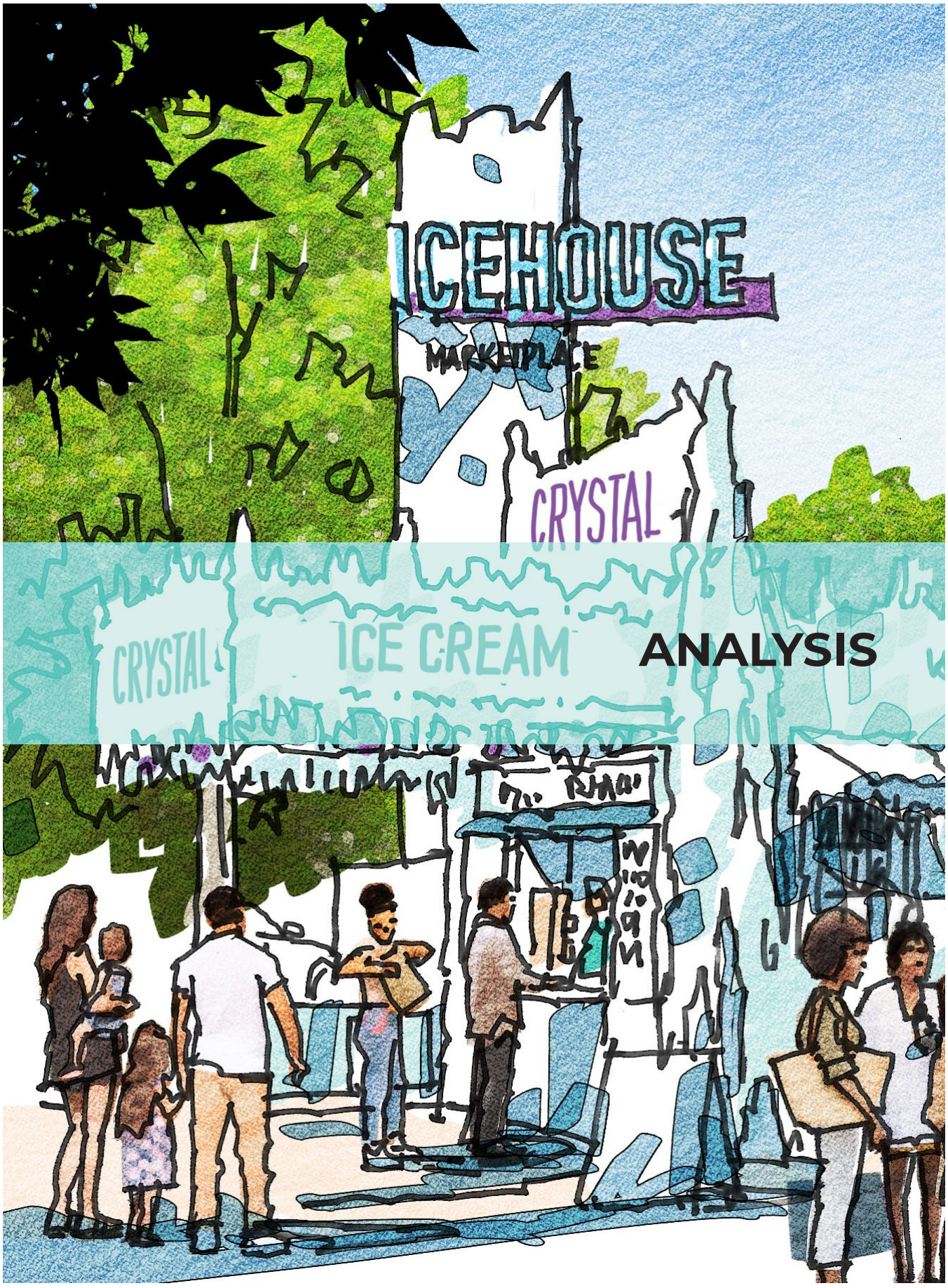
Funding

- Investors and developers from outside of the region tend to be less risk averse, but need a compelling vision and project opportunities to attract them

Permitting

- Projects that can easily obtain permits are more attractive

Developer feedback from stakeholder meeting



ANALYSIS

DEMOGRAPHICS AND MARKET ANALYSIS SUMMARY

Analyzing the existing demographics and market conditions of the CRA Districts was an essential step, laying the foundation for effective recommendations for policies, programs, and projects. This analysis was conducted across all three CRA Districts simultaneously, but also narrowed in on each district to identify specific conditions per district.

The intent of this analysis was to:

- Analyze demographics of each CRA District;
- Identify primary community stressors;
- Identify opportunities in the market;
- Determine the potential impacts of development in each district in order to prevent the displacement of residents and businesses;
- Provide priorities for designers and policymakers to make positive impacts and avoid negative impacts on the community.

DEMOGRAPHICS AND SOCIOECONOMICS

Resident Demographics

The Metropolitan statistical area (MSA) where Pensacola sits has a steadily growing population (1.1% annual average growth rate from 2020 to 2024, similar to the state's overall trend at 1.3% per year in the same period). The MSA's population is younger than the state's overall (40.3 vs 43.5 in median age), an asset that the City leverages for job creation and economic development.

In the Eastside CRA District specifically, as of 2024, there are over 1,000 residents residing in the District, with a population density (3,165 per square mile) significantly higher than the city (2,375 per square mile) and the MSA (320 per square mile). The District's population has been stable (0.1% annual average growth rate from 2020 to 2024), and the median age is significantly lower than that in the MSA (37.5 vs 40.3).

Income and Affordability

At the regional level, Pensacola MSA's median household income is on par with and slightly higher than the state's ($76k vs $75k), while the MSA's median home prices tend to be lower than the state average ($331k vs $392k). Hence the MSA has a much higher affordability index, which takes into consideration both price and income factors, than the state (93 vs 75). Housing affordability index, developed by ESRI Business Analyst based on Census data, indicates the relative affordability of a place; an index greater than 100 suggests homes are easily afforded by the average area resident, and an index less than 100 suggests that homes are less affordable. In terms of poverty, the city's and the MSA's poverty rates are on par with the state's level (all around 12%-14%).

Statistic	State	MSA	County	City	Eastside	Westside	Urban Core
Resident Demographics							
Population (2024)	22,779,514	534,840	329,878	54,094	1,269	6,192	3,825
Density (population per square mile) (2024)	425	320	502	2,375	3,165	3,419	1,935
Annual average population growth rate (2000-2020)	1.3%	1.1%	0.5%	-0.2%	0.1%	-0.2%	0.6%
Median age (2024)	43.5	40.3	39.9	43.5	37.5	42.1	46.8
Income and Affordability							
Median home value (2024)	$391,816	$300,875	$303,143	$354,287	$267,157	$208,696	$505,696
Median household income (2024)	$74,715	$75,688	$64,816	$69,067	$37,906	$26,158	$71,036
Percentage of households below the poverty level (2022)	13%	12%	14%	14%	25%	38%	11%
Vacancy rate (2022)	13%	12%	13%	11%	21%	15%	24%
ESRI Housing Affordability Index (2024)	75	93	87	79	58	51	57
Percentage of owner-occupied housing (2024)	66%	69%	64%	61%	54%	37%	54%
Jobs, Businesses, and Employment							
Total businesses (2024)	1,073,557	18,933	13,451	4,804	65	463	1,658
Total employees (2024)	9,448,528	229,861	186,682	58,160	649	6,475	19,450
Average annual employment growth rate (2010-2022)	2.2%	0.4%	0.2%	-0.2%	-0.4%	1.6%	0.5%
Average size of business (employees per business) (2024)	9	12	14	12	10	14	12
Share of population age 25+ with bachelor's degree of higher (2024)	35%	32%	31%	43%	32%	20%	50%

Data source: ESRI Business Analyst; American Community Survey

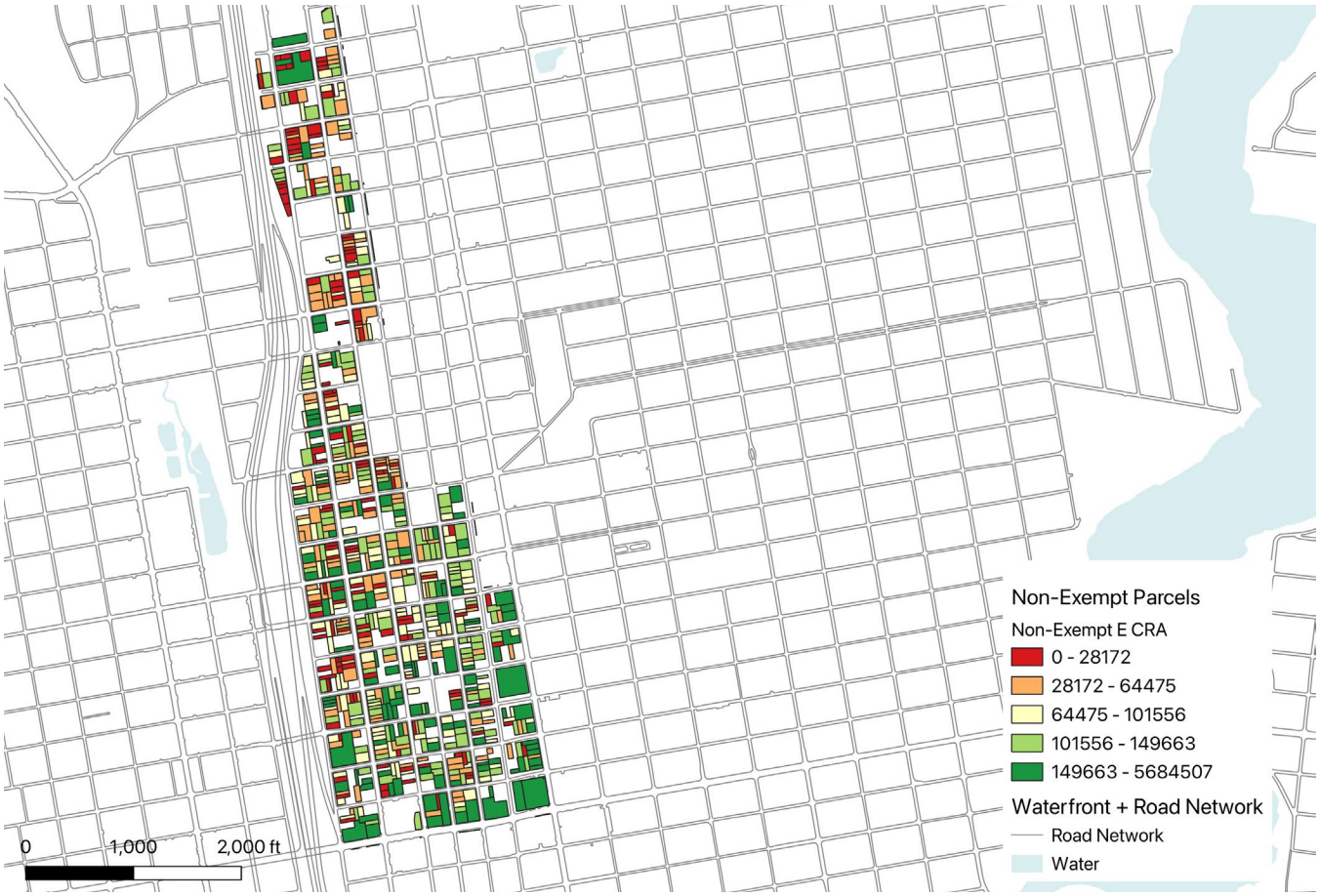
In the Eastside CRA District specifically, as of 2024, the homeownership rate is lower than the MSA (54% vs 69%). The District's median home price is lower than the MSA ($267k vs $331k), but so is its median household income ($38k vs $76k). Therefore, the affordability index in the District is lower than that in the MSA (58 vs 93), pointing to the need for both increased income and attainable housing. The poverty rate in this district (25%) is higher than the city average (14%), hence residents in this area might be particularly vulnerable to major market fluctuations.

Jobs, Business, and Employment

In the region, the military has been a major employment driver, together with key sectors such as professional services, education, healthcare, tourism, and public administration. The city is a job hub in the area, with an employee to resident ratio of 1.1 to 1 (compared to the 0.4 to 1 ratio in the MSA). In terms of job growth, the MSA and the city have seen relatively stagnant growth (0.4% and -0.2% on average per year since 2010) compared to the state (2.2%). In terms of residents' access to jobs, the city has a higher educational attainment than the MSA, measured by the share of population above 25 years old with a Bachelor's degree or higher (43% vs 32%).

In the Eastside CRA District specifically, as of 2024, the area is more residential than the city as a whole, with the employee to resident ratio of 0.5 to 1. The educational attainment of residents in the District tends to be lower than that in the city as a whole (32% of District residents above 25 years old have a Bachelor's degree or higher, compared to the city's 43%). The District's median income is lower than the city median ($38k vs $69k), indicating a need for greater access to upskilling and quality job opportunities.

All these statistics and more are further detailed in the Appendix.



Assessed Property Value by Parcel (2024)

REAL ESTATE MARKET

Housing Market

Compared to the MSA, the city has a slightly lower share of single-family homes in the total housing market (73% vs 80%), and a higher share of small-sized multi-unit housing (11% vs 7%); the shares of larger structures are similar at the city and the MSA levels (both around 5%-6%). The city's pace of building new housing, however, is slower than the MSA, as 6% of the city's housing stock was built in 2010 or later, whereas the statistic in the MSA is 13%. The city's vacancy rate is on par with the MSA's (11%-12%). In terms of price, the median home value in the city is slightly higher than the MSA ($354k vs $330k), while median rent in the city is lower than that in the MSA ($1,144 vs $1,260).

In the Eastside CRA District, housing is predominantly single-family (84%). 8% of the total housing in the district was built after 2010, a slightly higher share than the city (6%) but still lower than the MSA (13%). Vacancy rate is higher than the city average (21% vs 11%), and median home value ($267k) and median rent ($841) are both significantly lower than the city medians.

Commercial Market

The city has a high concentration of office, retail and hospitality assets in the region, with the city's commercial space (measured by SF or unit) to population ratios being 7 times as high as those in the MSA and state. For office, the city's current vacancy rate (2%), on par with the MSA's level (3%), is significantly lower than the state's (8%); new construction and absorption activities in the city have been relatively low. For retail, vacancy rates at the city, MSA and state levels are similar (all around 3%); there is currently more new retail under construction in the city than new office construction. In the hospitality sector, the city's current occupancy rate (62%) is on par with the state's (63%), both slightly lower than the state average (70%); there are several new hotel developments under construction or in the pipeline within the city.

The Eastside CRA District has low office presence and no existing hotels, but the district's retail spaces are noticeable (131,000 square feet) with a low vacancy rate (1%), indicating the potential need for commercial spaces that suit neighborhood character and can help grow local small businesses.

Property Value Analysis

The data for this analysis was obtained from the City and included a comprehensive list of assessed parcels within each Community Redevelopment Area (CRA). To ensure an accurate representation of taxable properties, all parcels with a noted exemption status or public ownership were removed from the dataset. This filtering process allowed for a focused analysis of non-exempt parcels, providing a clearer picture of the assessed property values within each CRA.

Statistic	State	MSA	County	City	Eastside	Westside	Urban Core
Housing Market							
Total Housing Units (2022)	9,075,148	206,688	136,891	27,066	761	3,253	1,983
Share, 1-2 units per building (2022)	67%	80%	76%	73%	84%	59%	65%
Share, 3-9 units per building (2022)	10%	7%	9%	11%	11%	13%	7%
Share, 10-50 units per building (2022)	12%	5%	7%	6%	0%	7%	10%
Share, 50+ units per building (2022)	9%	5%	5%	6%	0%	13%	12%
Median year built (2022)	1987	1988	1983	1972	1955	1965	1966
Share, units built after 2010	11%	13%	10%	6%	8%	11%	11%
Vacancy rate, all housing (2022)	16%	12%	13%	11%	21%	15%	24%
Median home value (2024)	$391,816	$330,875	$303,143	$354,287	$267,157	$208,696	$500,696
Median rent (2024)	$1,580	$1,260	$1,203	$1,144	$841	$620	$1,736
Commercial Market							
Office, inventory in square feet (2025)	780,000,000	17,700,000	15,800,000	15,400,000	21,500	511,000	4,100,000
Office, vacancy (2025)	8%	3%	2%	2%	0%	0%	2%
Office, under construction in square feet (2025)	5,300,000	5000	0	0	0	0	0
Retail, inventory in square feet (2025)	1,300,000,000	32,500,000	23,900,000	22,600,000	131,000	595,000	1,400,000
Retail, vacancy (2025)	3%	3%	3%	3%	1%	2%	3%
Retail, under construction in square feet (2025)	6,400,000	153,000	153,000	153,000	0	0	0
Hospitality, inventory in rooms (2025)	508,244	9,892	8,783	7,115	N/A	26	795
Hospitality, occupancy rate (2025)	70%	63%	63%	62%	N/A	51%	69%
Hospitality, under construction in rooms (2025)	16,976	200	98	98	N/A	0	0

Data source: ESRI Business Analyst; American Community Survey; CoStar

The Eastside CRA has a total assessed value of $89 million across 759 non-exempt parcels, with an average assessed value of $118k. The highest-valued property is assessed at $6 million. Compared to other CRA districts, this CRA consists of smaller and lower-value properties, including single-family residential and underdeveloped commercial areas. Many of the lowest property values are clustered beneath the I-110 overpass at the Hollice T. Williams Park and scattered throughout the district, and highest property values are clustered around the edges of the CRA.



Kindel Media

MARKET OPPORTUNITIES

Based on the assessment of the regional and local socioeconomic and market conditions, the following potential strategies are identified to further drive the city's economic development efforts:

- **Public realm strategy:** Induce and organize private development with investments in parks, open spaces, high-quality streets and sidewalks, and amenities. In the planning and implementation strategy, be mindful of gentrification and displacement risks.
- **Strategic development sites:** Identify shovel-ready development and/or adaptive reuse sites as demonstration projects. Attract private investments with streamlined site assemblage and community-supported visions.
- **Incentives:** Motivate private investments where ROI is currently too low relative to competition from other regions. Consider the following when designing and implementing potential incentive programs:

1. Tie the applicants' qualifying criteria to KPIs aligned with key policy goals and the City's Strategic Plan;
2. Conduct cost-benefit analysis to determine the programs' fiscal impact;
3. Consider a broad array of incentive tools - in addition to fiscal tools, consider zoning policies, land contribution, and permitting and regulatory relief as part of the toolkit;
4. Consider a phased approach to test the programs in specific high-priority areas before expanding their application;
5. Consider combine guidance on community benefits agreement with incentive design to ensure fairness and preempt gentrification concerns;
6. Leverage state and federal programs to maximize the impact of local programs.

- **Economic opportunities and wellbeing**: Continue to leverage workforce training partnerships as well as education programs to prepare residents for high-quality careers and attract businesses. Uplift residents with access to fresh food, health, and social services. Improve the perception of public safety. These improvements also help attract further private investments.

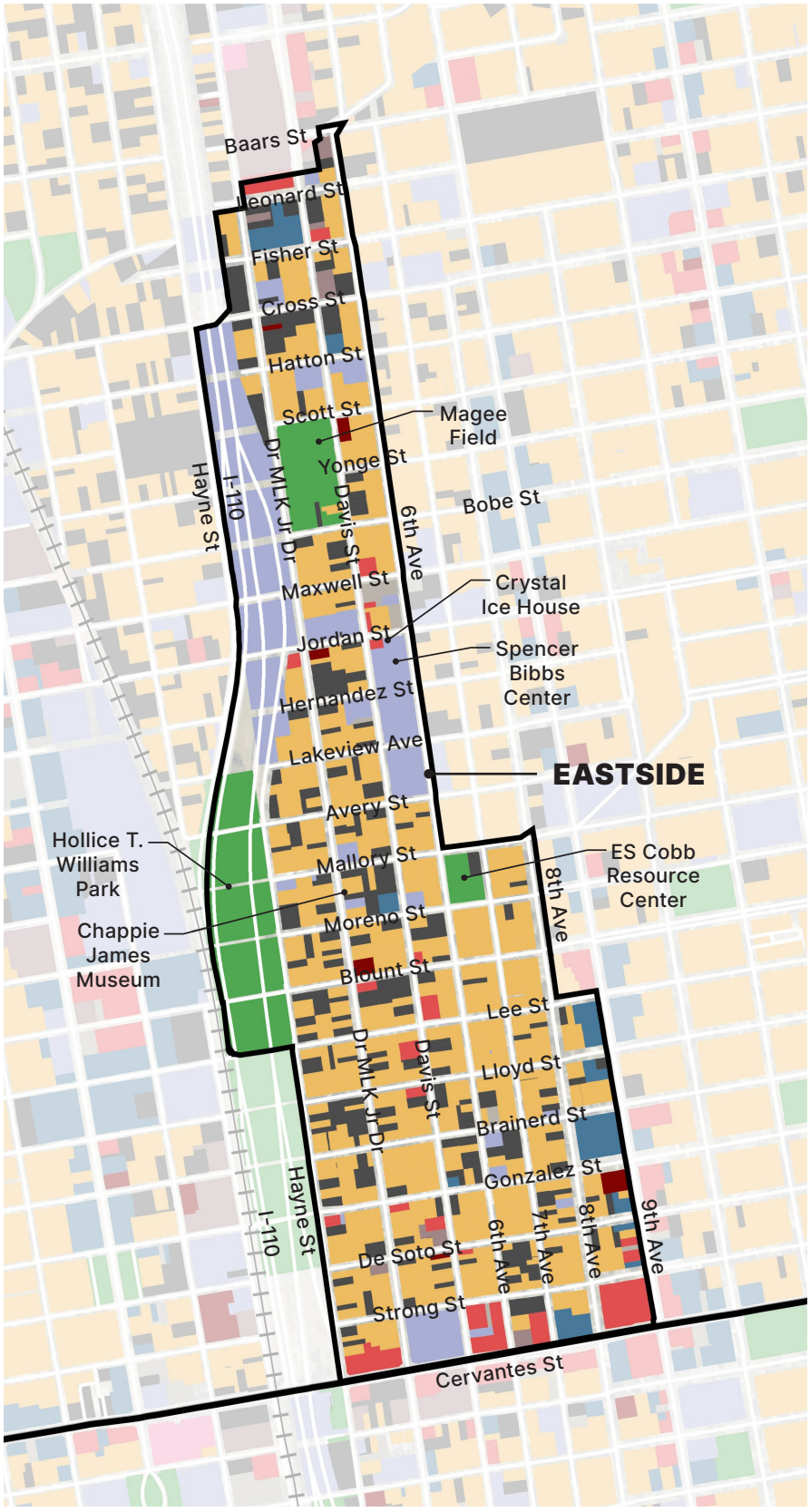
PHYSICAL PATTERNS



Mapping patterns during the workshop helps reveal objective conditions and prove residents' anecdotal experiences

PATTERN ANALYSIS OVERVIEW

The following series of diagrams is intended to reveal key characteristics and opportunities about the community by isolating both physical and zoning elements such as land use designations, street typologies, open space amenities, vacancies, distinct classifications, and more. Identifying patterns through these standardized analytical plan diagrams helps to target specific community place-based needs and opportunities.

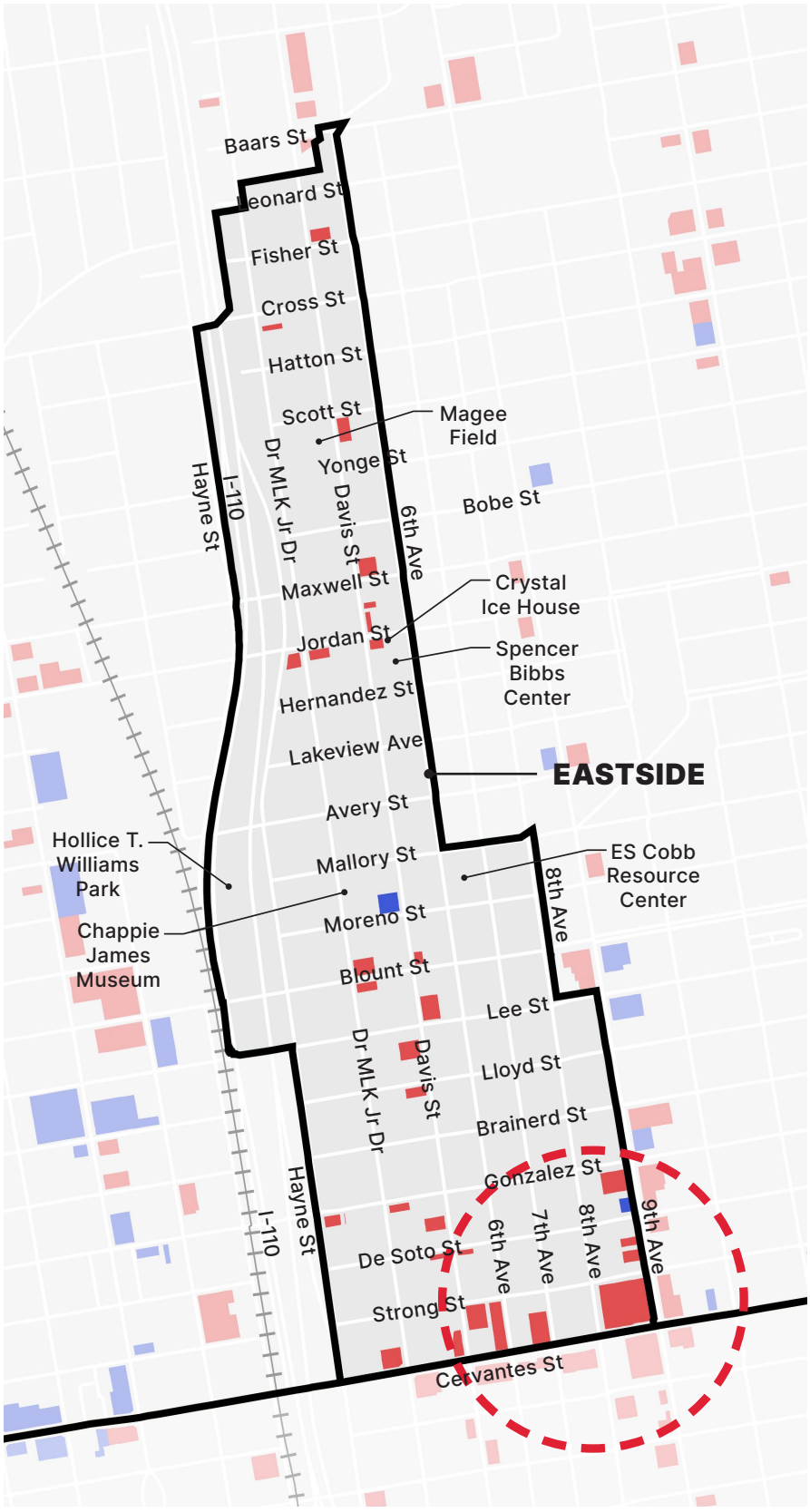


EXISTING LAND USES

The primary existing land use in the Eastside is residential. Retail and commercial uses line Cervantes Street at the southern boundary and are located throughout the district, in particular along N Davis Highway and N 9th Avenue. The small geography and predominantly residential uses in the Eastside district are challenges for TIF revenue generation.

Open Space	12.23%
Hotel/Lodging	—
Residential	33.21%
Institutional	21.58%
Industrial	1.85%
Retail/Commercial	3.01%
Office	2.53%
Mixed-Use	0.55%
Parking Lots	0.49%
Vacant	11.28%
Public Rights-of-Way	13.27%
Water	—

Map created using ESRI GIS Data from City of Pensacola, January 2024

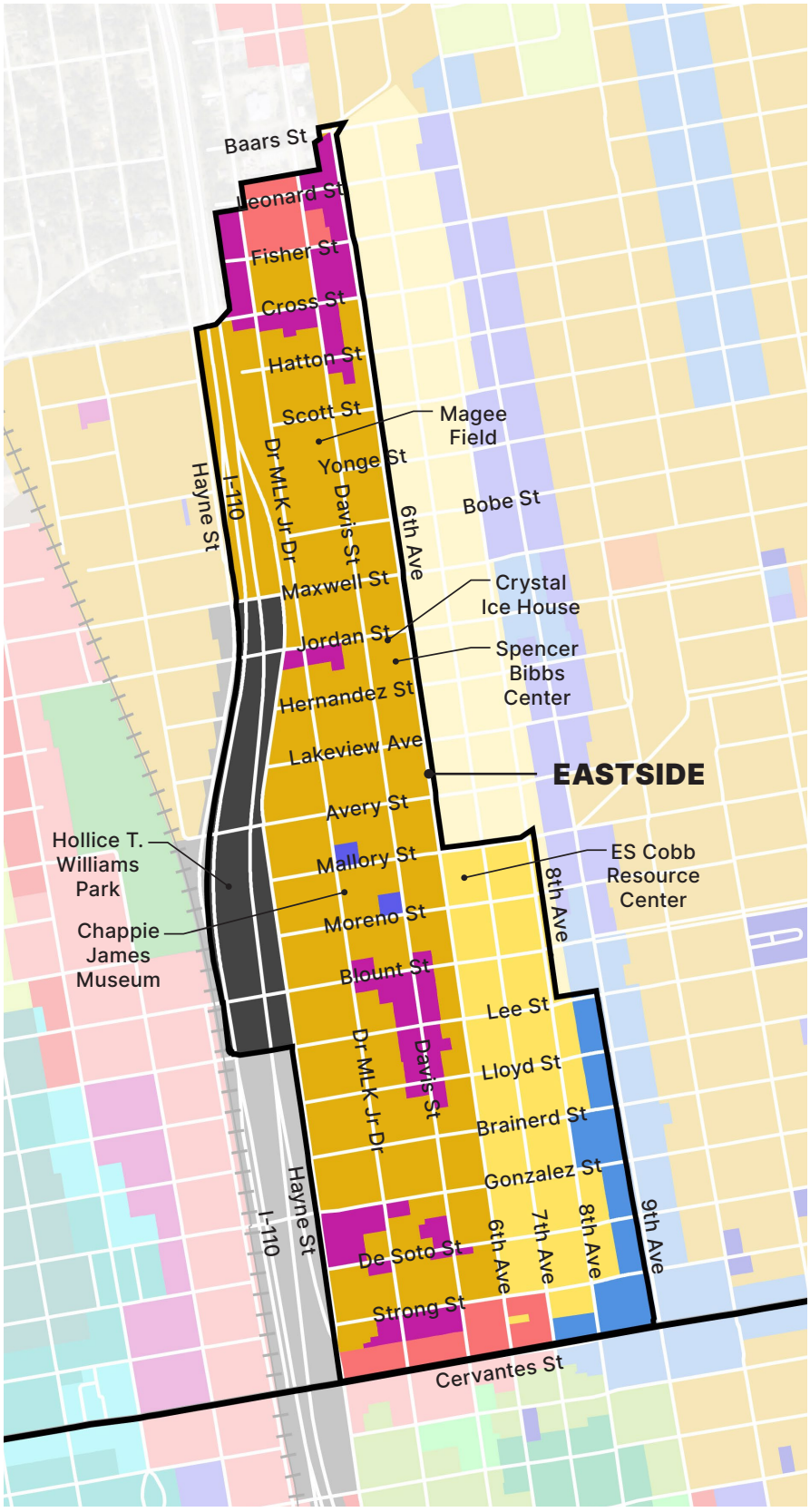


COMMERCIAL & RETAIL USES

The Eastside CRA District has the least commercial land use of the three CRA Districts. Retail and commercial uses line Cervantes Street at the southern boundary of the district, and are located throughout the district, in particular along N Davis Highway and N 9th Avenue. While not concentrated, the retail and commercial uses throughout the Eastside represent important cultural and social institutions, many of them minority-owned and serving the residents of the district.

Retail/Commercial Use
Commercial Office Use
Commercial Centers

Map created using ESRI GIS Data from City of Pensacola, January 2024

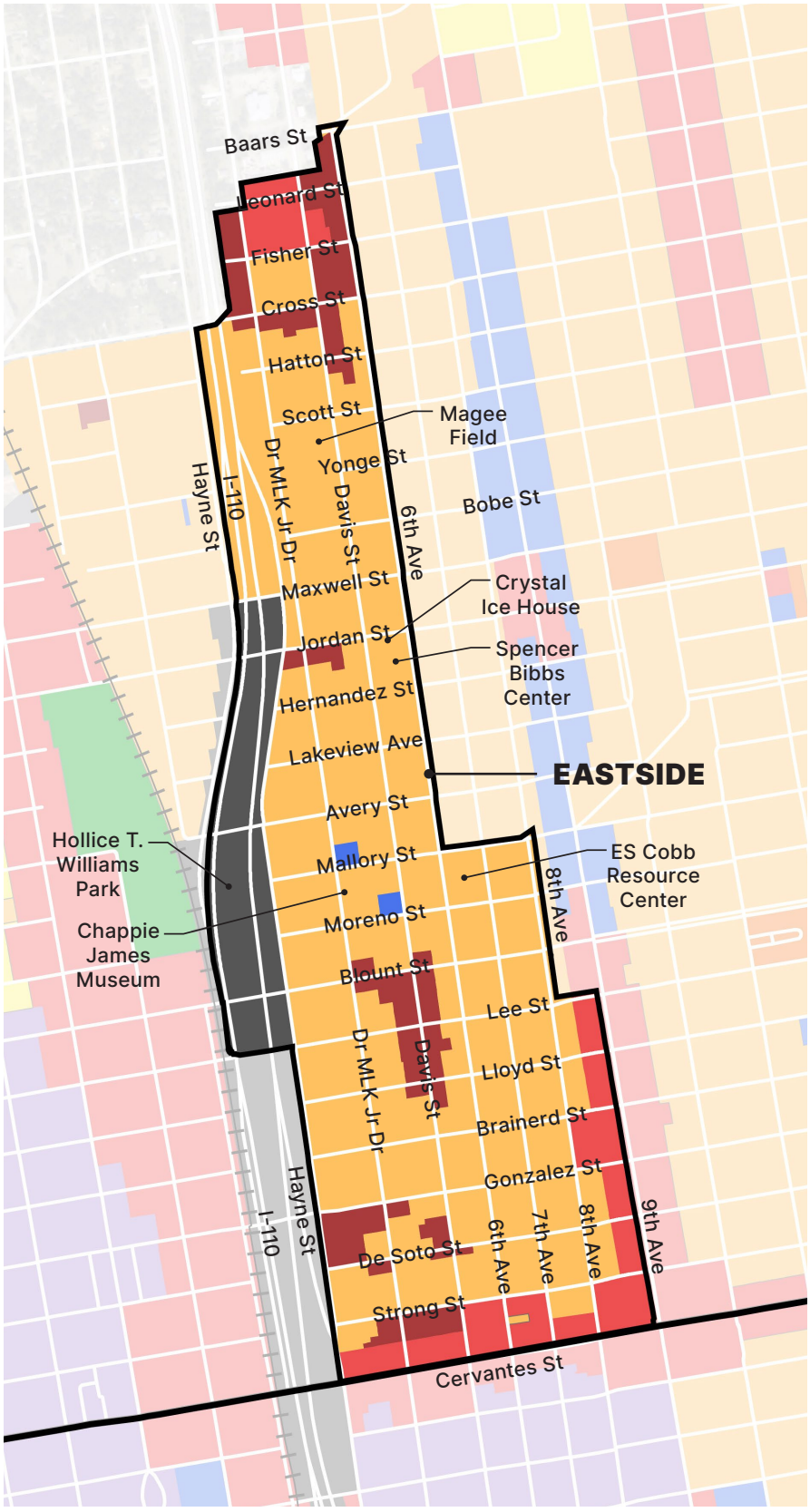


ZONING

The Eastside CRA District is largely zoned lower-density residential with some small pockets of Residential/Neighborhood Commercial zoning. Cervantes Street to the south is zoned Commercial (C-3) and 9th Avenue to the southeast is zoned Retail Commercial (C-1). The majority of the western boundary is zoned as Interstate Corridor.

- Commercial (C-3)
- Interstate Corridor
- One and two family (R-1A)
- One and two family (R-1AA)
- Residential/Neighborhood Commercial
- Residential/Office
- Retail Commercial (C-1)

Map created using ESRI GIS Data from City of Pensacola, January 2024

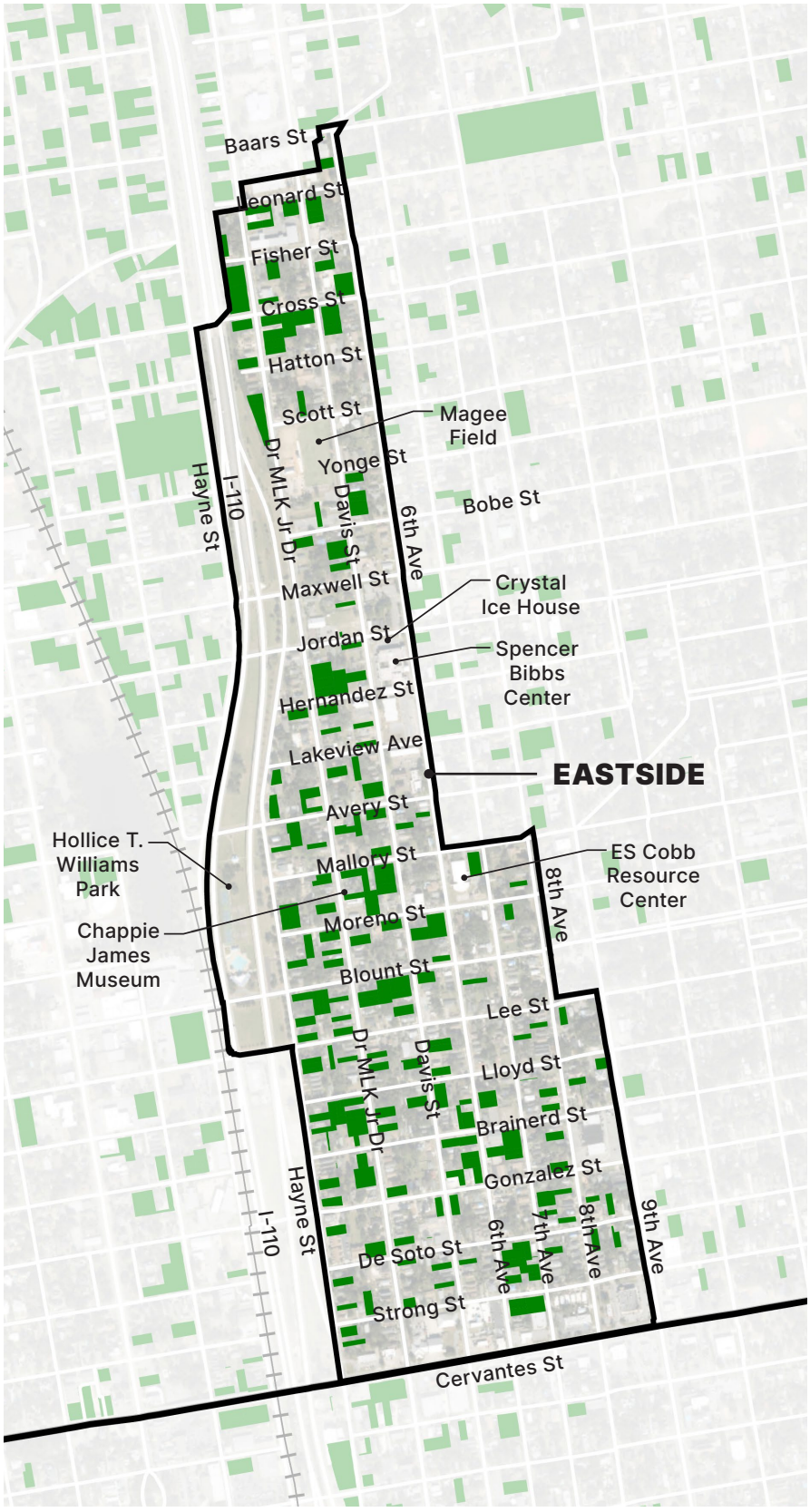


FUTURE LAND USE

The City of Pensacola Land Development Code (LDC) establishes the intended future land uses for districts and parcels. The City is currently in the process of revising the LDC, and the map to the left may change with future updates. The full range of future land use categories are listed below.

- Conservation Land Use (CO)
- Low-Density Residential Land Use (LDR)
- Medium-Density Residential Land Use (MDR)
- High-Density Residential Land Use (HDR)
- Office Land Use (O)
- Residential/Neighborhood Commercial Land Use (RNC)
- Commercial Land Use (C)
- Industrial Land Use (ID)
- Historic and Preservation Land Use (HP)
- Redevelopment Land Use (R)
- Business (B)
- Interstate Corridor (IC)

Map created using ESRI GIS Data from City of Pensacola, January 2024



VACANCY

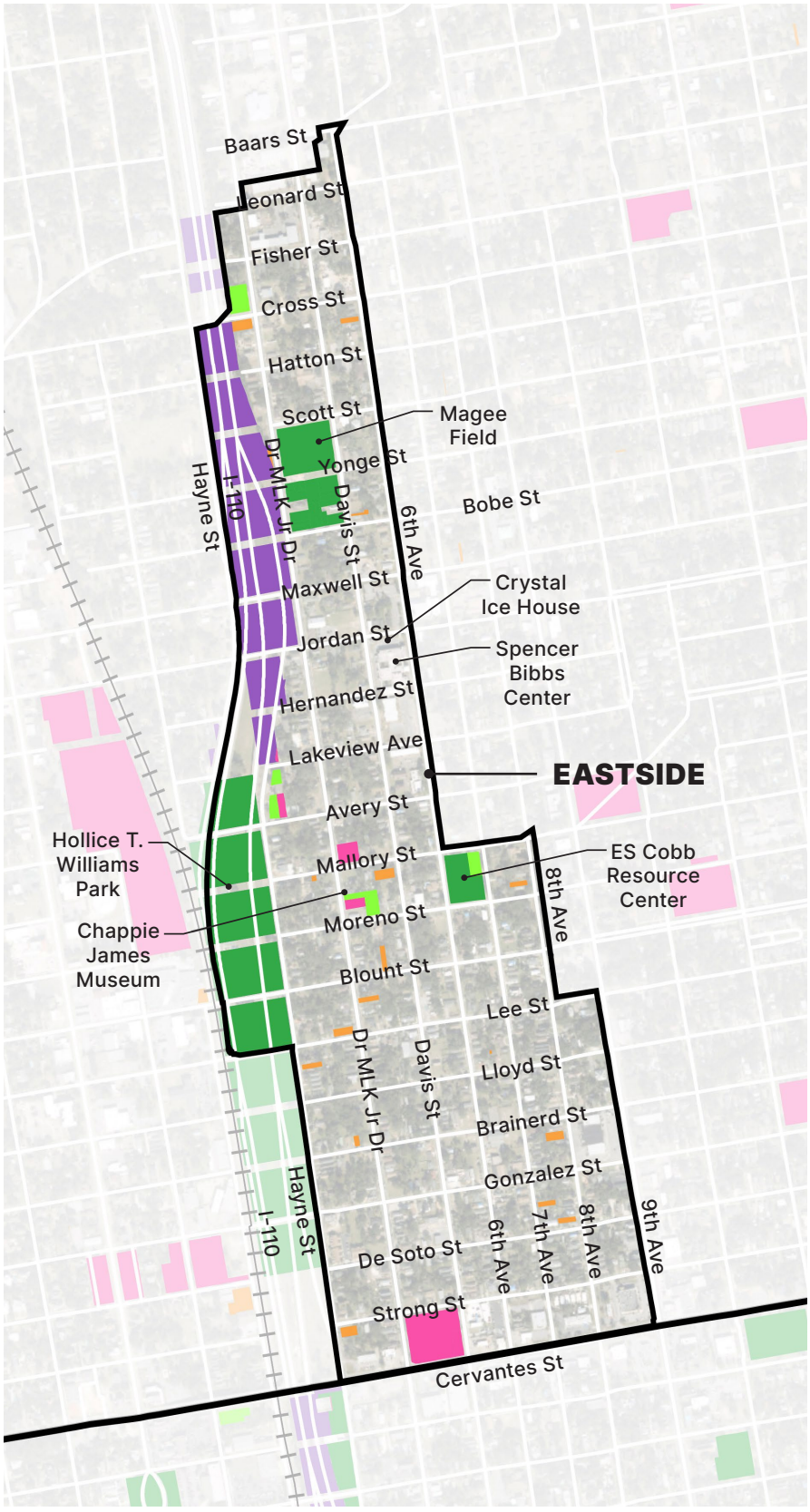
Approximately eleven percent of the land in the Eastside CRA District is vacant. These are unoccupied lots that are not being used for their intended purpose. Most of the vacancies are small, single-family lots scattered throughout the entire district area. The vacancies create fragmented development patterns and lessen the value of the existing homes.

Vacant Lots

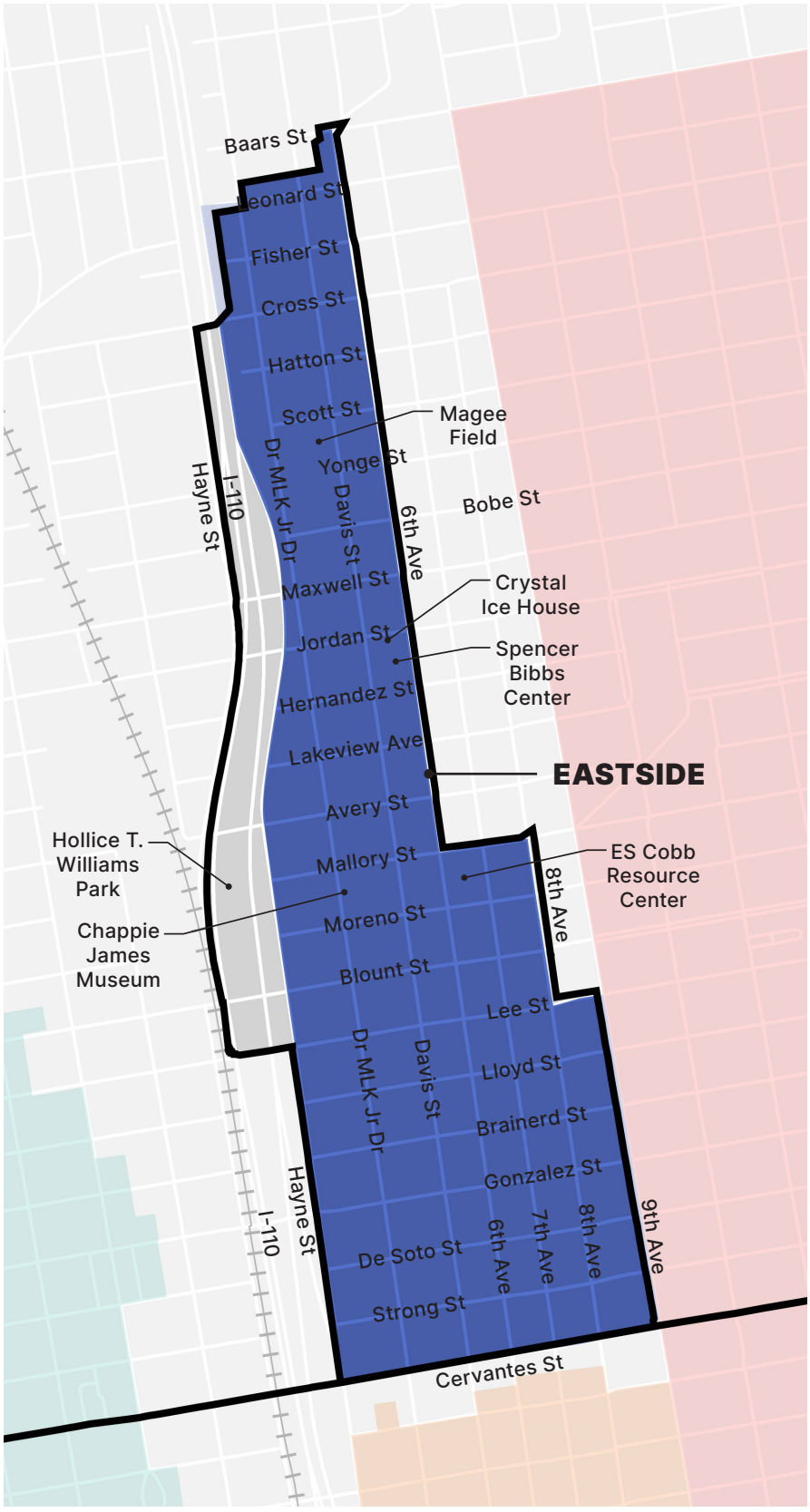
Map created using ESRI GIS Data from City of Pensacola, January 2024

PUBLICLY-OWNED LAND

Publicly-owned land is an important asset. It can incentivize development that benefits the community and be used to create amenities such as open spaces and recreation facilities. The majority of the publicly-owned land in the Eastside CRA District is part of Hollice T. Williams Park, Magee Field, or the EB Cobb Resource Center. The City-owned block on Cervantes Street is the Fire Department headquarters and station. There are not currently publicly-owned development sites in the Eastside CRA.



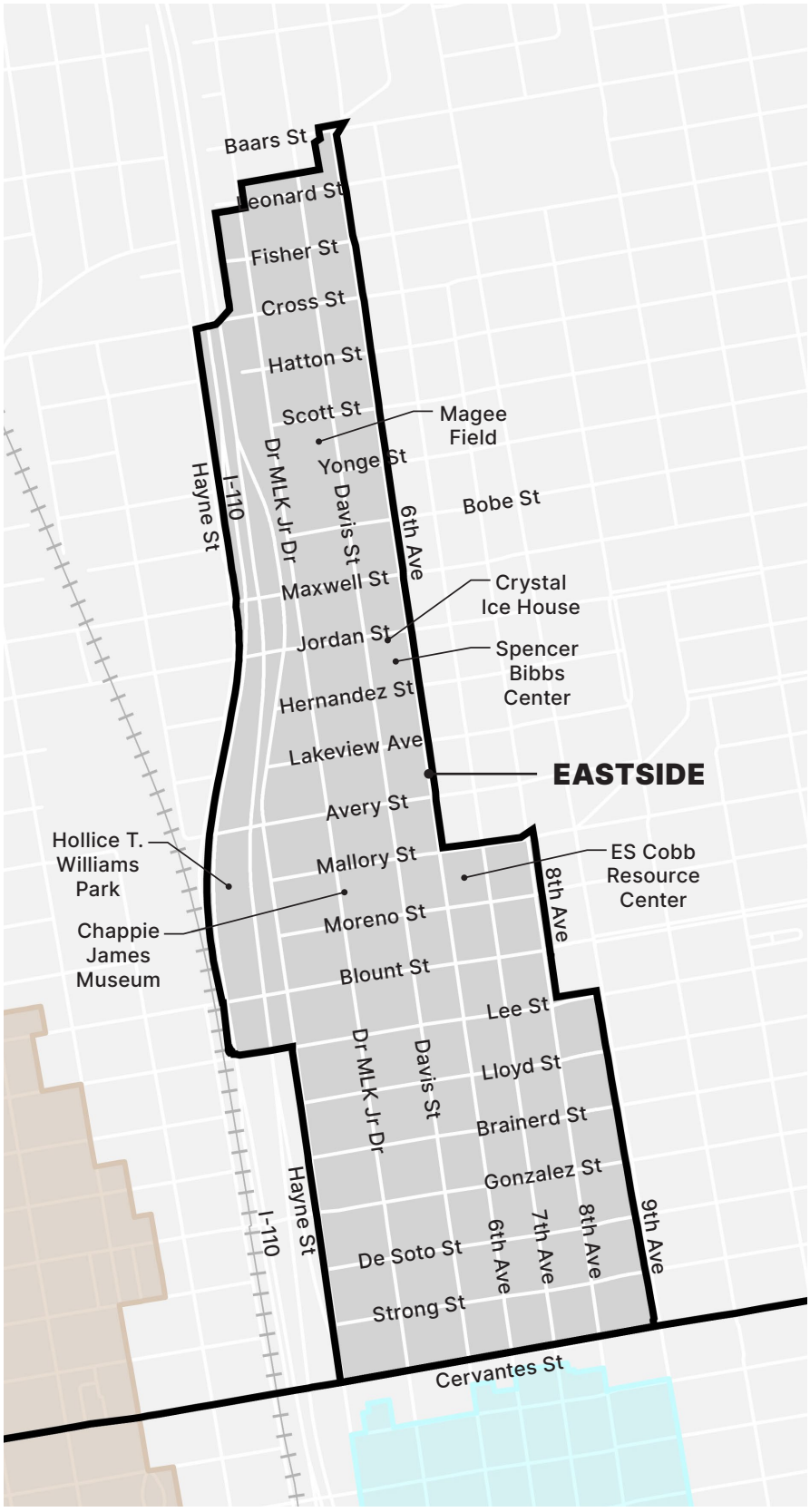
Map created using ESRI GIS Data from City of Pensacola, January 2024



NEIGHBORHOODS

The Eastside neighborhood stretches almost the entirety of the Eastside CRA District. It is a historically African American neighborhood and is home to many important figures such as Daniel "Chappie" James, Jr. Residents have worked tirelessly to preserve and celebrate the cultural impact of the area through the African American Heritage Trail.

Map created using ESRI GIS Data from City of Pensacola, January 2024



Map created using ESRI GIS Data from City of Pensacola, January 2024

HISTORIC DISTRICTS

Because of Pensacola's long history, there are many areas that are historically and archaeologically important.

There are no historic districts currently located in the Eastside CRA District. This does not mean there are no historically-significant properties, structures, or sites; however, there are no protected preservation areas currently.



UNIQUE DISTRICTS & OVERLAYS

There are several unique zoning districts, resource protection overlays, and other overlays that require sensitive design and enhanced access in the City of Pensacola. The Eastside CRA District includes the CRA Urban Design Overlay and Wellhead Protection Areas.

CRA Urban Design Overlay

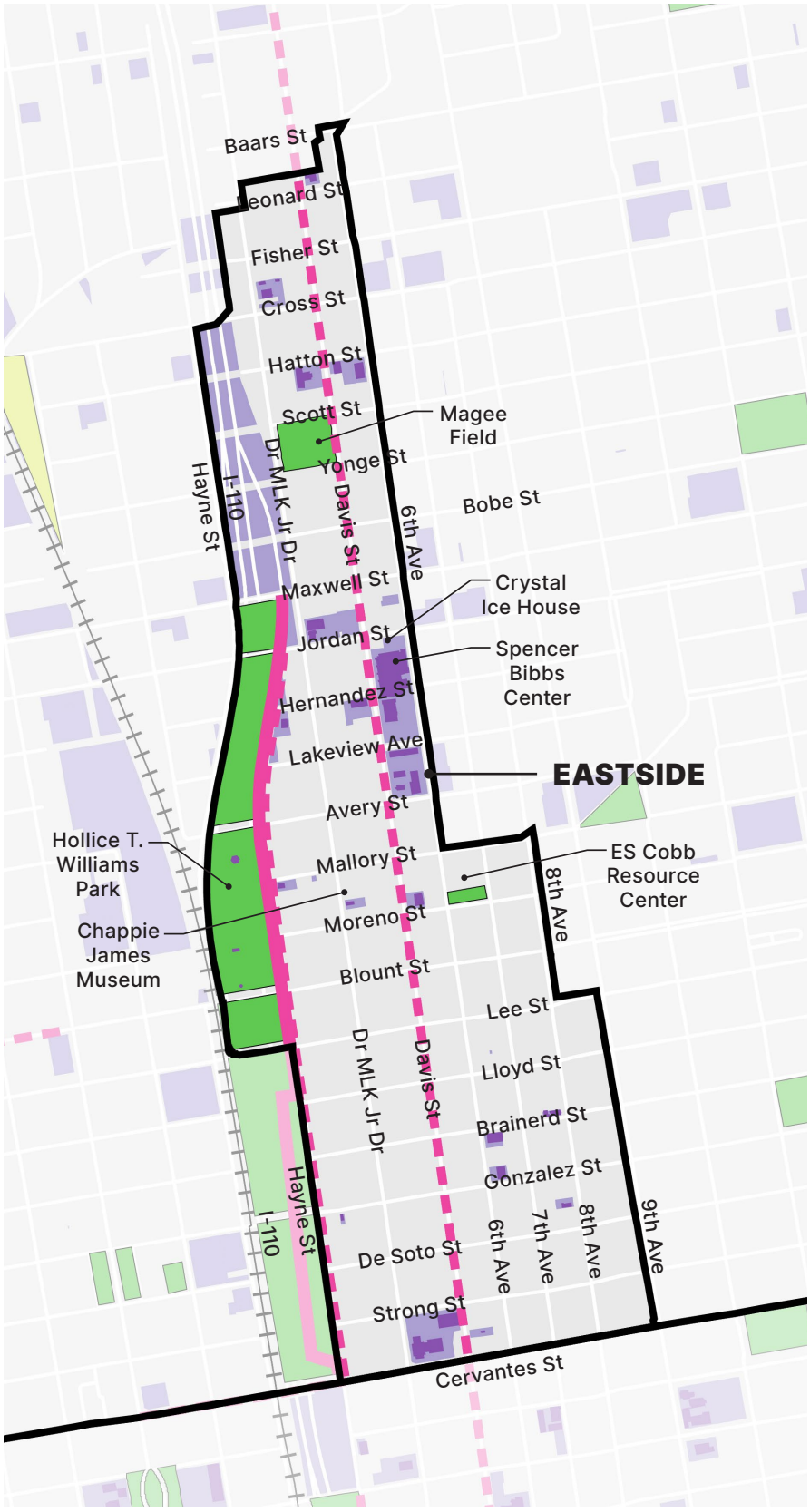
The CRA Urban Design Overlay area covers all of the Eastside CRA District. The purpose of the district is to improve the visual appearance of these areas, while preserving the urban and architectural character. The regulations support replacing blighted properties with quality, pedestrian-oriented development and encourages a mix of uses that can support a variety of locally-oriented businesses and cultural institutions.

Wellhead Protection Area

Two Wellhead Protection Areas overlap into the Eastside CRA District. These areas are established to protect underground-based sources of drinking water. The goal is to protect the ground area around public water supply wells from contamination.

Wellhead Protection Area
CRA Urban Design Overlay

Map created using GoMaps 4.0 GIS Data from City of Pensacola, September 2024



PARKS, OPEN SPACE, AND AMENITIES

The CRA Districts include various parks, open spaces, and public amenities that enhance the livability and desirability of these areas. The following inventory lists all of the open space and recreation amenities in the Eastside CRA District.

- Hollice T. Williams Park
- Magee Field

Further analysis should categorize the parks as passive versus active open space and show how future planned open space connections could better link the existing parks, open space, and amenities to ensure that all parks and open spaces are utilized appropriately and contain amenities that are well-maintained by the city and well-used by the community.

Map created using ESRI GIS Data from City of Pensacola, January 2024

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TRANSPORTATION ANALYSIS SUMMARY

EXISTING CONDITIONS

Understanding the existing conditions of transportation infrastructure and usage establishes a foundation for developing near-, medium-, and long- term recommendations to ensure that all residents enjoy safe and comfortable mobility options. This assessment was assembled from a variety of sources, including city and FDOT traffic and crash data, previous plans, and resident comments.

Geography & Layout

The Eastside district is geographically very narrow. Major roadways separate and divide the district making walkability and connectivity a challenge. Major north-south connectors to and from downtown are the one-way couplets Dr. Martin Luther King, Jr. Drive and N Davis Highway. This one way pair becomes the main access point to I-110 and lacks traffic calming measures that improve safety and well being for pedestrians and cyclists.

Pedestrian & Bicycle Facilities

There are many challenges with the pedestrian and bicycle infrastructure in the Eastside. The lack of crosswalks, bicycle lanes, and maintenance of these facilities further amplifies barriers to safety and comfort by residents.

Although there is a general lack of facilities in the Eastside, this district does happen to contain the longest segment of continuous bike lane in the city along N Davis Highway. But despite its length, both ends of this bike lane are dead ends in undesirable locations and there are no east-west connections that provide dedicated bicycle infrastructure.

Roadway Safety

The widths of rights-of-way in the Eastside are relatively narrow, indicative of the city's age and the primarily residential nature of this CRA District.

Additionally, the allocation of space within rights-of-way tends to favor space for cars over any other form of travel. Drivers tend to drive faster as lanes widen, further decreasing the safety of pedestrians, bicyclists, and the drivers themselves.

The Active Transportation Plan (ATP) adopted in 2023 identified the intersection of Dr. Martin Luther King, Jr. Drive and E Blount Street as one of the top five "high crash intersections" within the CRA Districts. Additionally, the Emerald Coast Regional Council Safe Streets and Roads For All Safety Action Plan (December 2024) identifies N Davis Highway as a Tier-1 Priority High-Injury Network roadway.

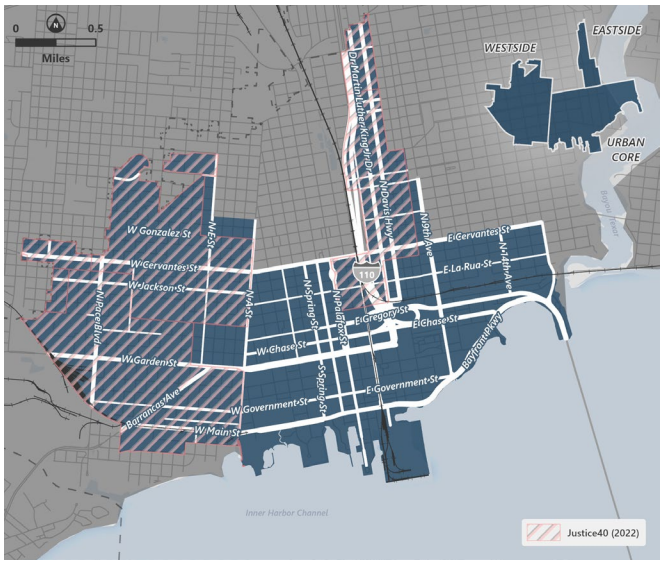


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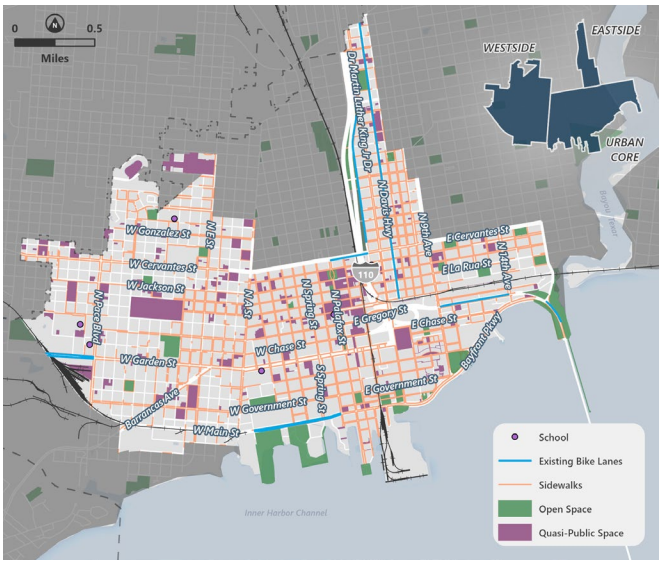
WHAT IS WALKABILITY?

Walkability is a term that refers to the ease and ability to access amenities on foot. Great urban places tend to be very walkable, meaning that residents and visitors are able to walk (or use mobility aids) to safely and comfortably reach destinations like shops, daily services, parks, schools, employment centers, and more. Ideally, making a place more walkable will translate into more people choosing to walk instead of driving, which has health, social, economic, and environmental benefits.

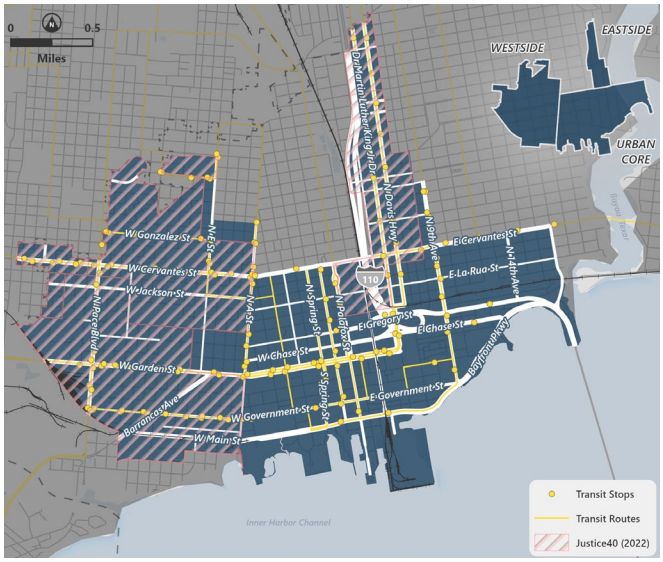
This concept also often extends to bicycling infrastructure, called "bikeability." Leading to the same benefits, bikeability is another important ingredient for great urban places.



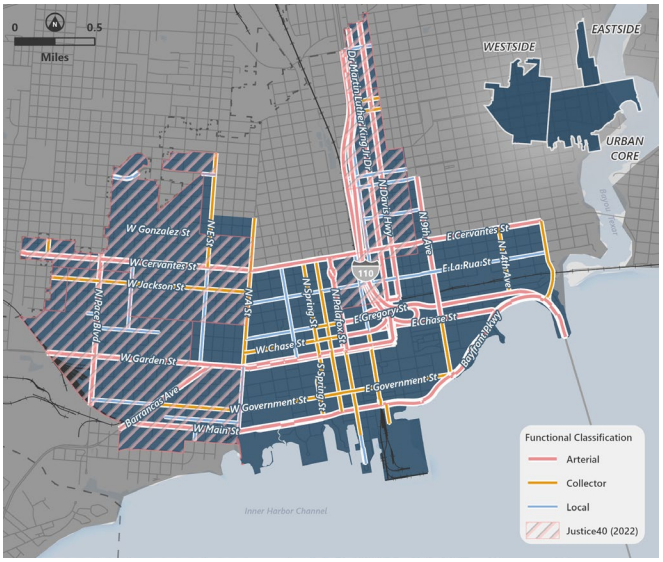
Major Roadways and USDOT Disadvantaged Communities



Pedestrian & Bike Facilities and Community Assets



Transit Routes & Stops



Functional Classification of Streets

Equity and Transportation

The Eastside CRA District ranks in the 99th percentile for transportation cost burden, compared to the city's 63rd percentile rank; this indicates that Eastside residents pay more for less services compared to others in the city. Only two bus routes service the Eastside, and neither of those routes are slated for planned improvements in ECAT's Transit Development Plan.



RECOMMENDATIONS

BIG IDEAS FOR THE EASTSIDE

ABOUT THE RECOMMENDATIONS

The recommendations in this plan are based on the input gathered from Eastside residents and stakeholders throughout this process and an extensive analysis of existing conditions and ideas in prior plans. These recommendations build on prior work while acknowledging the current market conditions and the ever-evolving needs of the community. This chapter includes a series of core ideas to restore the Eastside to a thriving community grounded in its unique history and culture, followed by policy recommendations that provide additional detail on how to make that a reality.



Film North Florida

Eastside neighborhood entry sign

CORE CONCEPTS

The following is a summary of the core concepts to revitalize the Eastside, incentivize equitable development, and ensure that the neighborhood continues to evolve in a manner consistent with the vision of its residents. These ideas reflect the community feedback received throughout the public engagement process.



Infill housing example

Diverse and Attainable Housing

Expanding the range of attainable and affordable housing options is a serious need in the Eastside. A long history of displacement and blight can still be felt in the vacancy along some streets and Eastside residents want to see opportunities for diverse housing types that can accommodate a wide range of income types. Infill development can also provide smaller development opportunities for local entrepreneurs, which is a priority of the Eastside Neighborhood Association. Investment in new housing should complement the existing scale and character of the neighborhood, while ensuring that existing residents are able to stay in their homes.



The Historical Marker Database

Historical marker at Magee Field

Enhancing Parks and Recreational Amenities

Hollice T. Williams Park, Magee Field, and the E.S. Cobb Resource Center are just a few of the treasured amenities in the neighborhood. Enhancing these existing centers and ensuring that residents can travel to and between them is a priority for the youth of the neighborhood. Continuing to maintain, invest in, and explore the appropriate programming of these spaces will be a critical part of continuing to serve local residents by creating spaces to gather and enhancing recreational amenities in the Eastside.



Heritage trail pamphlet



The Chappie James Museum



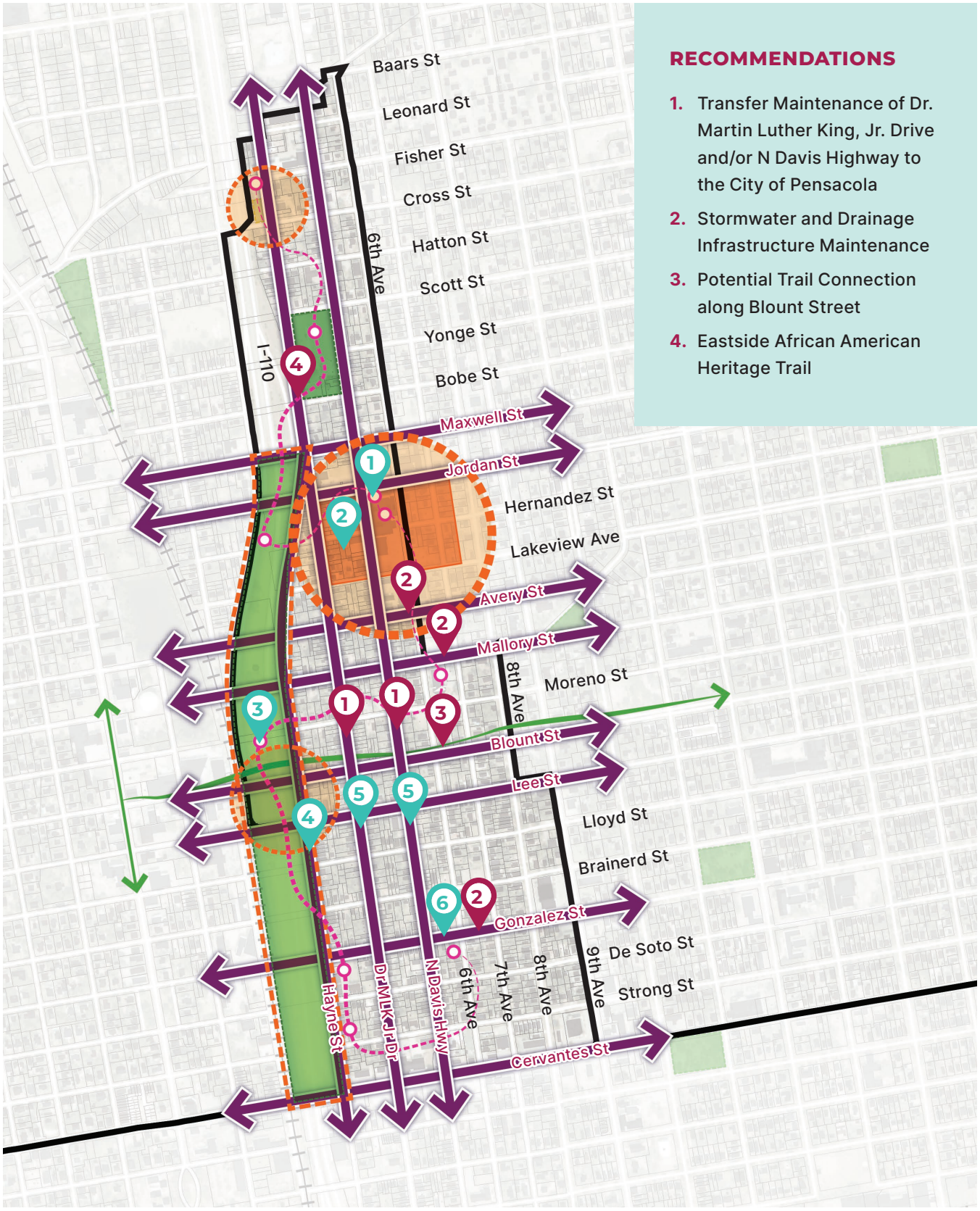
Sidewalk conditions along major Eastside corridors

Prioritizing Safety and Walkability

The street grid in the Eastside was seriously impacted by the construction of I-110, and therefore is often confusing for both drivers and pedestrians, resulting in some hazardous conditions. There's an opportunity to restore a neighborhood-scale street grid that prioritizes walking and biking, while allowing for the flow of traffic through the neighborhood. The recommendations in this chapter describe potential improvements to key streets that enhance pedestrian safety, provide additional bike connectivity, and complement neighborhood character, encouraging future investment.

Culture and Economic Mobility

The Eastside has a unique history as the home of many prominent African-Americans, such as General Daniel "Chappie" James, and neighborhood treasures such as the former H&O Cafe. For years, the Eastside Neighborhood Association has worked to create an African American Heritage Trail that shares the history of its many prominent African-American residents. There's an opportunity to build on this momentum and anchor future economic development efforts around celebrating and telling the complex history of the Eastside. This could include bringing some of these important sites back to life while supporting local entrepreneurs and businesses and providing economic opportunities.



Putting It All Together Policy Recommendations and Special Demonstration Projects in the Eastside

SPECIAL DEMONSTRATION PROJECTS

Special Demonstration Projects are examples of potential projects that achieve community goals by addressing all six categories of recommendations. These projects show potential future visions that are subject to change. In the Eastside, these catalytic projects could include:

** The quotes shown on the Special Demonstration Project pages represent comments received from residents and stakeholders throughout the engagement process, including community meetings, surveys, website commenting tools, etc. Minor adjustments to the language of the comments were made for clarity purposes only.*

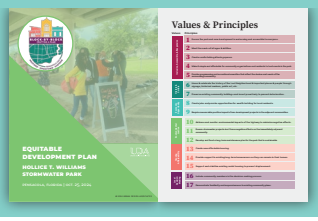
1. Crystal Ice House Market



2. Eastside Infill Housing



3. Hollice T. Williams Park and the Equitable Development Plans



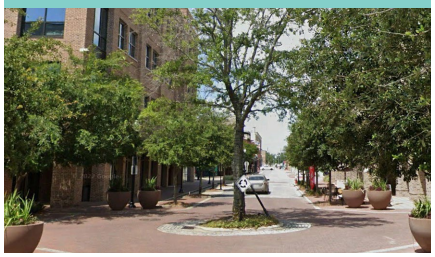
4. Hayne Street Improvements



5. Dr. MLK Jr. Drive and N Davis Highway Streetscapes



6. Gonzalez Street Shareway



HOW THE RECOMMENDATIONS ARE ORGANIZED

Recommendations are organized into the following topics:

Land Use, Zoning, and Special Districts
These recommendations are focused on optimizing planning regulations to encourage appropriate future development while preserving the existing character of neighborhoods.

Economic Development
These recommendations target initiatives that boost local economies by bringing commercial and rich mixes of uses into the district.

Neighborhood Development
These recommendations are aimed at strengthening neighborhoods through partnerships, capacity building, and building on existing assets.

Housing
These recommendations are focused on creating a wide range of affordable/attainable housing options.

Transportation, Streets, and Parking
These recommendations are intended to improve safety, connectivity, accessibility, and navigability for all users.

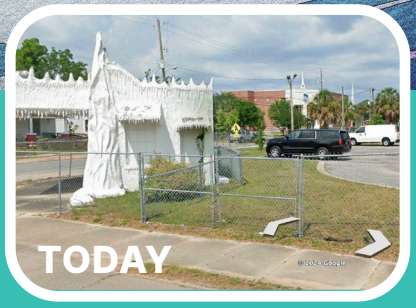
Open Space and Community Amenities
These recommendations aim to improve public spaces and equitably distribute and provide community resources.

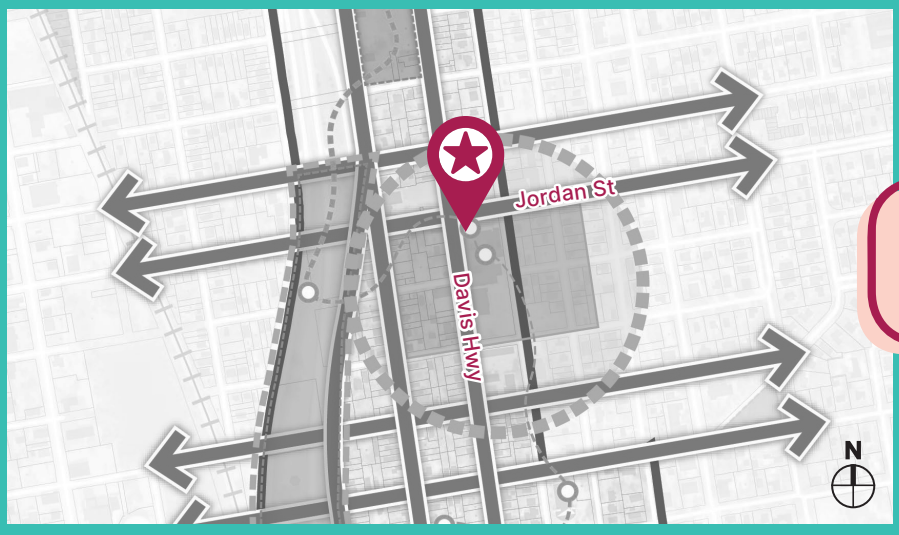
SPECIAL DEMONSTRATION PROJECT

CRYSTAL ICE HOUSE MARKET



"This would upgrade the neighborhood while attracting people from the community as a whole."

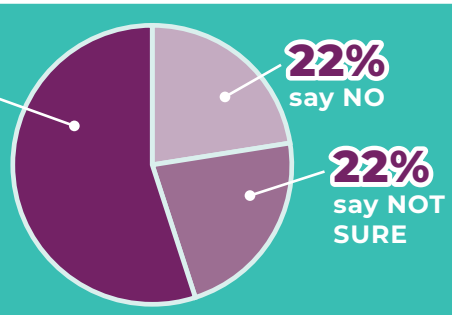




"Bringing new business to the Eastside would enhance the neighborhoods"

"Preserve the unique historic structure and build activities around it."

Do you think that the Crystal Ice House is an important cultural landmark that should be preserved and reused?



*For full survey results, see Appendix

"I like the idea of a connected space to hang out and socialize"

About the Special Demonstration Project

The Crystal Ice House is a cultural landmark located at E Jordan Street and N Davis Highway. Built in 1932, this is the only remaining ice house of four that supported the local fishing industry before household refrigeration. The Crystal Ice House was added to the national register of historic places in 1983, and in 2007, Pensacola named it as one of the "Seven Wonders of Pensacola."

In the future, the Crystal Ice House and adjacent parking lot could be transformed into an outdoor market to catalyze economic development in a neighborhood that once had many thriving African-American businesses. A new outdoor market could complement the longstanding LA Store that is directly across the street, which has served the neighborhood residents for many years.

This newly imagined market could provide space for local entry-level entrepreneurs, including African-American-owned business owners seeking to scale up, local food trucks, and artists. The market could also serve as a gathering space with a new pavilion for performances, community celebrations, and a space for sharing the rich history of the Eastside.

An ice cream or other themed vendor could re-occupy the Ice House, anchoring a new space of commercial activity for Eastside residents.

Community Feedback

Eastside residents were in support of reutilizing the Crystal Ice House, and adding incubator spaces for local small businesses. Their suggestions included:

- Reserve a percentage of vendor spaces for Eastside entrepreneurs alongside regional businesses;
- Find a themed vendor for the Crystal Ice House that pays homage to the former use.

Implementation & Next Steps

The CRA is coordinating with the Escambia County School District, which owns the Crystal Ice House, to explore options to replace the parking spaces in the lot north of the Spencer Bibbs Center in the surrounding neighborhoods. They may include shared parking agreements with churches or acquisition of vacant lots to develop parking lots for the school district. Rezoning would be required in order to add commercial spaces at this location. Continue to partner with the school district to look for funding opportunities for restoration of building facilities.

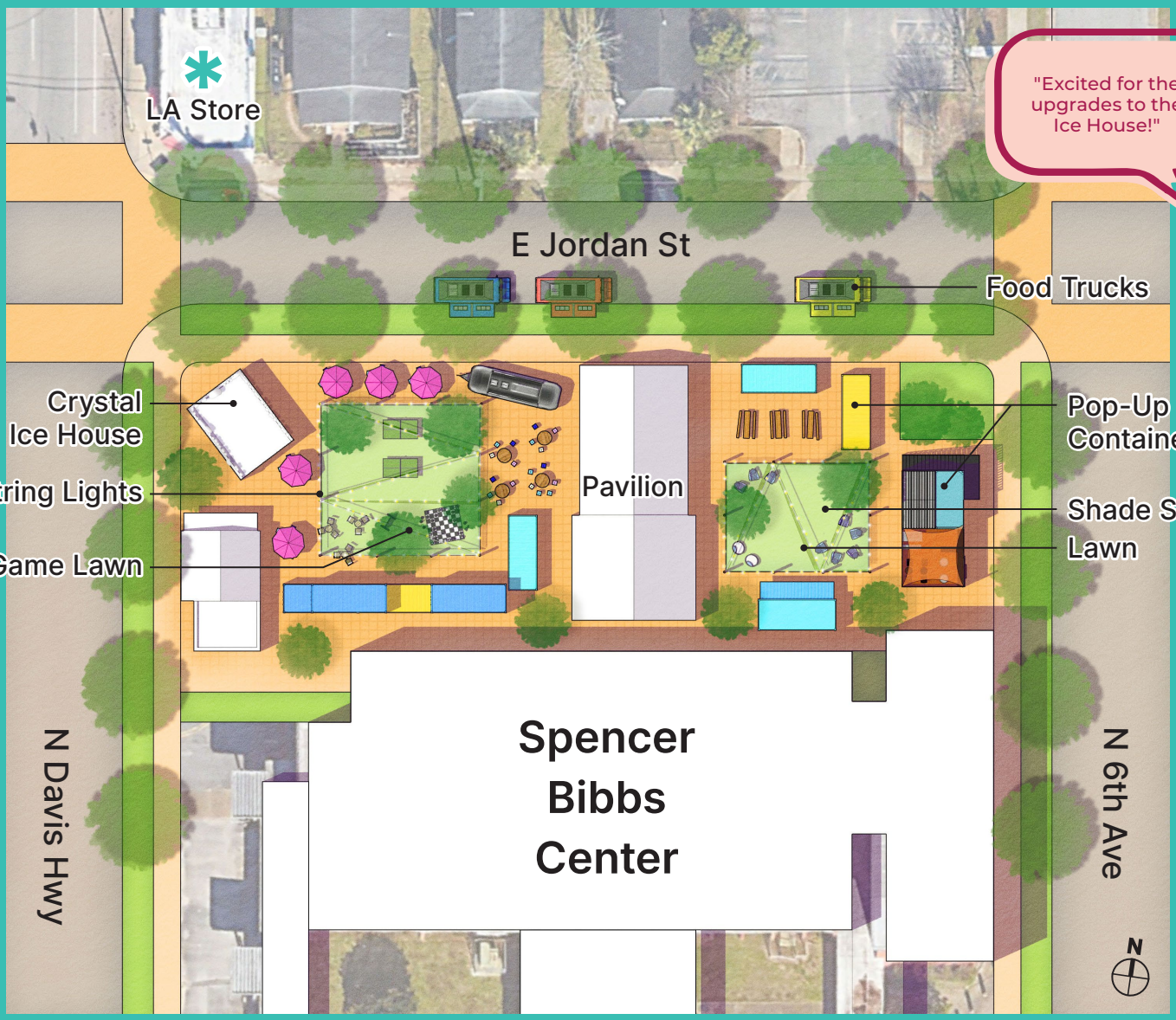


LEARNING FROM THE HISTORY OF THE ICE HOUSES OF PENSACOLA

Pensacola was once home to several ice houses, which were built in the late nineteenth and early twentieth century to provide ice to Pensacolians before the invention and proliferation of modern refrigeration. This ice was mainly used to preserve fish for the local fishing industry. The quirky building features stucco icicles and a polar bear on the roof – an architectural landmark as much as it is a cultural one.

Pensacolians have fond memories of the ice houses. One resident remembers:

"On my walk home, which most of the year was in sunny, hot, and humid weather, I always stopped at the ice house.... All of my friends and I stopped for long and ice-cold drinks and water from the faucet. We drank all we could. At the time I took the plentiful and free freezing cold water for granted but looking back, I can see it was an unspoken gift of the ice company to use school children of the neighborhood."



"Excited for the upgrades to the Ice House!"

Do you think that creating a small business incubator and food park around the Crystal Ice House would benefit the Eastside CRA District?

Yes	71.2 %
No	14.4 %
Not sure	14.4 %

*For full survey results, see Appendix

"Today, the Crystal Ice House is an eyesore and needs some maintenance."

"The location would also draw people from many locations and be an asset to the school building next to it."





Yelp



Aleksandr_Vorobev





Examples of small, pop-up, gathering spaces centered around food, live music, and other activation

"I'm a big fan of food parks!"

RELATED POLICY RECOMMENDATIONS

LAND USE, ZONING, AND SPECIAL DISTRICTS

- Develop Design and Form Standards for all projects receiving CRA funding
- Adaptively reuse vacant historic structures for neighborhood-serving retail, restaurants, and shops

ECONOMIC DEVELOPMENT

- Support the development of small retail nodes near higher visibility corridors and cultural landmarks
- Integrate the market with organizations that provide small business support
- Build the relationship with Escambia County School District

NEIGHBORHOOD DEVELOPMENT

- Support neighborhood capacity building
- Support the neighborhood in developing a unique identity and branding for the Crystal Ice House Market
- Offer incentives and support projects that preserve and celebrate cultural destinations and preserve historic buildings

TRANSPORTATION, STREETS, AND PARKING

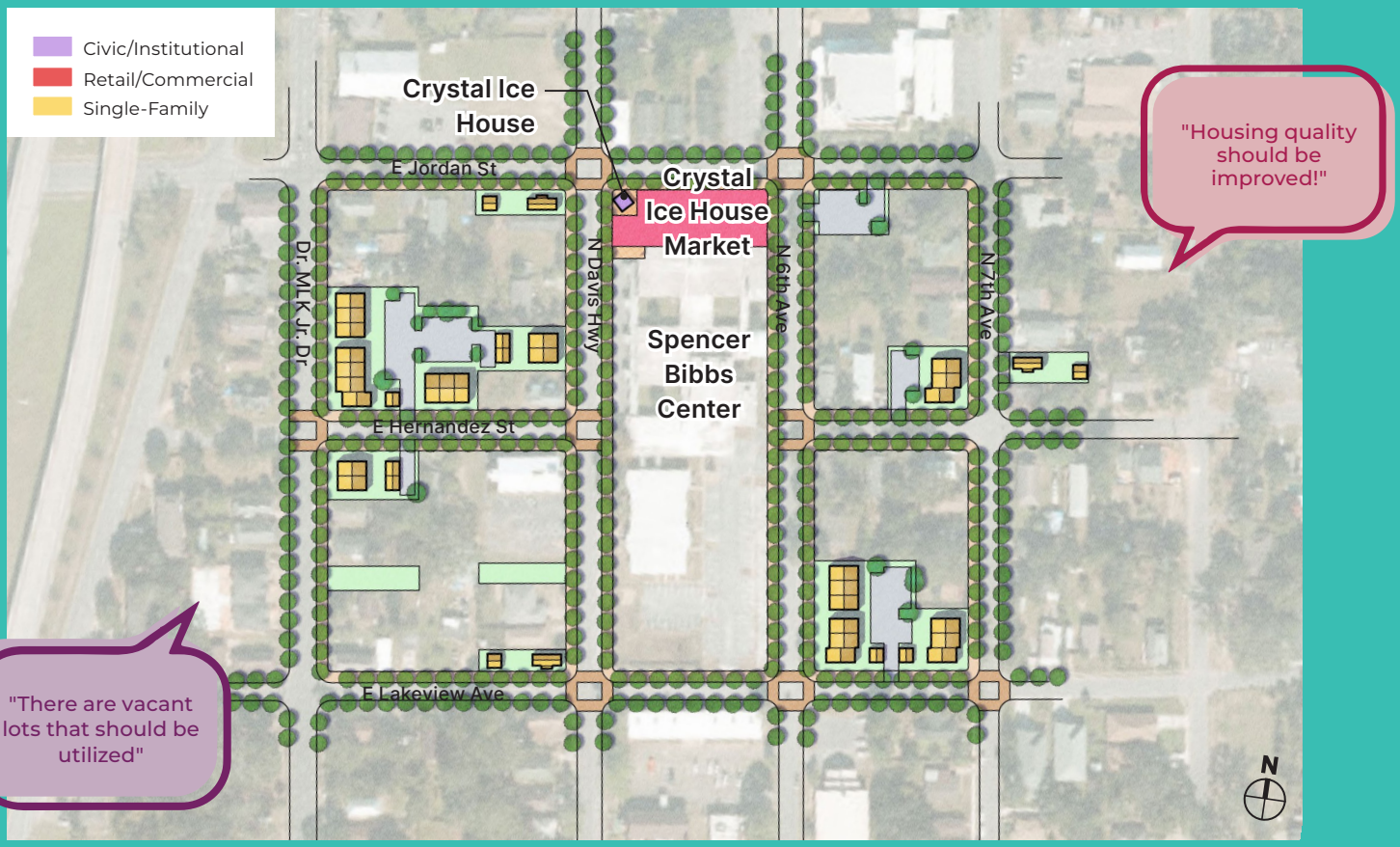
- Transform Dr. MLK, Jr. Drive and N Davis Highway into slower-moving two-way streets with wider, shaded sidewalks
- Transfer ownership of Dr. MLK, Jr. Drive and N Davis Highway to city ownership
- Improve east-west walking and biking connections to Hollice T. Williams Park along E Jordan Street
- Underground utilities on Dr. MLK, Jr. Drive and N Davis Highway

OPEN SPACE AND COMMUNITY AMENITIES

- Fund and build a community gathering space on the northern Spencer Bibbs parking lot with an open-air pavilion for outdoor dining and events
- Enhance the historical markers along the Black History Trail, including the Historic Crystal Ice House and Spencer Bibbs Academy

SPECIAL DEMONSTRATION PROJECT

EASTSIDE INFILL HOUSING



About the Special Demonstration Project

Many vacant lots can be found on the blocks surrounding the Spencer Bibbs Center and throughout the Eastside CRA District. Smaller infill housing, like cottages and townhouses, should be built to increase housing options in the neighborhood and to add vibrancy around the Ice House Market. This could also provide opportunities for smaller, local developers in the neighborhood. Partnerships with local non-profits, such as the Eastside Neighborhood Association, should be pursued to explore opportunities for enhancing economic development in the neighborhood and preserve the affordability of housing, especially for long-time residents.

Community Feedback

Eastside residents were in support of building infill housing. Their priorities included:

- Ensure housing affordability, especially for existing residents;
- Design infill housing that fits with the character of the surrounding neighborhood;
- Preserve on-street parking that is used by existing residents.

Implementation & Next Steps

The CRA has worked with local architects and builders to design a series of pre-approved building plans that could be purchased by property owners and/or developers. These established standards make the design and construction processes easier, which may help encourage residential construction. Identifying candidate lots for these infill projects, or creating a checklist to determine an effective strategy for identifying candidate lots, could be the next step.

What kind of housing do you think is the most appropriate to add in the Eastside CRA District?

Housing that serves a mix of incomes	50.41 %
Homeownership	47.11 %
Affordable for low-income households	37.19 %
Townhouses and low-rise buildings	31.40 %
Mid-rise residential buildings	25.62 %
Rental housing	24.79 %

*For full survey results, see Appendix







Examples of infill housing

"More residential options is a great idea!!"

RELATED POLICY RECOMMENDATIONS

LAND USE, ZONING, AND SPECIAL DISTRICTS

- Develop Design and Form Standards for all projects receiving CRA funding
- Refine the minimum lot sizes for development in this area, considering that the blocks do not have alleys and many lots are currently too narrow for on-lot parking

NEIGHBORHOOD DEVELOPMENT

- Offer incentives and support projects that preserve and celebrate historic buildings

HOUSING

- Continue offering property improvement programs to preserve and create affordable housing units
- Develop a companion program to the Residential Property Improvement Project (RPIP) for substantial demolition and reconstruction for primary structures and ADUs, rehabilitated or new construction, to facilitate new infill development
- Acquire lots for infill development and partner with organizations such as the Homebuilders Association to keep construction costs as low as possible for new housing construction projects
- Partner with Community Land Trusts, such as the Northwest Florida CLT, to acquire and develop infill housing on vacant lots surrounding Spencer Bibbs Center
- Continue to develop pre-approved building plans
- Use incentive programs to continue to fund affordable housing projects
- Identify target areas for incentives to encourage the construction of residential uses

TRANSPORTATION, STREETS, AND PARKING

- Transform Dr. MLK, Jr. Drive and N Davis Highway into slower-moving two-way streets with wider, shaded sidewalks
- Transfer ownership of Dr. MLK, Jr. Drive and N Davis Highway to city ownership
- Improve east-west walking and biking connections to Hollice T. Williams Park along Gonzalez, Blount, Jordan, and Maxwell Streets
- Underground utilities on Dr. MLK, Jr. Drive and N Davis Highway
- Explore curb management plans and develop revised parking requirements for infill projects

"New investments should help existing residents stay in their homes and create new affordable housing"

SPECIAL DEMONSTRATION PROJECT

HOLLICE T. WILLIAMS PARK AND EQUITABLE DEVELOPMENT PLANS



About the Special Demonstration Project

Located along the western edge of the Eastside CRA District, Hollice T. Williams Park is an important community anchor. The park was created on the land remaining under and around the I-110 overpass. In the 1970s, this highway was cut through a thriving Black and African American neighborhood, uprooting and displacing long-standing homes, churches, businesses, and residents.

The communities surrounding the park have been exploring enhancements for years, with previous planning efforts taking place in 2004, 2010–2014, and 2021. In 2023, the City applied for and received a $25 million CDBG-DR grant and a $5 million NRDA grant to fund the first phase of park improvements, including stormwater upgrades. Additionally, the City applied for and received a $1.2 million TA grant to fund a multi-use trail. In the same year, Mayor Reeves committed to developing an Equitable Development Framework Plan to guide the development of the park and within a 1/2-mile radius of the park. The Equitable Development Plan planning process began in the summer of 2024, with the plan adopted by City Council in November 2024.

Community Feedback

The 335 responses gathered from a Community Equity Survey were used to inform the Equitable Development Values and Principles. Results from this survey as well as conversations with key stakeholders, such as the Friends of Hollice T. Williams Park group and nearby neighborhood associations, helped to establish the following top ten priorities:

- Be welcoming and safe to everyone;
- Meet the needs of all ages and abilities;
- Include community members in the decision-making process;
- Create comfortable gathering spaces;
- Create jobs for local residents;
- Address and prevent flooding;
- Provide programming for children and adults;
- Celebrate local history and culture;
- Create affordable housing;
- Allow community members to help guide, program, and manage park use.

Implementation & Next Steps

The Equitable Development Framework Plan defined the high-level values and principles that should guide the design of the Hollice T. Williams Stormwater Park and the development of public and private projects within a 1/2-mile radius of the park.

As per this plan, the next steps should include the commission of a more detailed set of recommendations, supported by a consensus negotiation process that involves elected and appointed officials, community leaders, and other key stakeholders. A Step 2 document should outline the policies that the City is committed to putting in place to ensure the negative impacts (like increasing rents and home prices) are minimized and development is inclusive to everyone, especially long-time residents and businesses.

"The community should have an active role in shaping the future"

Values & Principles

Values	Principles
Inclusive, Accessible, & Responsive	1 Ensure the park and new development is welcoming and accessible to everyone.
	2 Meet the needs of all ages & abilities.
	3 Create comfortable gathering spaces.
	4 Make it simple and affordable for community organizations and residents to host events in the park.
	5 Provide programming and recreational amenities that reflect the desires and needs of the surrounding community.
History & Culture	6 Honor & celebrate the history of the Lost Neighborhood & important places & people through signage, historical markers, public art, etc.
	7 Preserve existing community buildings and invest proactively to prevent deterioration .
Economic Opportunity	8 Create jobs and provide opportunities for wealth building for local residents.
	9 Require measurable positive impacts from development projects in the adjacent communities.
Environmental Justice	10 Address and monitor environmental impacts of the highway to minimize negative effects.
	11 Ensure stormwater projects don't have negative effects on the immediately adjacent community.
	12 Develop and fund a long-term maintenance plan for the park that is sustainable.
Housing Affordability	13 Create new affordable housing.
	14 Provide support to existing long-term homeowners so they can remain in their homes.
	15 Support and stabilize existing rental housing to prevent displacement.
Local Decision-Making	16 Include community members in the decision-making process.
	17 Demonstrate familiarity and responsiveness to existing community plans.







RELATED POLICY RECOMMENDATIONS

LAND USE, ZONING, AND SPECIAL DISTRICTS

- Develop Design and Form Standards for all projects receiving CRA funding
- Rezone to protect residential character
- Identify zoning incompatibilities with the current zoning classification and the intended use of the neighborhood, in particular within 1/2 mile of Hollice T. Williams Park, which development pressure is likely to impact

ECONOMIC DEVELOPMENT

- Support the development of small neighborhood-scale retail nodes through construction or conversion of houses near higher visibility traffic corridors and near Hollice T. Williams Park
- Ensure that neighborhood organizations and residents are aware of job and business opportunities that arise from investment coming into the neighborhood around Hollice T. Williams Park

NEIGHBORHOOD DEVELOPMENT

- Work with Escambia County to execute joint projects, such as streetscape improvements or design guidelines, and coordinate with ongoing plans
- Pursue grants for neighborhood capacity building, and update to the neighborhood plan, and additional neighborhood identity, placemaking, and branding
- Advocate for innovative programs and support best practices to curb petty and violent crime through community policing initiatives

HOUSING

- Partner with Community Land Trust(s), such as the Northwest Florida CLT, to acquire and develop infill housing on vacant lots surrounding Spencer Bibbs Center
- Develop pre-approved building plans
- Develop high-quality affordable housing that is affordable to existing residents of the neighborhood (both rental and homeownership)

TRANSPORTATION, STREETS, AND PARKING

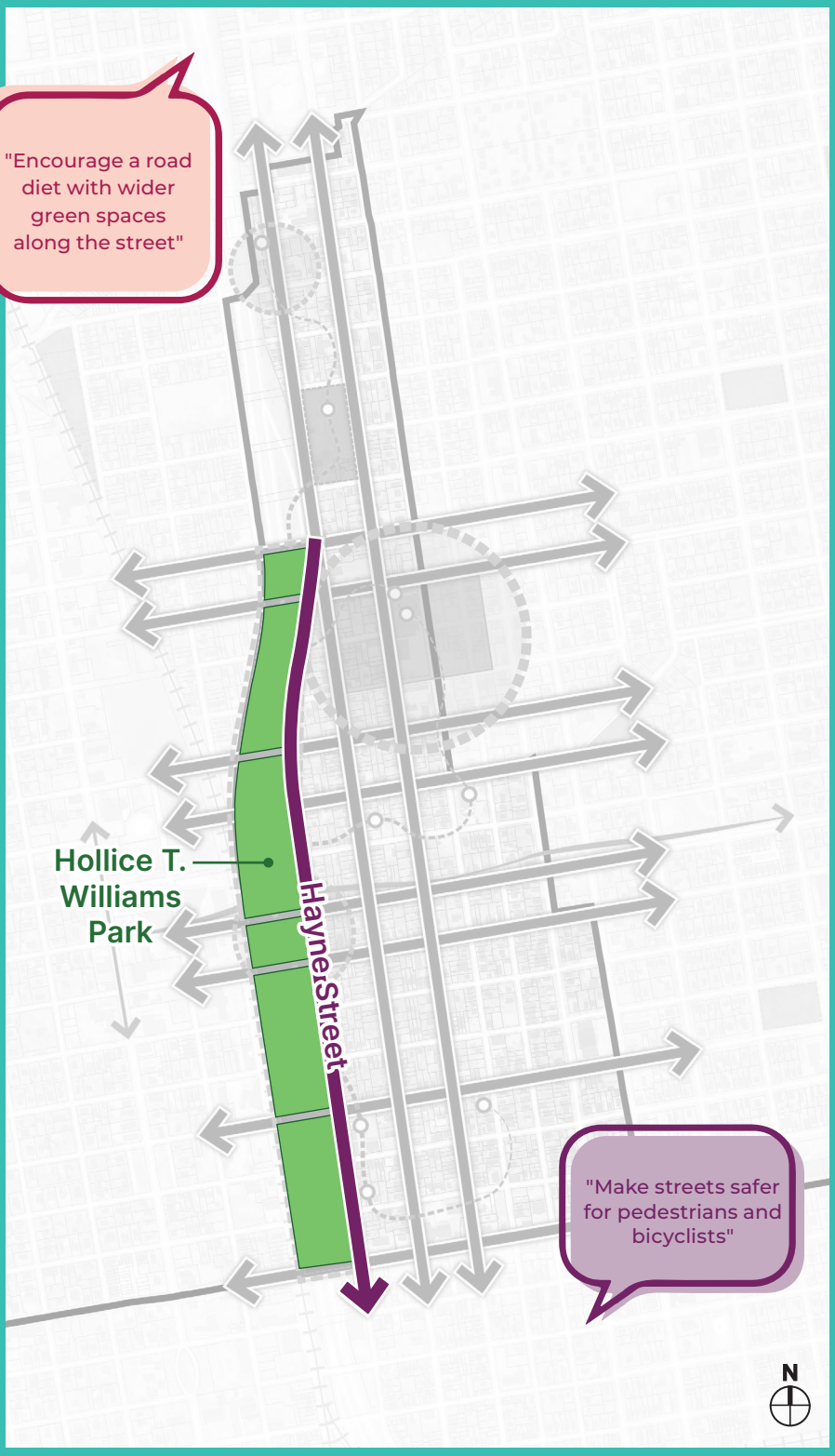
- Transform Hayne Street into a slower-moving two-way street with wider, shaded sidewalks
- Improve east-west walking and biking connections to Hollice T. Williams Park along Gonzalez, Blount, Jordan, and Maxwell Streets
- Explore curb management plans and develop revised parking requirements for infill projects

OPEN SPACE AND COMMUNITY AMENITIES

- Prioritize tree canopy along streets to provide shade and make Eastside more walkable
- Design Hollice T. Williams Park as a destination park that celebrates the unique history and culture of the Eastside neighborhood and honors past harm done by the construction of I-110
- Require art and placemaking enhancements that celebrate the history of the culture of the neighborhood in new developments
- Recommend that the City address stormwater and drainage issues along streets and in the park

SPECIAL DEMONSTRATION PROJECT

HAYNE STREET IMPROVEMENTS



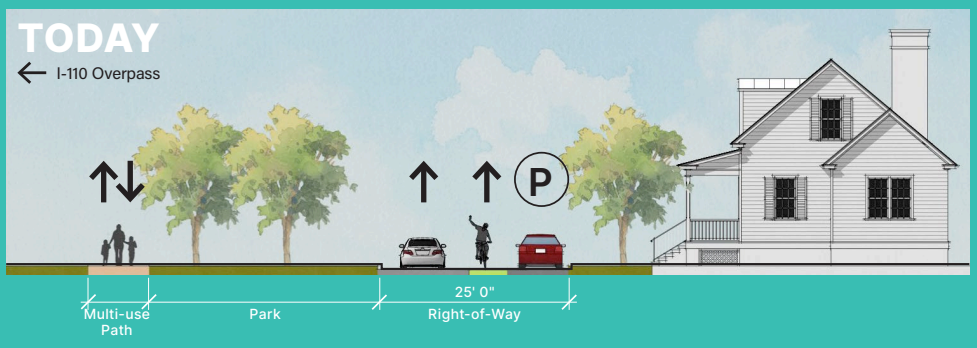
About the Special Demonstration Project

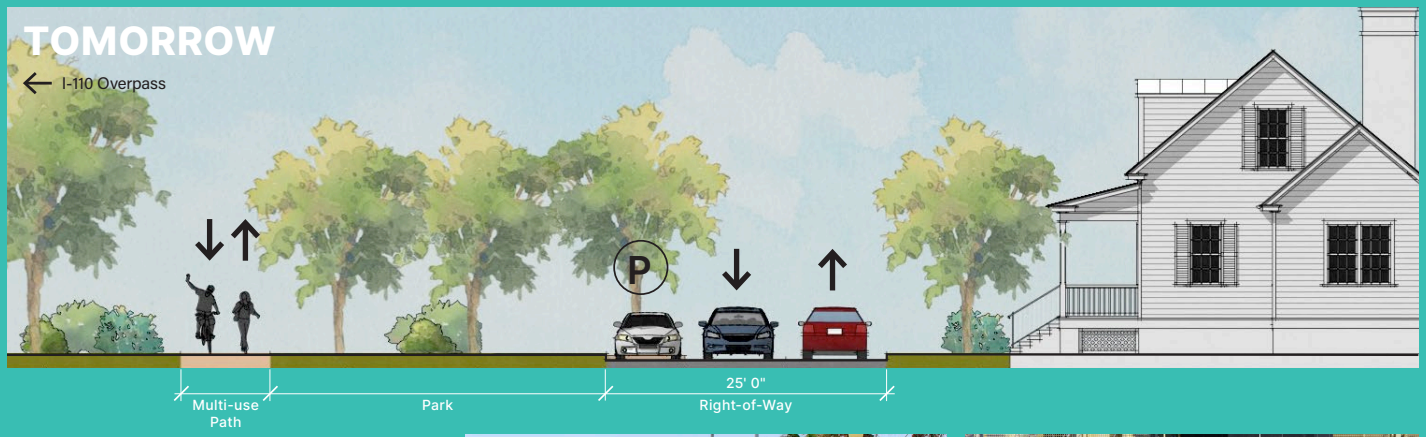
Hayne Street has been identified by the community as a primary pedestrian, bicycle, and vehicle connection in the Eastside CRA. Today, Hayne Street is a northbound one-way street with an unprotected bike lane paralleling Hollice T. Williams Park, which recently received funding to build a wide, shaded multi-use path for pedestrians and bicyclists.

Recently, the City of Pensacola studied improvements to Hayne Street, specifically to improve the pedestrian and bicycle experience in relationship to Hollice T. Williams Park. Those improvements could include:

- Narrowing car travel lanes;
- Converting to narrower, two-way travel to provide better connections to the park;
- Adding on-street parking along the edge of Hollice T. Williams Park for public parking;
- Removing the on-street bicycle lane and revising signage to encourage bicyclists onto the multi-use path within the park;
- Locate gateway opportunity areas that align with major amenities in the park.







Community Feedback

Eastside residents rated Hayne Street as a high-priority pedestrian/bicycle connection, specifically in relationship to Hollice T. Williams Park. Most agreed that shade, landscaping, and protected bicycle routes were top priorities, so shifting the bike lane on Hayne Street to the park multi-use path was well-received.

Implementation & Next Steps

The CRA should conduct further studies regarding the two-way conversion of Hayne Street for implementation in the long-term. The CRA could hold a design competition for artistic park gateways at the Gonzalez and Hayne Street intersection and other important intersections that could be considered entrances to Hollice T. Williams Park.





Examples of artistic gateways

RELATED POLICY RECOMMENDATIONS

ECONOMIC DEVELOPMENT

- Ensure that neighborhood organizations and residents are aware of job and business opportunities that arise from investment coming into the neighborhood around Hollice T. Williams Park

NEIGHBORHOOD DEVELOPMENT

- Work with Escambia County to execute joint projects such as streetscape improvements
- Pursue grants for neighborhood capacity building, and update to the neighborhood plan, and additional neighborhood identity, placemaking, and branding

HOUSING

- Offer the RPIP program along Hayne Street
- Partner with Community Land Trust(s), such as the Northwest Florida CLT, to acquire and develop infill housing on vacant lots, focusing along Hayne Street

TRANSPORTATION, STREETS, AND PARKING

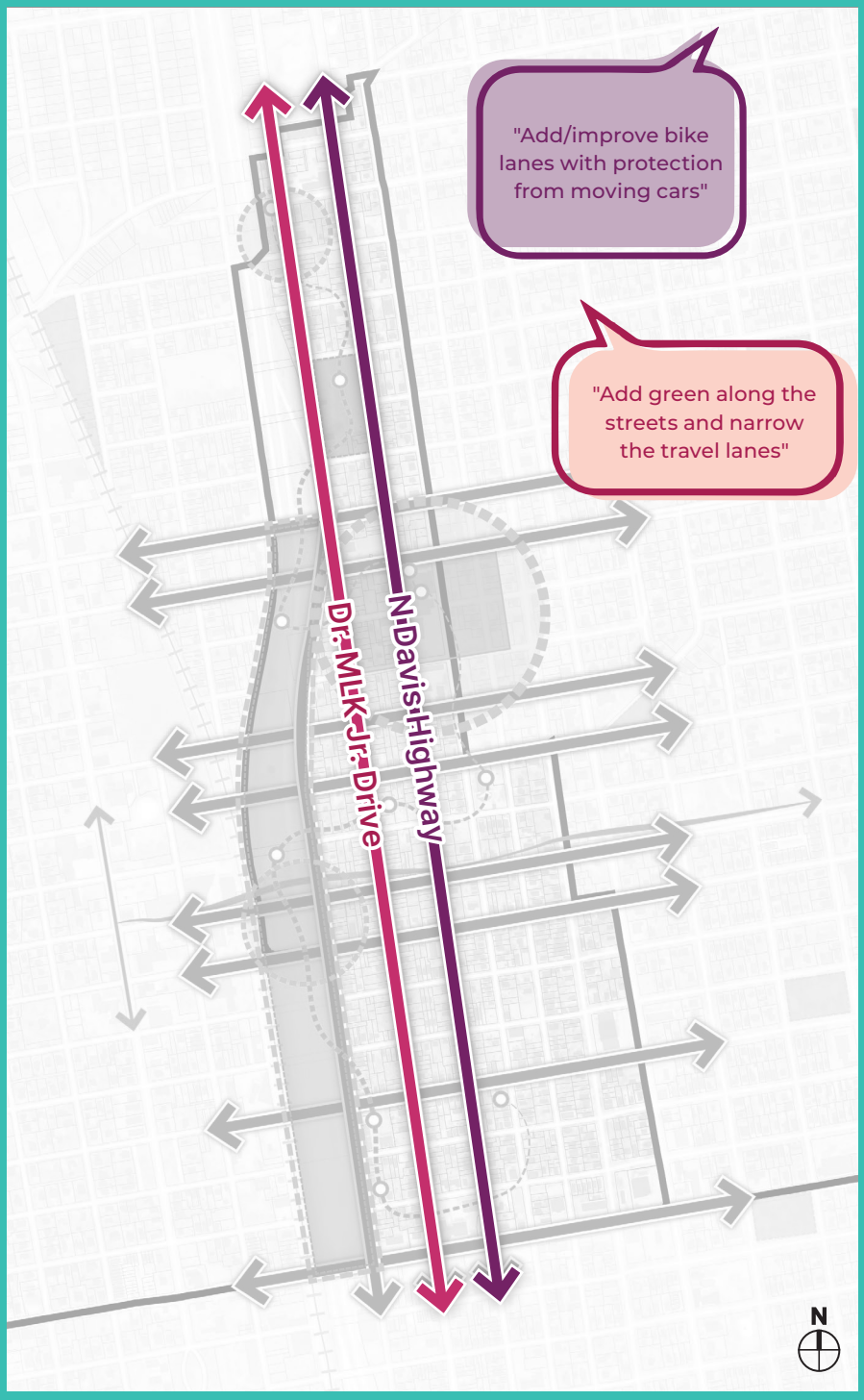
- Transform Hayne Street into a slower-moving two-way street with wider, shaded sidewalks
- Improve east-west walking and biking connections to Hollice T. Williams Park along Gonzalez, Blount, Jordan, and Maxwell Streets
- Explore curb management plans and develop revised parking requirements for infill projects
- Underground utilities on Hayne Street

OPEN SPACE AND COMMUNITY AMENITIES

- Prioritize tree canopy along streets to provide shade and make Eastside more walkable
- Recommend that the City address stormwater and drainage issues on Eastside streets

SPECIAL DEMONSTRATION PROJECT

DR. MLK JR DRIVE AND N DAVIS HIGHWAY STREETSCAPES







About the Special Demonstration Project

Dr. Martin Luther King, Jr. Drive and North Davis Highway are two of the primary north-south connections in the Eastside. Today, both are one-way streets, with Dr. MLK Jr. Drive carrying traffic south towards the Urban Core CRA District and N. Davis Highway carrying traffic north out of the city. Both streets lack consistent crosswalks and shade; additionally, speeding is a major safety issue.

The restoration of Dr. Martin Luther King, Jr. Drive and N Davis Highway to two-way streets has been identified as a priority in the TPO. These plans are underway and require coordina-







Examples of pedestrian- and bicyclist-friendly streets

tion between the City of Pensacola and the Florida Department of Transportation as the roads are currently on the State Road system (S.R. 291).

Community Feedback

Although Eastside residents were overwhelmingly concerned with the safety of drivers, cyclists, and pedestrians on these streets, most prefer improvements to landscape and beautification as opposed to a two-way conversion. Most residents were in favor of improvements including:

- Wider sidewalks with shade;
- Enhanced landscaping;
- Curb bump-outs added to the corners of blocks to shorten pedestrian crosswalks and provide space for landscaping;
- Street lights, banners, signage, and other street furniture additions along priority streets.

Implementation & Next Steps

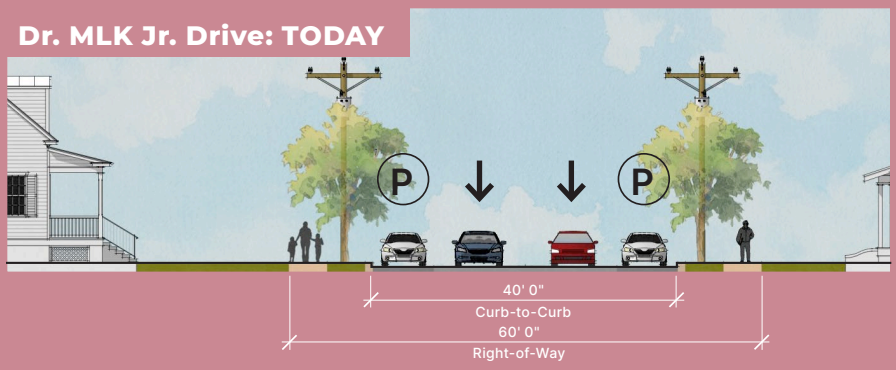
The CRA should continue to explore and potentially test streetscape improvements on both Dr. MLK Jr. Drive and North Davis Highway, primarily focused on creating safe, beautiful, and comfortable streets.

The CRA should explore the ability to partner with the City and FDOT to implement near-term improvements to the bicycle and pedestrian infrastructure along these two corridors as phased approach towards the two-way restoration of the one-way pair. Eastside community members agree that later phases of improvement should focus on the core of the district, specifically between Scott and Mallory Streets.

Potential stand-alone streetscape improvements such as the ones listed below may considered:

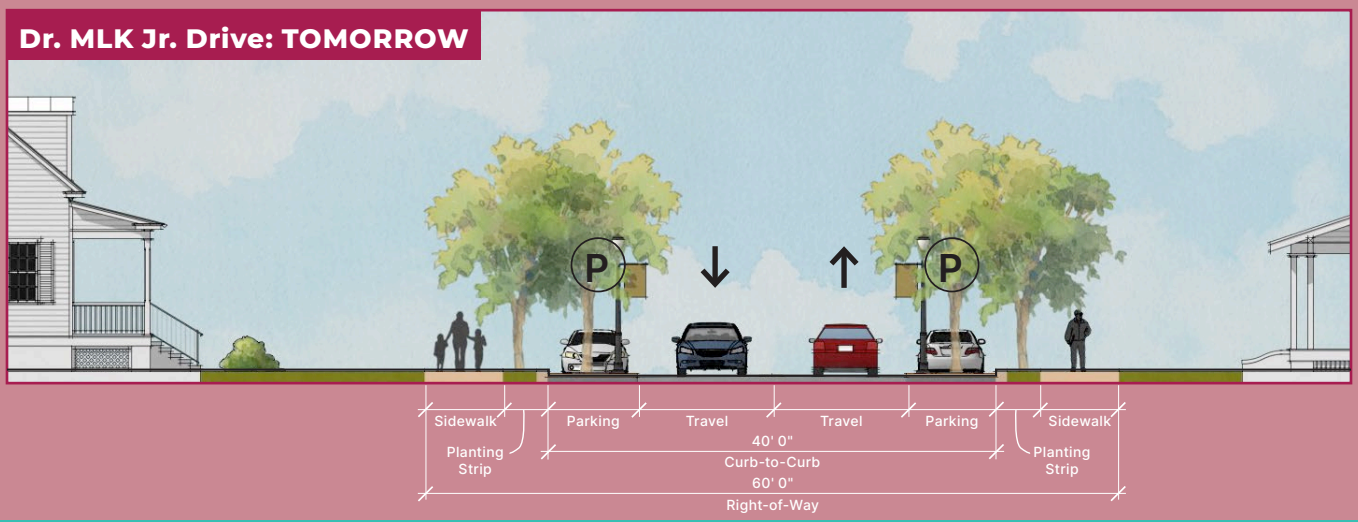
- Paint and install vertical elements to enhance separation of bicycle lanes;
- Add striping to on-street parking to maximize opportunity for temporary streetscape improvements and provide clearly defined zones that adhere to sight triangles;
- Adding high-visibility crosswalks to key east-west intersections that connect to Magee Field and Hollice T. Williams Park;
- Prioritize reconstruction of sidewalks where hazardous conditions exist along the corridor;
- Add landscaping to planting strips;
- Paint new bicycle lanes on the west side of Dr. Martin Luther King, Jr. Drive.

Dr. MLK Jr. Drive: TODAY

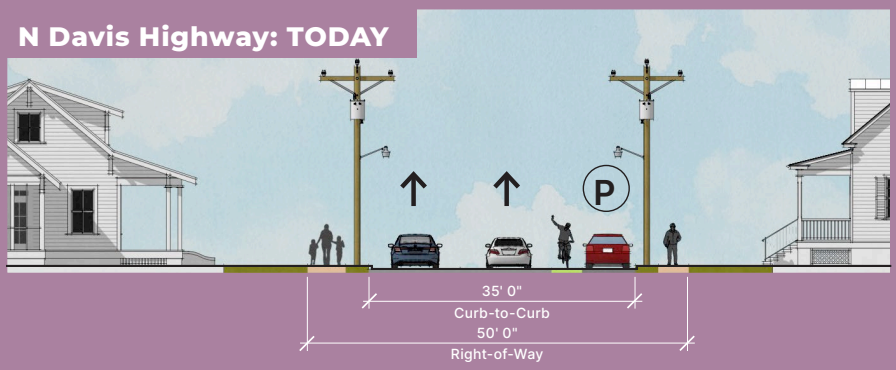


Streetscape improvements on Dr. MLK Jr. Drive could include undergrounding utility lines, adding landscaped curb bump-outs at the corners of blocks, adding street lights and banners, and increasing the width of sidewalks.

Dr. MLK Jr. Drive: TOMORROW

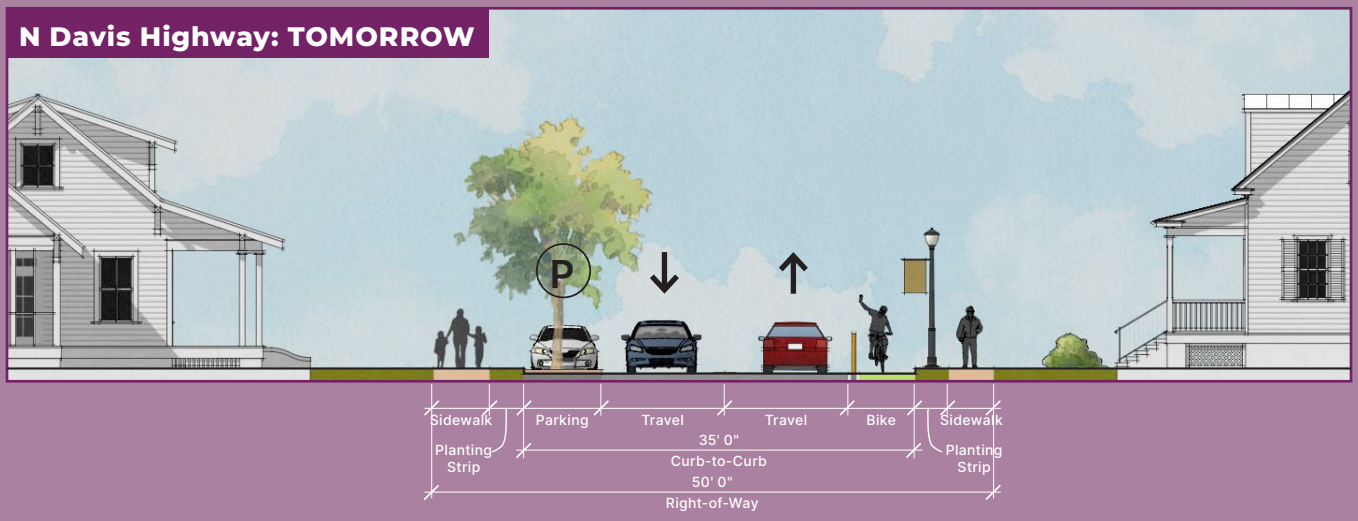


N Davis Highway: TODAY



Streetscape improvements on N Davis Highway could include undergrounding utility lines, switching the on-street parking to the southbound side of the street, creating a protected northbound bike lane, adding landscaped curb bump-outs at the corners of blocks, and adding street lights and banners.

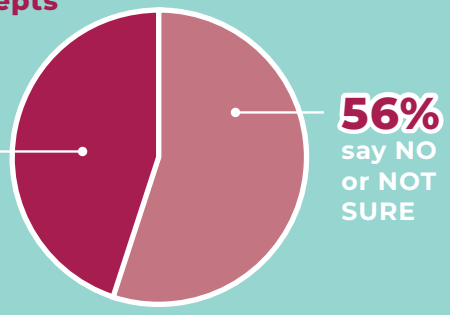
N Davis Highway: TOMORROW



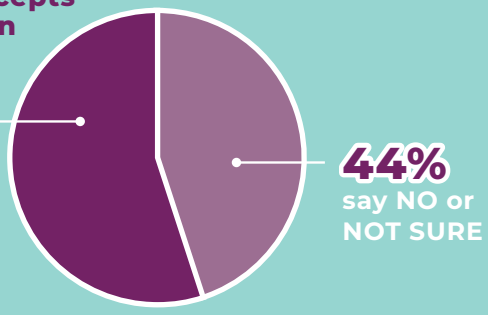
Additional recommendations may include other long-term efforts such as:

- Provide guidance, based on plan goals and principles, for the design for the restoration of Dr. Martin Luther King, Jr. Drive and N Davis Highway from one-way streets to two-way streets;
- Assist property owners to buy trees to plant on private property to supplement street tree canopy where it is not possible to plant within the public right-of-way;
- Advocate for underground utilities where possible;
- Advocate for transfer of jurisdictional maintenance for either Dr. Martin Luther King, Jr. Drive or N Davis Highway. from FDOT to the City;
- Fund wayfinding master plan for the Eastside and specifically along these corridors that celebrate the history and culture of the neighborhood along these streets.

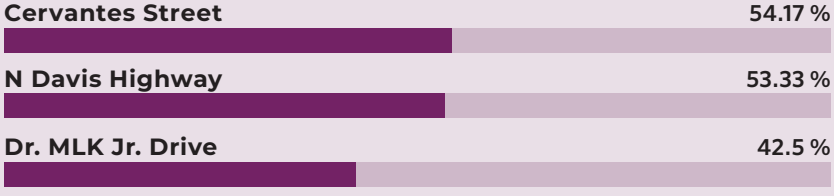
Do you think these concepts would improve safety on Dr. MLK Jr. Drive?



Do you think these concepts would improve safety on N Davis Highway?



Which streets are your top priority for improvements to pedestrian and bicycle safety and comfort?



*For full survey results, see Appendix

RELATED POLICY RECOMMENDATIONS

LAND USE, ZONING, AND SPECIAL DISTRICTS

- Refine the minimum lot sizes for development in this area, considering that the blocks do not have alleys and many lots are currently too narrow for on-lot parking, which increases the demand for on-street parking in Eastside

NEIGHBORHOOD DEVELOPMENT

- Work with Escambia County to execute joint projects such as streetscape improvements
- Pursue grants for neighborhood capacity building, and update to the neighborhood plan, and additional neighborhood identity, placemaking, and branding

TRANSPORTATION, STREETS, AND PARKING

- Transform Dr. MLK, Jr. Drive and N Davis Highway into slower-moving two-way streets with wider, shaded sidewalks
- Transfer ownership of Dr. MLK, Jr. Drive and N Davis Highway to city ownership
- Improve east-west walking and biking connections to Hollice T. Williams Park along E Jordan Street
- Underground utilities on Dr. MLK, Jr. Drive and N Davis Highway

OPEN SPACE AND COMMUNITY AMENITIES

- Prioritize tree canopy along streets to provide shade and make Eastside more walkable
- Recommend that the City address stormwater and drainage issues on Eastside streets

SPECIAL DEMONSTRATION PROJECT

GONZALEZ STREET SHAREWAY



About the Special Demonstration Project

Gonzalez Street has been identified by the community as one of the main pedestrian, bicycle, and vehicle connections in the Eastside CRA. Gonzalez Street is a wide, unmarked two-way street with inconsistent sidewalks and minimal landscape or shade. Intersections along the street are wide, unclear, and inconsistent with signage and direction.

Because this street is important for connection throughout the neighborhood and beyond, intersections along Gonzalez Street should be enhanced. By reserving stop signs to the north-south paths of travel crossing Gonzalez Street between 9th Avenue to Palafox Street, Gonzalez Street becomes a thoroughfare with continuous traffic lanes. Landscaped, slightly-raised planters at each intersection calms traffic, while allowing for bicyclists to have a continual, unobstructed path of travel along Gonzalez Street. The plantings in the center of the intersections would not obstruct views, but slow down car traffic, making the streets safer for pedestrians and bicyclists.

These interventions can be done one intersection at a time, allowing for an incremental and economical improvement plan. A phasing plan should be developed to firstly target the intersections of Gonzalez Street at Hayne Street, Dr. MLK Jr. Drive, and N Davis Highway, as they have high connectivity south to the Urban Core CRA District and will incentivize further intersection improvements headed west toward Palafox Street and east toward 9th Avenue.

In addition to (or in lieu of) the intersection adjustments, other enhancements could be made to improve the pedestrian and bicycling safety and comfort along Gonzalez Street. Those could include:

- Narrowing car travel lanes to encourage slower driving speeds;

  Wider planting strips to accommodate landscaping that provides shade and protection;
- Creating a gateway element (signage, special paving, public art, etc.) at the Hollice T. Williams Park intersection at Hayne Street;
- Undergrounding utility lines.

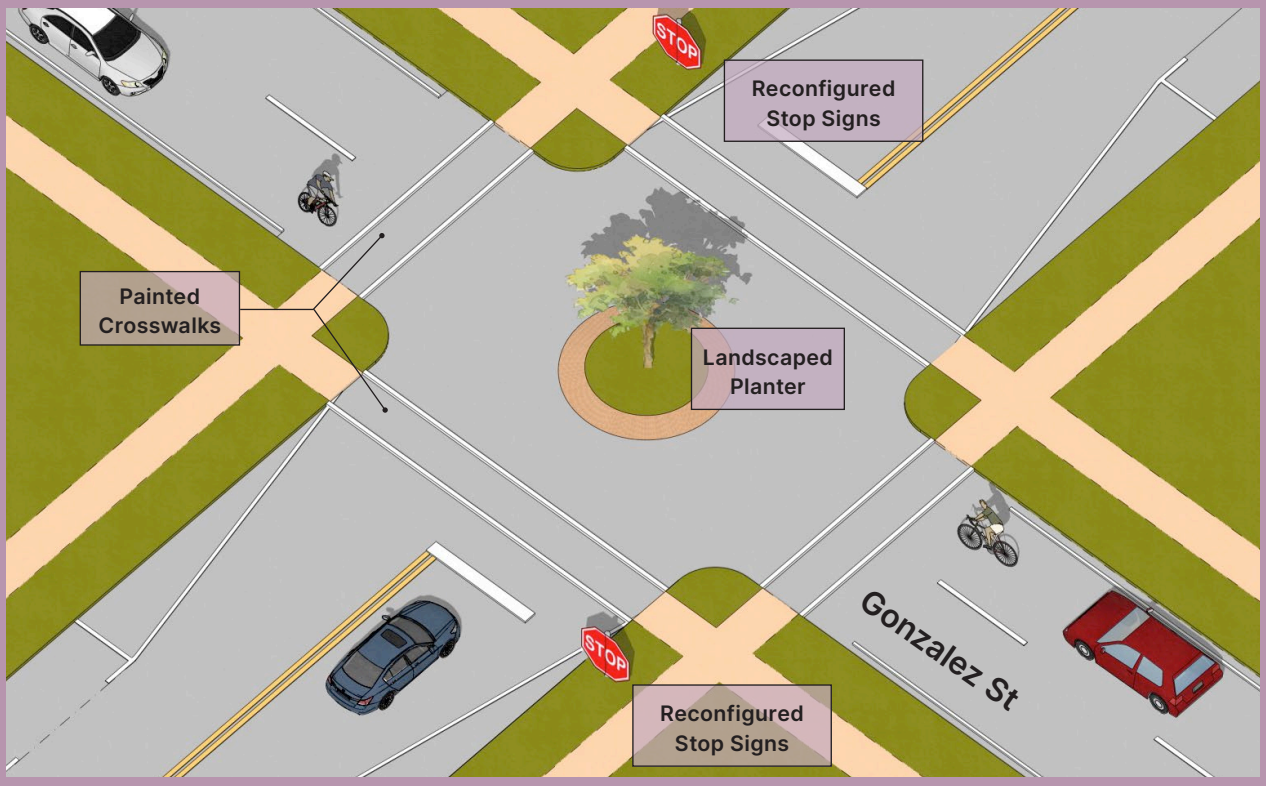
Community Feedback

Eastside residents rated Gonzalez Street as a high-priority pedestrian/bicycle connection. Additionally, most agreed that shade and landscaping were top priorities.

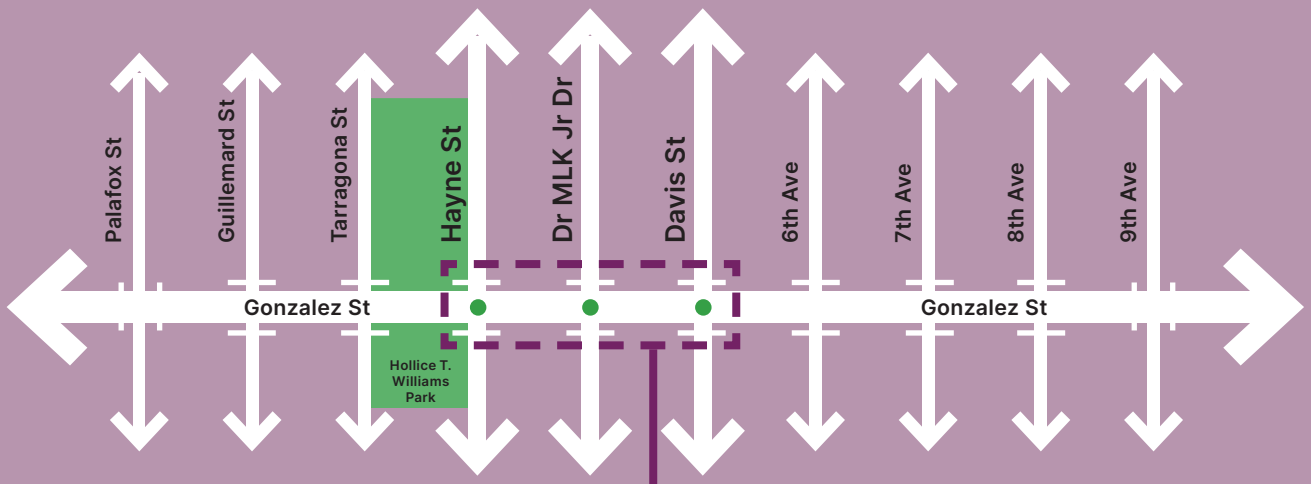
Implementation & Next Steps

The CRA should conduct a phasing plan to improve the intersections along Gonzalez, starting simply with the relocation of stop signs and painted crosswalks, and continuing with the implementation of raised planters at each of the identified intersections between Palafox Street and 9th Avenue (shown in Option 1). Further street improvements along Gonzalez between the intersections should be considered (shown in Option 2).

Option 1: Intersection Reconfiguration



Example of typical intersection improvements



First Phase



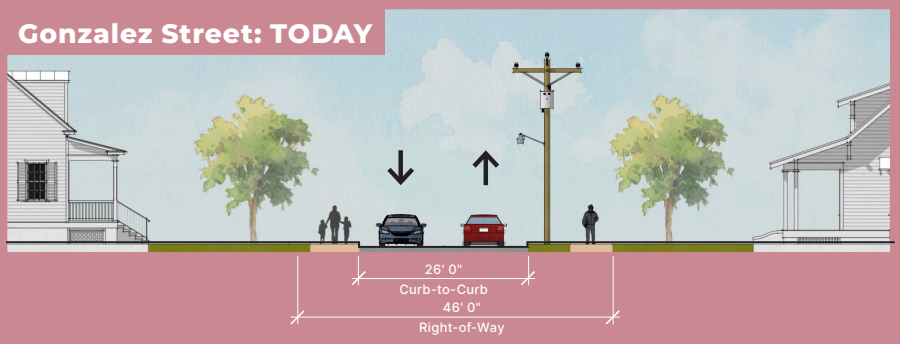
"Gonzalez & MLK is the worst intersection"

"Gonzalez Street should be a priority for bikes"

The first phase should start with intersection improvements along Gonzalez Street at the intersections at Hayne Street, Dr MLK Jr Drive, and Davis Street

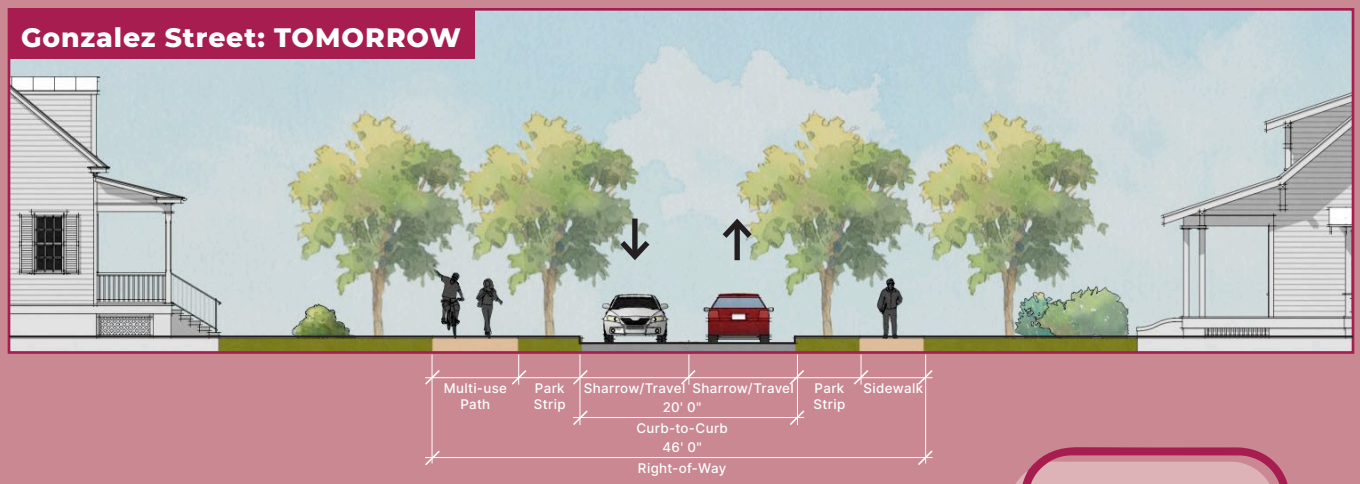
Option 2: Basic Street Improvements

Gonzalez Street: TODAY



Basic street improvements include narrowing travel lanes, implementing trees along the street for shade, undergrounding the power lines, and creating a multi-use path along the north side of Gonzalez Street.

Gonzalez Street: TOMORROW

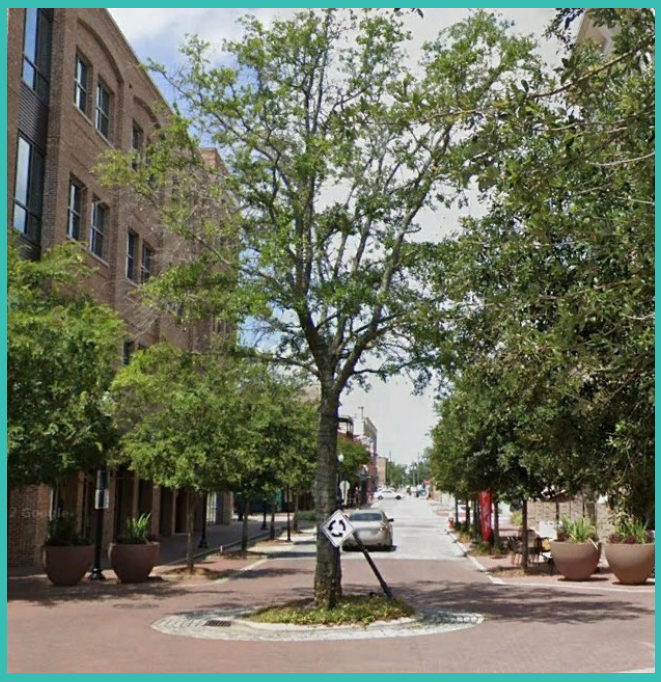




Gonzalez Street today









Examples of mini traffic circles with plantings

RELATED POLICY RECOMMENDATIONS

LAND USE, ZONING, AND SPECIAL DISTRICTS

- Refine the minimum lot sizes for development to prevent front-loaded garages along the future Gonzalez shareway, considering that the blocks do not have alleys and many lots are currently too narrow for on-lot parking
- Refine the minimum lot sizes for development in this area, considering that the blocks do not have alleys and many lots are currently too narrow for on-lot parking, which increases the demand for on-street parking in Eastside

NEIGHBORHOOD DEVELOPMENT

- Work with Escambia County to execute joint projects such as streetscape improvements
- Pursue grants for neighborhood capacity building, and update to the neighborhood plan, and additional neighborhood identity, placemaking, and branding

HOUSING

- Offer the RPIP program for owners along Gonzalez Street
- Partner with Community Land Trust(s), such as the Northwest Florida CLT, to acquire and develop infill housing on vacant lots, focusing along Gonzalez Street
- Develop pre-approved building plans
- Develop high-quality affordable housing that is affordable to existing residents of the neighborhood (both rental and homeownership)

TRANSPORTATION, STREETS, AND PARKING

- Transform Hayne Street into a slower-moving two-way street with wider, shaded sidewalks
- Improve east-west walking and biking connections to Hollice T. Williams Park along Gonzalez, Blount, Jordan, and Maxwell Streets
- Explore curb management plans and develop revised parking requirements for infill projects
- Underground utilities on Hayne Street

OPEN SPACE AND COMMUNITY AMENITIES

- Prioritize tree canopy along streets to provide shade and make Eastside more walkable
- Recommend that the City address stormwater and drainage issues on Eastside streets

LAND USE, ZONING, AND SPECIAL DISTRICTS





The Land Use, Zoning, and Special Districts category includes recommendations that entail adoption of policies or development of guidelines, standards, or tools. These recommendations form the regulatory framework to allow the other recommendations and projects to take place. Examples of recommendations in the Land Use, Zoning, and Special Districts category include:

- Design and Form Standards;
- Design Review Processes;
- Recommendations to explore changes to zoning districts, minimum lot sizes, density, and land use adjacencies in the City's Land Development Code (LDC);
- Updates to special or aesthetic review districts, including the CRA Urban Design Overlay District (CRAUDOD).

The policy recommendations emerged as important through the CRA Plan Update process, through a combination of community input and suggestions, conversations with CRA and City staff about challenges of the current development review and approvals process, and relevant recommendations from the previous plans. Some recommendations are location-based, while others are global and applicable to the whole district.

The Land Use, Zoning, and Special Districts policy recommendations, like the Special Demonstration Projects, are intended to provide examples of appropriate CRA projects. However, policies are not limited to those listed. The policies included are not listed in order or priority. The CRA will use the evaluation tools in the Implementation chapter to prioritize projects and match projects to available funding.

RECOMMENDATIONS

1. Design and Form Standards for CRA-Funded Projects

Develop a single set of design and form standards and a design review process for any projects in the CRA Districts receiving CRA funding. The Form and Design standards can be opt-in from a regulatory standpoint, and participation in the design review process should be a condition for any projects receiving CRA funding. In addition to the topics already covered in the Urban Design Overlay, these expanded standards should also address the design of renovation projects and the appropriateness of architectural character. This tool should ensure that CRA investment in neighborhoods doesn't compromise or detract from historic character.

2. Adjacent Use Considerations

- Explore the compatibility of adjacent uses in more detail through the Neighborhood Plan process.
- Consider additional strategies to minimize impacts of commercial areas on residential neighborhoods.

3. Upzoning for Higher Density Housing and Mixed-Use

- Explore opportunities to upzone for higher density housing and mixed-use, in particular along higher visibility corridors.
- Balance the recommendations for upzoning for higher density housing and the protection of residential character.

4. Minimum Lot Sizes

- Work with the Planning and Zoning Department to conduct a survey of lot sizes and development trends in the district to determine where conflicts are occurring.
- Update the LDC and Comprehensive Plan accordingly.





Examples of neighborhood-scale adaptive reuse

OVERVIEW OF REGULATORY AND NON-REGULATORY STANDARDS

ADDITIONAL DESIGN & FORM STANDARDS FOR CRA-FUNDED PROJECTS

Write and adopt design standards for CRA-funded projects that would further improve urban form.

- Include guidelines for preserving architectural character (scale, composition, etc.)
- Because these standards would not be adopted as part of the Land Development Code, they could be updated iteratively to respond to project needs
- Administer through the CRA's internal plan review & work with owners and developers

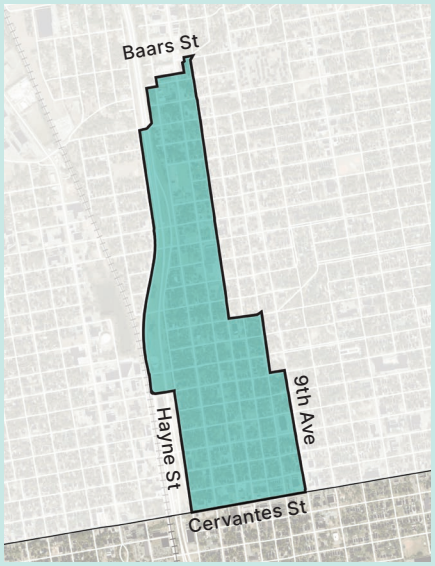
URBAN DESIGN OVERLAY DISTRICT (CRAUDOD)

What it Currently Covers

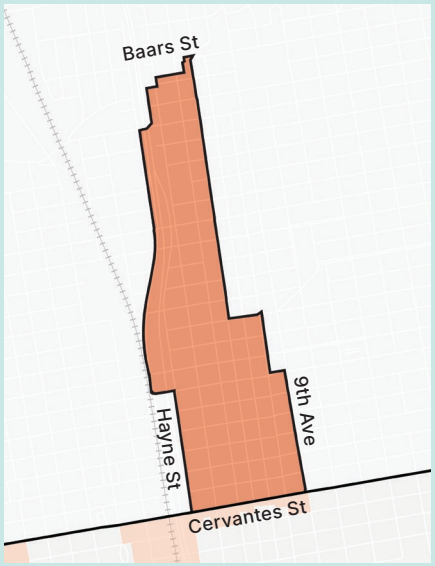
- New construction only
- Maximum building height
- Minimum floor-to-floor heights
- Roof pitches
- Frontages percentages, facade types, and entrance locations
- Facade composition standards
- Location and screening of service and mechanical equipment
- Setbacks (in particular ensuring they respond to their context)
- Lot width & coverage
- Parking

Additions to the CRAUDOD that Would Further Improve Urban Form:

- Expand the CRAUDO to apply to renovations
- Address architectural character, scale, and composition
- Address the location of parking



Map of the Eastside CRA District



Map of the Urban Design Overlay District in the Eastside

5. Adaptive Reuse

Neighborhood-serving commercial is a desirable complementary use within residential neighborhoods. The scale, design, and servicing of these non-residential uses must be carefully designed to reduce any negative impacts on neighborhoods. Both commercial and residential buildings can be adaptively reused to house neighborhood offices, small-scale retail specialty shops, and other similar uses. These projects may not be allowed under current zoning regulations. CRA funding should support projects of this nature in areas supported by the community, in particular along commercial corridors or in historic commercial nodes (such as at N Davis Highway and DeSoto Street).

6. Protect Residential Character

In areas that are primarily residential, support the preservation and protection of residential character.

7. Update the CRA Urban Design Overlay District (CRAUDOD)

- Expand the CRAUDOD to apply to renovations, building in regulations that renovations and rehabilitation projects do not worsen non-conformities with the Urban Design Overlay.
- Add standards to address architectural character, scale, composition, and the location of parking.
- For areas not currently covered by any special or aesthetic review district, expand the CRAUDOD to include.

8. Incorporate Neighborhood-Serving Retail

The goal is to allow more neighborhood-serving commercial/retail in places where it makes sense. Through the neighborhood planning, process, the community should develop a plan, identifying specific corridors and nodes that are desirable locations for neighborhood-serving retail. Future updates to the LDC and Comprehensive Plan should reflect these recommendations.

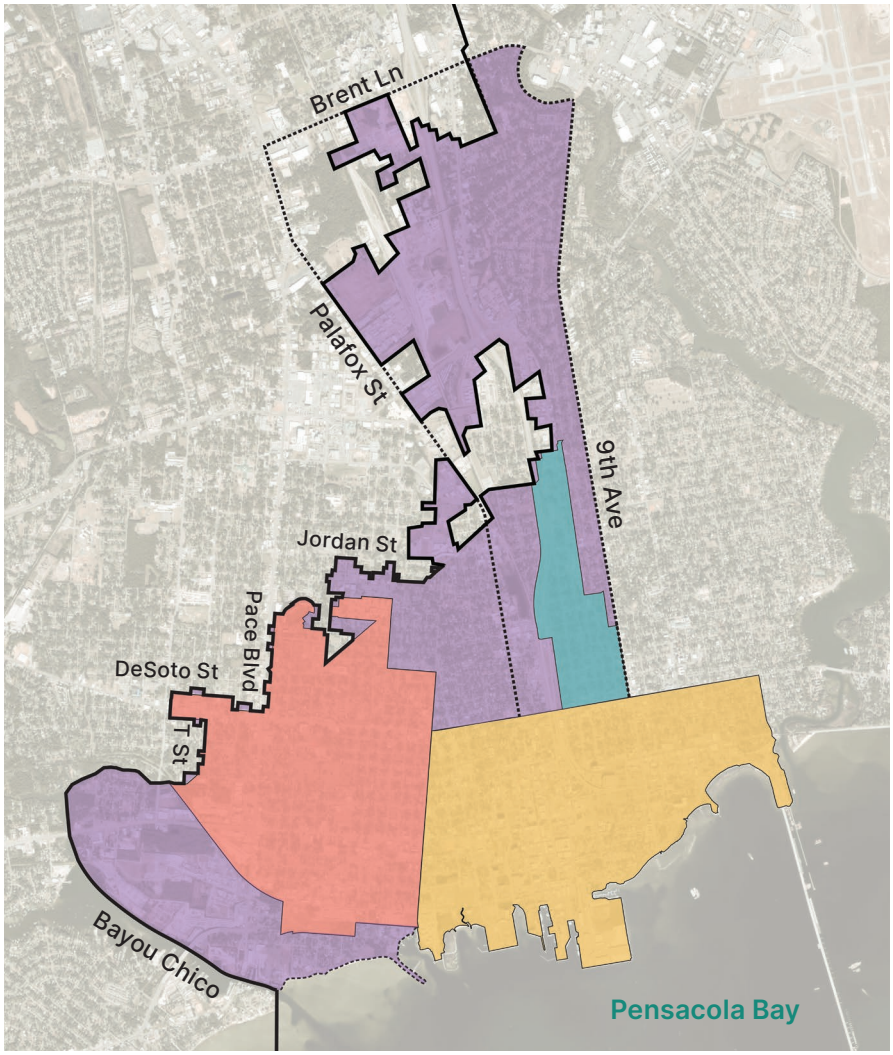






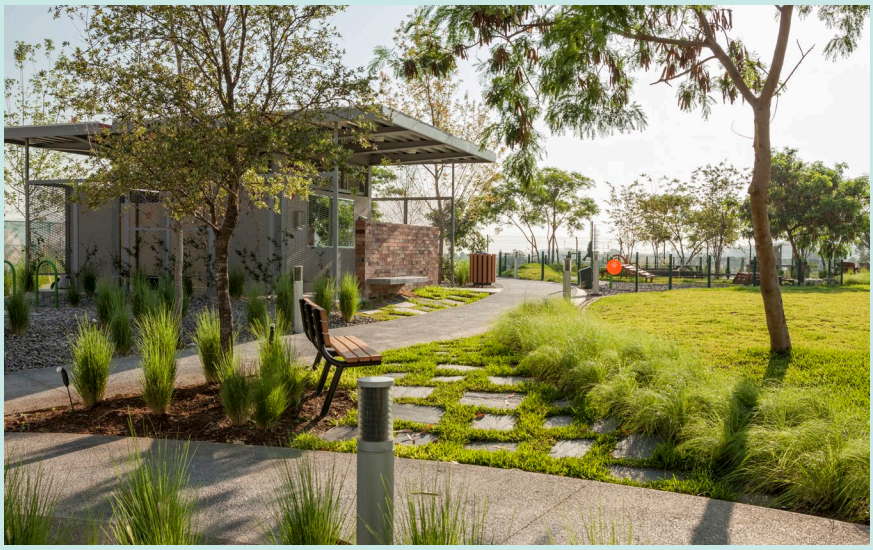
SPECIAL DISTRICTS & UDOD

Where guidance and standards are provided on architectural scale, options should be provided to allow flexibility to meet the intent of the standards through comparable or similar design strategies and materials. The focus should be on building and parking siting, simple massing, appropriate scale, facade composition, and other strategies that improve design without adding cost.



9. CRA Boundary Expansion

The Eastside CRA is the smallest of the CRA districts, and it generates the least TIF funding, limiting the impact that the CRA investment has in the district. This has reinforced a self-fulfilling pattern: an area that has historically been disinvested in receives less investment year-over-year compared to other districts. The Eastside Neighborhood Association supports the expansion of the Eastside CRA boundary to the east, west, and north. An expanded boundary would generate more TIF revenue, which could be reinvested back into the district. The CRA should conduct a Necessity of Finding to explore potential boundary expansions for all of the CRA Districts and engage the community in the process to determine which areas should be expanded, depending on compliance with the statute and demographic analysis. The boundary shown is a prospective boundary that may be modified with further data analysis and community input.



MiguelMelo





Aleksandr Vorobev



Fly View Productions

DESIGNING FOR SAFETY AND COMFORT

In Public Square, the journal for the Congress of New Urbanism, Robert Steuteville writes about necessary elements to create spaces that feel safe and comfortable. Quoting noted architect and urban designer Ray Gindroz, Steuteville outlines the following seven qualities:

HUMAN PRESENCE

People in a public space must feel the presence of other people in the space and in the buildings surrounding the space. The sense that we are not alone and are being observed helps us to behave properly and feel safe. Windows are symbols of that presence, whether people are behind them or not. Mixed-use buildings help promote 24-hour presence.

CONGENIALITY

The dimensions and scale of the space should encourage comfortable interactions among people.

HUMANE PROTECTION

Mechanical devices such as cameras and gates should be invisible. Where possible, police presence should be personal, on foot or bicycle, so police officers can interact with others.

VISIBILITY, LIGHT, AND OPENNESS

Open views that enable us to see other people and to be seen—by people driving by, as well as by others in the space—provide natural supervision. Light should ensure nighttime visibility.

ORDER

Coherent landscapes, streetscapes, and signs in both the public rights-of-way and bordering properties make a clear statement that a space is well-managed and safe.

CONNECTIONS

Spaces must be perceived as part of an interconnected network of streets and public open space, so we feel we have access to others who make the space safe.

LEGIBILITY

The clarity with which each space connects to the rest of the city helps us understand the form of the city and keeps us from feeling lost.

ECONOMIC DEVELOPMENT

The Economic Development category includes recommendations that would bring commercial and mixed-uses to the districts, add jobs, and build support for businesses. Examples of recommendations in the Economic Development category include:

- Mixed-use and commercial infill development;
- Incubators and employment uses;
- Building strategic partnerships;
- Commercial property improvement programs;
- Partnering to support small businesses and workforce development.

The policy recommendations emerged as important through the CRA Plan Update process, through a combination of community input and suggestions, conversations with CRA and City staff about challenges of the current development review and approvals process, and relevant recommendations from the previous plans. Some recommendations are location-based, while others are global and applicable to the whole district.

The Economic Development policy recommendations, like the Special Demonstration Projects, are intended to provide examples of appropriate CRA projects. However, policies are not limited to those listed. The policies included are not listed in order or priority. The CRA will use the evaluation tools in the Implementation chapter to prioritize projects and match projects to available funding.



Mikael Blomkvist



Alvarez

RECOMMENDATIONS

1. Commercial Property Improvement Program (CPIP)

- Recommend that the CPIP program be expanded to this district.
- Explore incentives that close gaps for private developers and property owners to make improvements.

2. Neighborhood Commercial Nodes

- Support the development of small neighborhood-scale retail nodes through the construction of single-story retail buildings or the conversion of houses into small-scale restaurants and shops. Neighborhood commercial should be located along higher visibility/traffic corridors, or at nodes that have historically had commercial uses. Some of these locations include along De Soto and Blount Streets. Another area may include sites along Dr. Martin Luther King, Jr. Drive and N Davis Highway, specifically between Scott Street and Mallory Street.
- Prioritize these nodes for the Commercial Property Improvement Program (CPIP), once expanded to this district.
- Ensure that neighborhood nodes are not zones for multi-story or vertical mixed-use buildings that would disrupt the scale and character of the neighborhood.

3. Workforce Development and Skills Training

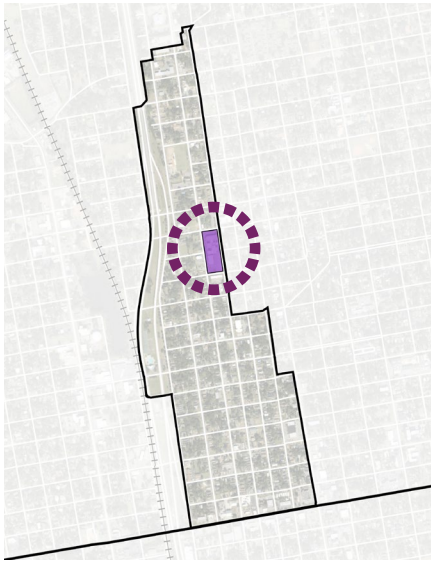
- Partner with local organizations that coordinate workforce training opportunities and support for entrepreneurs and small businesses.
- Connect these opportunities and programs to places neighborhood residents already frequent (community centers, libraries, etc.).
- Ensure that neighborhood organizations and residents are aware of job and business opportunities that arise from investment coming into the neighborhood, especially around Hollice T. Williams Park and as part of the Crystal Ice House Market.
- Partner with developer(s) and/or local organization(s) to create spaces for small local businesses and entrepreneurs to lease and operate.

4. Relationship with Escambia County School District

- Continue to build a relationship between the Escambia County School District and the CRA.
- Provide constructive input into planning for future school sites and the redevelopment of any surplus school district-owned property.



Neighborhood grocery store in Eastside



Land owned by the Escambia County School District in the Eastside CRA District

5. Strategic Development Support and Incentives

- Motivate private investments where the return on investment is currently too low relative to competition from other regions. Consider a broad array of incentive tools - in addition to fiscal tools, consider zoning policies, land contribution, and permitting and regulatory relief as part of the toolkit.
- Tie the applicants' qualifying criteria to Key Performance Indicators (KPIs) aligned with key policy goals and the City's Strategic Plan.
- Conduct cost-benefit analysis to determine the programs' fiscal impact.
- Consider a phased approach to test the programs in specific high-priority areas before expanding their application.
- Consider combining guidance on community benefits agreement with incentive design to ensure fairness and preempt gentrification concerns.
- Leverage state and federal programs to maximize the impact of local programs.

6. Community Benefits Guideline

- Consider establishing a standardized process and framework of structuring Community Benefits Agreements for redevelopment projects. Ensure fair and predictable outcomes for the community, the City, and the private developers and investors.
- Pay special attention to potential redevelopments around the Hollice T. Williams Park.



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NEIGHBORHOOD DEVELOPMENT

The Neighborhood Development category includes recommendations that would build neighborhood organization capacity, preserve cultural landmarks and historic buildings, and create branded destinations. Examples of recommendations in the Neighborhood Development category include:

- Neighborhood identity and wayfinding;
- Neighborhood capacity building;
- Corridor development;
- Development of entertainment destinations;
- Community policing strategies.

The policy recommendations emerged as important through the CRA Plan Update process, through a combination of community input and suggestions, conversations with CRA and City staff about challenges of the current development review and approvals process, and relevant recommendations from the previous plans. Some recommendations are location-based, while others are global and applicable to the whole district.

The Neighborhood Development policy recommendations, like the Special Demonstration Projects, are intended to provide examples of appropriate CRA projects. However, policies are not limited to those listed. The policies included are not listed in order or priority. The CRA will use the evaluation tools in the Implementation chapter to prioritize projects and match projects to available funding.



Community destinations in the Eastside

RECOMMENDATIONS

1. Neighborhood Capacity Building

- Secure grants to support and help the neighborhood organization build capacity.
- Identify resources that the neighborhood organization can connect to (such as non-profit development courses at Pensacola State College, Neighborworks, etc.).

2. Develop Neighborhood-Specific Plans

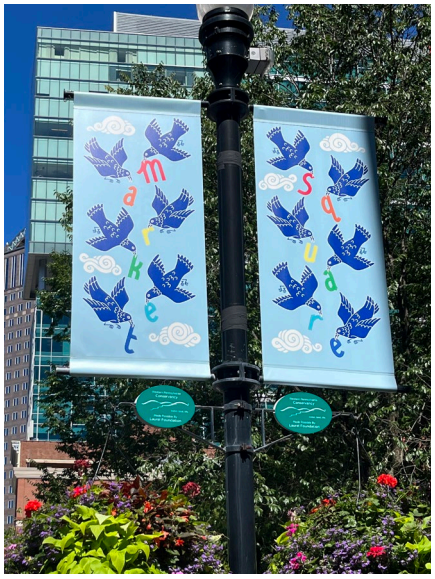
Fund and support the development of neighborhood plans that define projects and activities that are most important to the neighborhood. The CRA and City should define the topics appropriate for neighborhood plans (such as increases in density, locations for mixed-use, lot sizes, and considerations about adjacent uses). The City and CRA should also help to identify implementation activities that would be the responsibility of the neighborhood and those that would be led by the City, CRA, or partner organizations.

3. Neighborhood Identity and Wayfinding

- Fund efforts to support neighborhoods in developing unique identity, branding, and wayfinding for individual neighborhoods, areas of cultural significance, and special districts. These efforts can be used to reinforce sense of place and distinguish neighborhoods and special districts from one another.
- Fund the installation of branded neighborhood gateway signs, banners, and other placemaking elements.
- Rather than marking and defining the edges of CRA Districts, placemaking signage should be used to indicate centers and places people gravitate toward. Identity signage should focus on places like Hollice T. Williams Park, the Crystal Ice House Market, Magee Field, and other cultural landmarks or community destinations.

4. Revitalize Cultural Landmarks and Historic Buildings

Offer incentives and support projects that preserve and celebrate cultural destinations and preserve historic buildings, like the H&O Cafe. Look for viable uses to adaptively reuse important buildings in the neighborhood.



Signage based on local destinations



Public art establishes a theme

5. Community Safety

Fund programs that enhance community safety in the CRA District, reducing minor and violent crimes. Making places feel safe will encourage further investment and new residents moving into the district. Community policing strategies may include:

- Funding increased patrols in the CRA District;
- Working with the police department to employ community policing best practices (bicycle patrols, community outreach events, etc.);
- Funding violence prevention programs, such as park or community ambassadors or outreach team members.

6. Partnership with Escambia County

Work with Escambia County to execute joint projects, such as streetscape improvements or design guidelines, and coordinate with ongoing plans.



Brett Sayles

LEARNING FROM SAFE COMMUNITIES

BUILDING RELATIONSHIPS

Police should work with community members to build trust and rapport. This can lead to more people reporting crimes and providing information.

TRANSPARENCY

Police should be open about their policies and procedures, and how they operate. This can help build trust and accountability.

PROACTIVELY SOLVING PROBLEMS

Police should work with the community to identify and address the underlying causes of public safety issues.

EMBEDDING COMMUNITY ENGAGEMENT

Community engagement should be a core part of an agency's culture. When people trust the police, they are more likely to follow the law and help create a safer community.

WHAT ARE EXAMPLES OF COMMUNITY VIOLENCE INTERRUPTION (CVI) INITIATIVES?

- Violence interrupter programs, which use peace-building approaches to stop violence before it occurs by placing ambassadors on the street who can de-escalate conflict, provide mediation, and build supportive relationships with those at highest risk of experiencing violence.
- Programs to reduce gang-related affiliation and connect at-risk young people to employment and economic opportunities.

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HOUSING

The Housing policy category includes recommendations that will increase the options for housing in the district, including rental and homeownership and a range of housing types and affordability. Examples of recommendations in the Housing category include:

- Providing incentives for developers to build affordable housing;
- Working with developers to improve the quality of proposed housing design;
- Developing pre-approved building plans;
- Acquiring land for infill housing;
- Substantial rehabilitation of existing housing;
- Residential property improvement programs;
- Supporting first-time homebuyers;
- Large-scale mixed-use, mixed-income housing development.

The policy recommendations emerged as important through the CRA Plan Update process, through a combination of community input and suggestions, conversations with CRA and City staff about challenges of the current development review and approvals process, and relevant recommendations from the previous plans. Some recommendations are location-based, while others are global and applicable to the whole district.

The Housing policy recommendations, like the Special Demonstration Projects, are intended to provide examples of appropriate CRA projects. However, policies are not limited to those listed. The policies included are not listed in order or priority. The CRA will use the evaluation tools in the Implementation chapter to prioritize projects and match projects to available funding.





RD.NE

RECOMMENDATIONS

1. Residential Property Improvement Project (RPIP)

Continue offering property improvement programs, such as RPIP and the Resiliency program, to preserve and create affordable housing units.

2. Demolition and Reconstruction Funding Program

- Develop a companion program to the RPIP for substantial demolition and reconstruction (for primary structures and ADUs, rehabilitated or new construction). This could be accessed by both owners as well as developers to facilitate infill in the districts.
- Applicants would need to demonstrate that preservation wasn't feasible.
- The CRA should conduct a study of contributing structures to historic character in neighborhoods to ensure that significant buildings are not demolished as part of this program.

3. CRA-Led Infill Development

- Acquire lots for infill development.
- Help fund the construction of new housing, partnering with organizations such as the Homebuilders Association to keep costs as low as possible.
- Facilitate land swaps to locate the highest and best uses along key corridors.

4. Partnership with Community Land Trusts for Infill Development

- Acquire lots for infill development and convey to Community Land Trust(s), such as the Northwest Florida Community Land Trust. Reference Escambia County's escheated property list to target lots for potential acquisition.
- Help fund the construction of new infill housing, partnering with organizations such as the Homebuilders Association to keep costs as low as possible.
- Facilitate land swaps to locate the highest and best uses along key corridors.

5. Pre-Approved Building Plans

Continue to develop a selection of pre-approved building plans, especially for narrow 30-foot infill lots, and establish a program where potential homebuyers can apply to use these plans. Partnering with a local builder experienced in this building type should be explored to help implement this program.

6. First-Time Homebuyers

- Identify barriers that may keep residents from using the first-time homebuyers programs provided by the City and the county.
- Connect potential first-time homebuyers to financial incentives.
- Explore strategies for increasing homeownership.



Ninobur

Minor cosmetic upgrades include painting and small repairs







LEARNING FROM GREAT NEIGHBORHOODS

Require affordable housing projects receiving CRA funding to meet general design standards, including the principles of good design described below.

BUILDINGS FRONT PUBLIC AREAS

If a development does not include public streets, parking drive aisles should be designed with enhancements to make them "street-like," i.e. with shade trees, non-circuitous sidewalks, street furniture such as benches, trash receptacles, and street lights.

ACCESS

Convenient access to public transit, walking/bike trails, and amenities enhances access to opportunities for employment, education, and cultural experiences.

NEIGHBORHOOD-SCALE STREETS AND BLOCKS

Development should be organized into blocks that are less than 3 acres each to create a walkable community. Streets should create an interconnected grid, with comfortable, shaded sidewalks.

FRONTS AND BACKS

Buildings should have discernible fronts and backs. Front facades should face other front facades and rears of buildings should face other rear facades.

PERIMETER FRONTAGE

Fronts of buildings should face publicly accessible streets (or parking lot drive aisles designed to be "street-like") or greenways. Service areas, off-street parking, and semi-private outdoor space should be located in the center of blocks or in the rear of buildings.

DIVERSE BUILDING TYPES

The objective is to build new homes in new or extended neighborhoods. A range of building types and architectural designs are required to move from building a development or apartment complex (typically with one or two repeating building designs) to a neighborhood.

MIXED-INCOME

If possible, affordable projects should aim to serve a range of incomes by offering a range of unit types and sizes, or by building in long-term affordability through subsidy for a portion of the units.

HUMAN-SCALE BUILDING ELEMENTS

Architectural elements including porches, stoops, awnings, balconies, and other elements are necessary to create places where people can interact and enjoy outdoor space. The scale of buildings should be consistent with the surrounding neighborhood.

ACCESSIBLE AMENITIES

The development has a diverse range of indoor and outdoor amenities, including small parks for children, indoor community gathering space, fitness amenities, etc.

QUALITY MATERIALS

Build affordable housing with high-quality, durable materials that are comparable in quality to moderate market-rate projects to ensure affordable projects will not be easily identified or stigmatized.

7. Affordable Housing Incentive

- Use incentive programs aligned with the principles and goals of the redevelopment plan to continue to fund affordable housing projects.
- Identify target areas for incentives, which may include affordable housing, infrastructure improvements, coordination with redevelopment project(s), floodproofing as a means to encourage certain uses, etc.
- Engage partners like the Northwest Florida Community Land Trust to develop high-quality affordable projects in the CRA Districts.

8. Small-Scale Affordable Housing Rental Program

Create an incentive program to create and preserve affordable missing middle rental housing. The CRA is restructuring the TIF Rebate Incentive program to offer greater flexibility and effectiveness in supporting redevelopment within the city's redevelopment areas. The updated program is designed to be more robust, enabling developers to access tailored incentives that better align with the unique needs of their projects. By introducing a more adaptable framework, the revised TIF Rebate program will provide a wider range of options, ensuring that developers receive timely support while fostering sustainable growth in key redevelopment zones. This revamped incentive structures aims to drive economic development and revitalization efforts across the city, enhancing the overall impact of the program.

9. Large-Scale Redevelopment Projects

- Ensure that there are authentic opportunities for community engagement and public participation.
- Select developers and design consultants that adhere to principles of good urban design (connected street grid, walkable block size, streets designed for pedestrians, mix of uses, dense and compact building types, access to transit, creation of public gathering spaces, etc.).
- Large-scale redevelopments must be broken into walkable block sizes with public streets or publicly-accessible private drives designed like public streets (with on-street parking and sidewalks).

10. Quality Multifamily Development

Use New Urbanist design principles in the design of multifamily housing developments. Incorporating language into the CRA's RFQs and RFPs specifying the selection of developers and/or design consultants who adhere to New Urbanist design principles will ensure alignment with best practices.

11. Sensitive and Flexible Design Standards

Rather than establishing new historic districts with rigid requirements that can be onerous to lower-income households, the CRA should develop expanded Design and Form Standards that are a requirement for all projects receiving CRA funding. These standards will be intended to protect the neighborhood scale and character, but will be administered by the CRA, allowing for collaboration and flexibility to work with homeowners to find solutions they can afford.



Oleksandr Pidvalnyi

Increasing opportunities for homeownership is a priority

TRANSPORTATION, STREETS, AND PARKING

Transportation investments are an essential component to achieving broader community goals. Streets, trees, sidewalks, bicycle lanes, public art, and parking spaces often make up the majority of the land area of communities and are the heart of the public realm. As a result, many economic development plans and community-oriented policies are contingent on their thoughtful alignment with transportation projects. Ensuring that residents feel safe and comfortable while walking, driving, biking, taking transit, using public amenities, and patronizing businesses is always an important factor for all great neighborhoods.

The transportation recommendations outlined in this section can be understood as adhering to the following three high-level goals:

- **Accessibility** Support the development of an integrated and connected multi-modal transportation system that focuses on improvements that prioritize people walking, biking, using transit, and people with disabilities, providing everyone the opportunity to reach destinations for employment, leisure, and essential services.
- **Placemaking and Public Realm** Design transportation projects and site design that preserves community identity and provides welcoming spaces for civic, social, and commercial activity.
- **Safety** Provide safe and comfortable streets to support healthy and vibrant communities while improving residents' quality of life and the overall walkability of the commercial core and neighborhoods.

The recommendations detailed in this section were shaped by community feedback and build on efforts undertaken by the CRA in previous plans, the City of Pensacola, and the Eastside community. Specifically, these recommendations are aligned with the Active Transportation Plan (ATP) adopted by the City in August 2023 and the 2000 Urban Infill and Redevelopment Plan, including its later amendments.

In the Eastside, transportation strategies are focused on establishing a neighborhood identity and strengthening connectivity to Magee Field and Hollice T. Williams Park through improvements to aesthetics and safety.

Recommendations contained in this section are intended to improve safety, connectivity, accessibility, and navigability for all users and are focused on improvements that support and further the special demonstration projects and that are focused on selective corridors for improvements. These corridors are generally identified as primary streets but may also include other key streets and intersections that provide important connectivity within the district.

ACTIVE TRANSPORTATION PLAN (ATP) – 2023

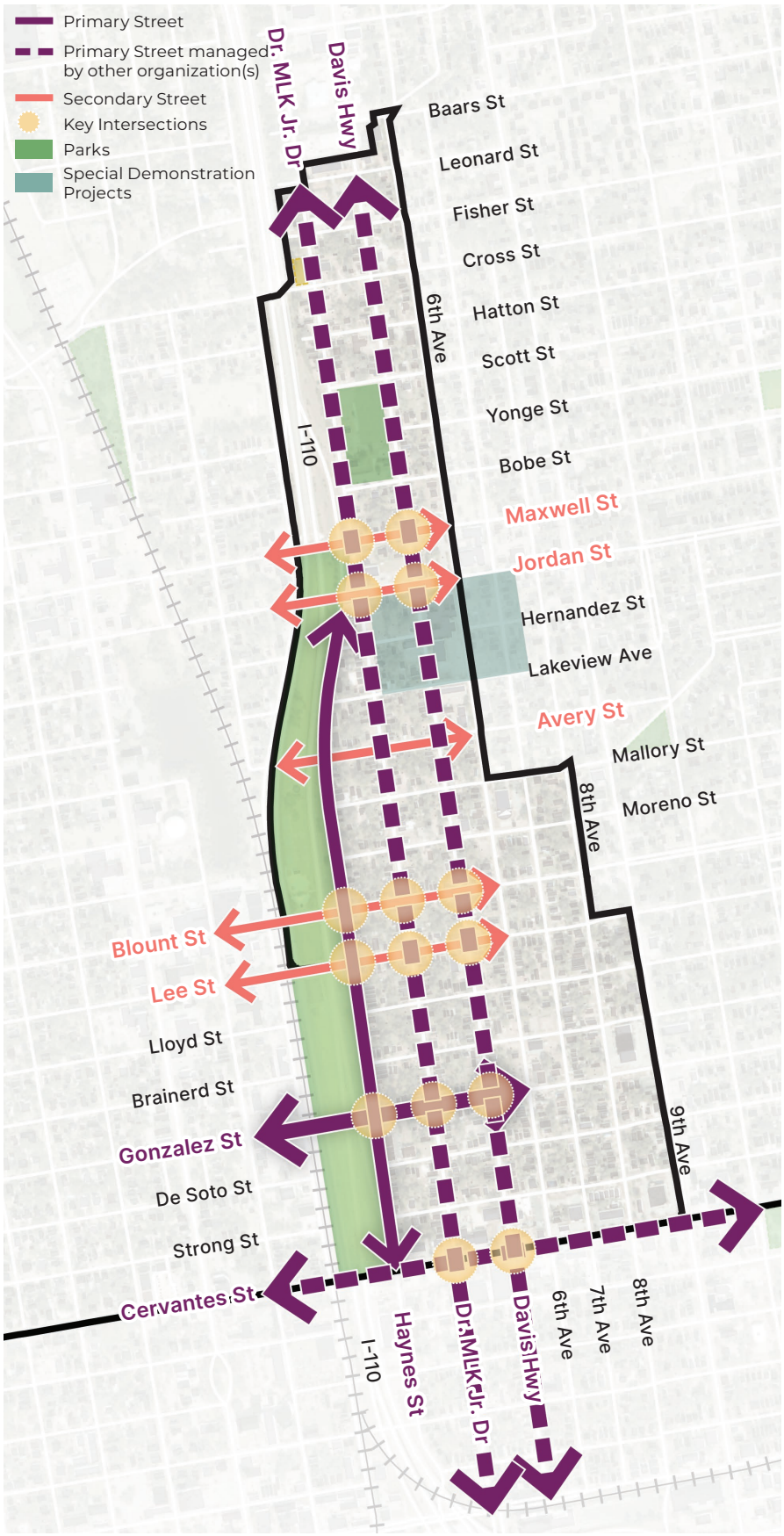
The goal of the ATP is to accommodate all community members and encourage alternative transportation modes outside of car travel. The plan is focused on filling gaps in the transportation network and linking key destinations such as schools, parks, and commercial areas. Three categories of pedestrian- and bicycle-focused infrastructure are established by a Future Network framework in the ATP:

- Neighborhood Greenways
- Bike Routes
- Trails

The Future Network design recommendations include using context-sensitive designs to make streets safer and more accessible based on their location (urban, suburban, etc.), using countermeasures to calm traffic, improve crossings, and/or expanding the bicycle network.

2000 URBAN INFILL AND REDEVELOPMENT AREA PLAN

Categorized by corridor enhancements, neighborhood aesthetics, and neighborhood infrastructure, the 2000 Urban Infill and Redevelopment Area Plan for the Eastside identified solutions for a variety of concerns that are still relevant today. Recognizing neighborhood boundaries, establishing neighborhood identity, and prioritizing pedestrian safety are primary goals that carry through in the following recommendations.



Eastside Streets

Not all recommendations listed are able to be directly undertaken by the CRA, there are various roles for the CRA to play in the implementation of these projects. Some of these roles are further defined in the implementation section of this plan. Recommendations which require the CRA to play more of an advocate role are provided separately as these may be broader and more general and scope or simply not within the CRA's purview yet were identified as a need from community members throughout the engagement process of this plan update.

The goal of creating more safe, accessible, and aesthetically vibrant communities will take advocacy and partnerships across multiple agencies and city departments for transportation improvements that go above the baseline standards. Such improvements may not be routinely implemented currently but as part of a plan that has a 20- year horizon to improve inadequate infrastructure, these simple upgrades could have bigger placemaking impacts and address community needs while also setting the stage for economic and neighborhood development within the Eastside.

RECOMMENDATIONS

1. Curb Management Study

Fund a curb management study and create a plan to maximize opportunities for landscaping, dedicated bicycle lanes, and on-street parking along key corridors.

2. Low-Impact Design Standards

Promote low-impact design standards for use in corridor improvement projects and parking design standards to increase landscaping opportunities and provide stormwater mitigation where necessary.

3. Undergrounding Utilities

For all CRA-funded projects, advocate for the undergrounding of utilities as an investment that adds placemaking and resilience value.

4. Partnerships

Continue and strengthen partnerships with the Florida-Alabama Transportation Planning Organization (FL-AL TPO), the Florida Department of Transportation (FDOT), the Emerald Coast Regional Council (ECRC), and Escambia County Area Transit (ECAT) to integrate CRA projects into the transportation planning process.

5. Two-Way Conversions

Advocate for the two-way conversion of one-way streets to improve safety for drivers, bicyclists, and pedestrians.

6. Intersection and Sidewalk Improvements

The CRA should advocate for and consider funding further analysis for safety improvements that prioritize key intersections along Dr. Martin Luther King, Jr. Drive at E Maxwell St, E Jordan St, Blount Street, Lee Street, Avery St and E Cervantes St to prioritize pedestrian and cyclist connectivity. Additional funding towards countermeasures that go above the standard and are proven to increase safety and prioritize resident quality of life can provide improvements that are cost effective and timely. There are a variety of countermeasures to choose from such as installing leading pedestrian intervals at key intersections and other countermeasures identified in the ECRC Safety Action Plan (December 2024). Additional countermeasures could be explored.



Roberto Machado Noa

Planters and benches help manage curb use

THE CHALLENGE

The Eastside can feel like a pass through for getting in and out of the city. One-way streets like Dr. MLK Jr. Drive and N Davis Highway and access to Interstate 110 give priority to the movement of traffic rather than pedestrians and cyclists. There are several other challenges in the Eastside was voiced by community residents. These challenges are also a common occurrence in other districts. These include:

- Intersections that are unsafe for bike/ped crossing
- Speeding vehicles
- Lack of maintenance on existing pedestrian flashing crosswalk lights
- Lack of pedestrian crosswalks
- Lack of maintenance on existing sidewalks
- Lack of protected space or roadways that accommodate pedestrians and bicycles and connect them across all districts and neighborhoods
- Vehicle dominated streets that make pedestrians and bicyclist feel unsafe
- Roadways that are the most unsafe or are barriers in districts are State roads



REDUCE SPEED LIMITS



REMOVE OBSTRUCTIONS



CROSSWALK DENSITY



IMPROVED OR RAISED CROSSWALKS



WAYFINDING MEASURES



GATEWAY ENHANCEMENTS



IMPROVED BICYCLE LANES



CURB RADIUS REDUCTION

COUNTERMEASURES

A countermeasure is a safety improvement that is designed to prevent or offset an issue. While the CRA is not responsible for operation and maintenance of roadways, the CRA can be great partners and advocates for the implementation of such improvements that support and further the CRA's mission and goals. In addition to advocacy for certain improvements, safety improvements should link to Emerald Coast Regional Council (ECRC) Safe Streets and Road for All (SS4A) Safety Action Plan (adopted Dec 2024). Countermeasures that could provide district-wide benefits may include:

REDUCE SPEED LIMITS

Setting speed limits that are appropriate for the surrounding environment helps enhance safety and further street design concepts that prioritize pedestrians and cyclists.

REMOVE OBSTRUCTIONS

Eliminating obstructions that could block sightlines increases safety. Improvements could include measures such as painting curbs red at intersection entrances to prevent on-street parking, trimming overgrown plants, or relocating large signage at eye level.

CROSSWALK DENSITY

Increasing the number and frequency of crosswalks to the network maximizes connectivity for pedestrians and improves safety by providing multiple designated, marked crossing locations.

IMPROVED/RAISED CROSSWALKS

Increasing driver awareness of pedestrians is an important safety measure. Improvements can include installing high-visibility crosswalks, which could incorporate local artwork. Raised crosswalks are elevated a few inches above the road, typically at, or close to, the level of the sidewalk. This treatment not only improves safety but can also act to further define areas of interest through the use of pavers or other special materials.

WAYFINDING MEASURES

A network of signs highlighting nearby pedestrian and bicycle facilities helps guide users to crossing locations as well as cultural amenities.

GATEWAY ENHANCEMENTS

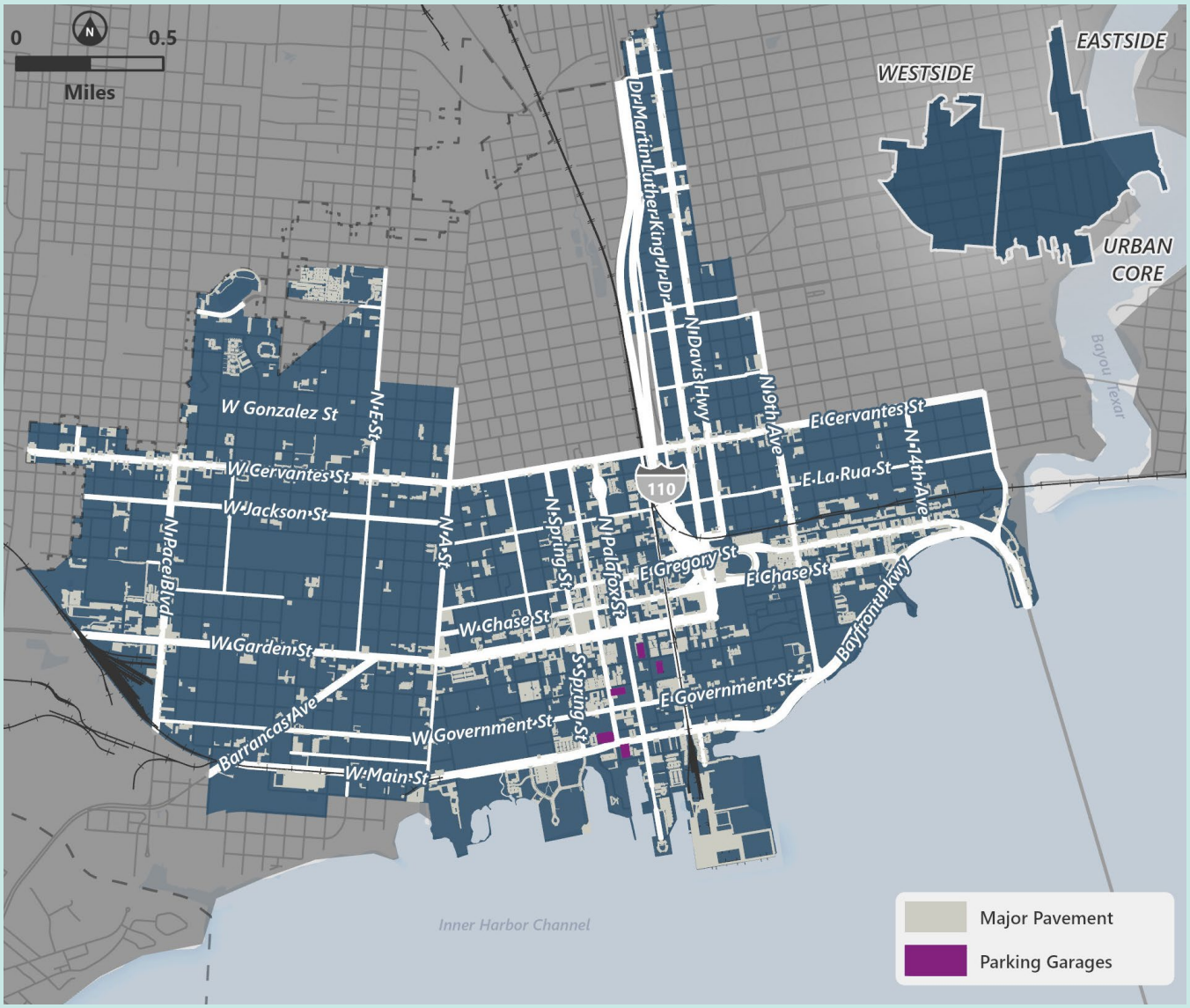
Gateway treatments and enhancements denote a change in context and can include signage, changes in scale or type of landscaping, structures, etc.

IMPROVED BICYCLE LANES

Separating bicycle lanes from other traffic (both cars and pedestrians) with physical barriers, pavement markings, and signage reduces points of conflict, which decreases crashes.

CURB RADIUS REDUCTION

Reducing the radii of curb corners forces drivers to make tighter turns, which typically translates into lower speeds. This also has the added benefit of reducing intersection crossing distances and increasing the visibility of pedestrians.



LEARNING FROM BEST PARKING PRACTICES

Parking plays a major role in an area's mobility. It can be an asset if thoughtfully located – supporting local businesses or meeting the needs of residents who may rely on on-street parking due to narrow residential parcels without driveways. But parking can be a liability when ineffective policies place a premium on parking demands; as a result, the pedestrian fabric of a community is eroded.

Requiring minimum parking standards and locating surface parking lots along street frontages lead to environments that are hostile to pedestrians. The heat island effects that are caused by large areas of asphalt without tree cover, underutilized parcels, and a lack of street definition make a huge impact on the environment and to the quality of life for residents.

Across the three CRA districts, there are approximately 333 acres of paved surface parking areas. In the Eastside, there are 57 "Major Paved" areas for a total of 15 acres of paving.

PARKING GOALS

The goals of parking recommendations are to:

- Facilitate easy access to downtown while promoting transit and other modes of transportation while prioritizing a more walkable and bikeable environment.
- Coordinate parking locations – surface lots or structured – with transit, micro-transit, and micromobility hubs.
- Develop parking facilities that meet parking needs through a shared parking methodology.
- Minimize impact from parking on the public realm.
- Ensure that parking is safe and accessible to all.
- Retain residential on-street parking in a manner that allows for other community needs to be considered.

7. Parking Projects and Requirements

- Curb management plans can provide efficient allocation of space within the edge of the street to make sure parking, as well as other uses, such as bike lanes or loading areas, can also be accommodated.
- Quick-build pilot projects that either remove or add on-street parking can provide short-term improvements that allow residents and visitors to experience impacts before committing to large financial investments.
- Convert strategically located on-street parking spots (such as at corners or midblock) into landscape zones, parklets, pop-ups, etc.
- Residential garages should be placed in a manner that preserves building presence on the street and provide uninterrupted pedestrian facilities.
- All non-residential buildings and multi-family residential buildings should provide both short-term and long-term bicycle or other micromobility storage space.
- Develop revised parking requirements for infill projects that uses parking requirements from Urban Core CRA District commercial uses and further provides flexibility that are responsive to Eastside's unique redevelopment challenges and consider such conditions as distance to transit stops and whether or not development is a rehabilitation of an existing structure.



Crosswalks and other decorations on the street can improve streets' look and feel



Caleb Oquendo

LEARNING FROM LEADING PEDESTRIAN INTERVALS

Leading pedestrian intervals are traffic signal adjustments that give pedestrians a head start to cross the street. Typically, the walk signal for pedestrians is displayed three to seven seconds before vehicles are given a green light to proceed. This helps to bring drivers' awareness to the presence of pedestrians, reducing conflicts with turning vehicles and improving safety.

OPEN SPACE AND COMMUNITY AMENITIES

The Open Space and Community Amenities policy category includes recommendations that enhance the quality of life within the district by increasing access to parks, trails, recreation, community centers, and other community destinations. Examples of recommendations in the Open Space and Community Amenities category include:

- Recommendations about specific parks or open spaces;
- Recommendations for new or improved community amenities;
- Qualities that the CRA should prioritize in proposed designs, such as natural habitats or tree canopy and shade;
- Participation in the City's upcoming Parks Master Plan;
- Celebration of places with historic and cultural significance in neighborhoods and special districts through public art;
- Requirements for developers to incorporate public art into their developments;
- Walking and bicycling connections to existing or future parks and destinations;
- Recommendations for community garden, improvements to cemeteries, and other neighborhood opens space.

The policy recommendations emerged as important through the CRA Plan Update process, through a combination of community input and suggestions, conversations with CRA and City staff about challenges of the current development review and approvals process, and relevant recommendations from the previous plans. Some recommendations are location-based, while others are global and applicable to the whole district.

The Open Space and Community Amenities policy recommendations, like the Special Demonstration Projects, are intended to provide examples of appropriate CRA projects. However, policies are not limited to those listed. The policies included are not listed in order or priority. The CRA will use the evaluation tools in the Implementation chapter to prioritize projects and match projects to available funding.



Nikodash



Sasistock

RECOMMENDATIONS

1. Parks Master Plan

- Participate in the 2025 Parks Master Plan being conducted by the City Parks and Recreation Department.
- The plan should assess the existing conditions and amenities and make recommendations for enhancing existing amenities, increasing the usability of the existing open spaces and cemeteries, and transforming vacant lots into new neighborhood parks where needed.
- The planning process should engage residents, relying on community input to guide the amenities, designs, and programming of parks.
- Park designs should prioritize amenities and programming that match the desires and needs of surrounding demographics.
- All interventions in parks and public spaces should prioritize increasing shade, comfort, and usability.
- Neighborhood parks or publicly-accessible open space should be located within 1/4-mile of all neighborhood blocks.
- The CRA may explore the option to fund future specific park enhancements that relate to placemaking.

2. Art Requirement for New Development

- Require new development receiving CRA funding to meet a requirement to incorporate public art that celebrates the history, culture, or place.
- Projects would be identified, funded, and installed by private developers; also explore "in-lieu" options.
- The CRA and City should identify and help initiate a regional arts organization that would eventually facilitate the program.

3. Natural Habitats and Tree Canopies

Require the use of native plant species, the creation of natural habitats, and tree canopies to provide shade in CRA-funded projects.





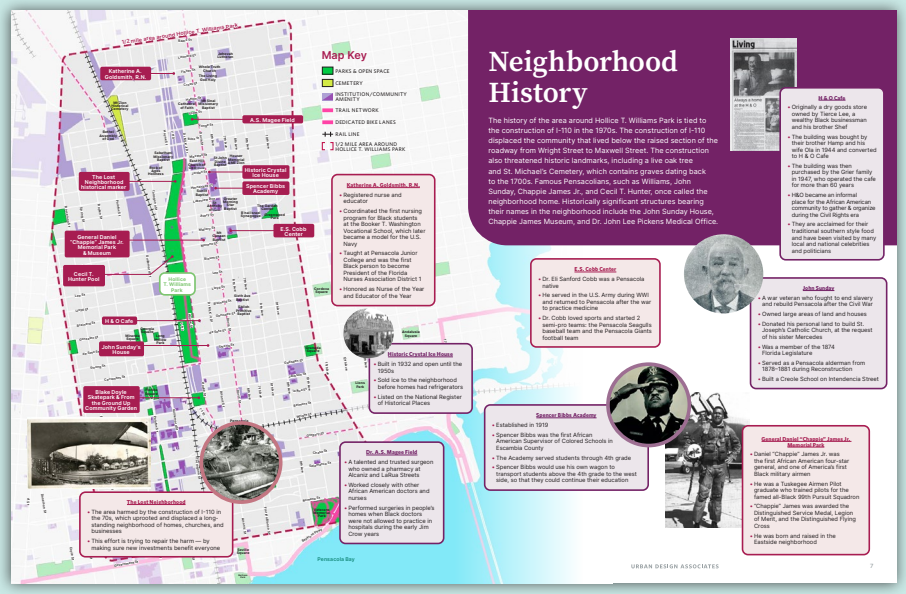


cottonbro









Excerpt from Equitable Development Framework Plan (2024)

LEARNING FROM THE PAST: CELEBRATE CULTURE AND HISTORY OF THE EASTSIDE

Follow the recommendations as outlined in the Equitable Development Framework Plan: Principle 6.

SUPPORT HISTORICAL RESEARCH

Invest in a dedicated historic preservation and documentation project to understand the various histories of the Lost Neighborhood at the neighborhoods surrounding Hollice T. Williams Park; incorporate and formalize the research that members of the Pensacola community have begun; include both formal histories as well as personal ones; allow for opportunities for residents to share photographs and oral histories.

CREATE THEMES

Develop a well-designed, interactive theme that weaves history and stories throughout the park that not only informs users about the history, but encourages them to interact with it (for example, 3D structures they can walk in and through, music-based exhibits, etc.)

ENCOURAGE DEVELOPER PARTICIPATION

Developers working within a 1/2-mile of the park should incorporate public art that honors the history of the neighborhood into their buildings and exterior spaces.

4. Community Facilities

Fund and build improvements to community facilities and programs, such as healthcare services, education, telehealth, community gathering space, a new senior center, a career learning lab, and cyber lounge.

Potential new locations for community facilities that should be studied include sites near Magee Field and/or infill sites along Dr. Martin Luther King, Jr. Drive and N Davis Highway.

5. Public Restrooms

Partner with the City to identify locations, establish standards for design and maintenance, and support the construction and maintenance of public restrooms in or near public parks and highly-trafficked areas. Some potential locations may include Hollice T. Williams Park, Magee Field, or near the Crystal Ice House Market.

6. Low-Barrier Homeless Shelter

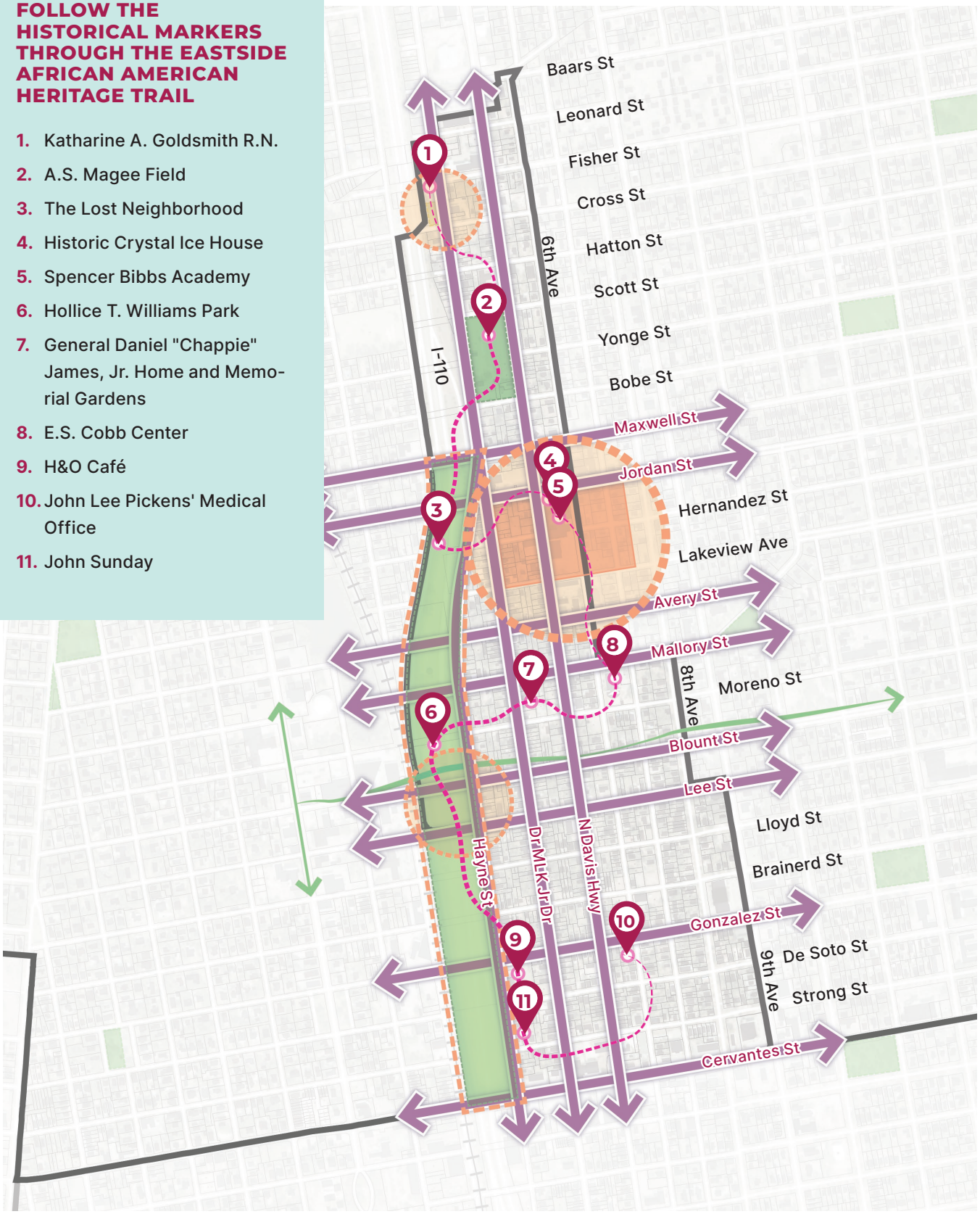
In partnership with local and regional homeless organizations, missions, shelters, and support services, the CRA should advocate for the creation of a low-barrier homeless shelter with minimal entry requirements (e.g., sobriety checks, income verification, strict identification policies, or participation in programs) to serve a wider range of individuals facing homelessness with complex needs.



Public restrooms can be added to parks, along streets, or in other public areas

FOLLOW THE HISTORICAL MARKERS THROUGH THE EASTSIDE AFRICAN AMERICAN HERITAGE TRAIL

1. Katharine A. Goldsmith R.N.
2. A.S. Magee Field
3. The Lost Neighborhood
4. Historic Crystal Ice House
5. Spencer Bibbs Academy
6. Hollice T. Williams Park
7. General Daniel "Chappie" James, Jr. Home and Memorial Gardens
8. E.S. Cobb Center
9. H&O Café
10. John Lee Pickens' Medical Office
11. John Sunday





The Spencer Bibbs Center is a stop along the African American Heritage Trail in the Eastside

7. Community Gardens

- Assess the need for and interest in community gardens in public parks as part of the 2025 Parks Master Plan.
- Build relationships with potential garden operators.


FangXiaNuo
Community gardens can be a great way to build community participation

8. Stormwater and Drainage Infrastructure Maintenance

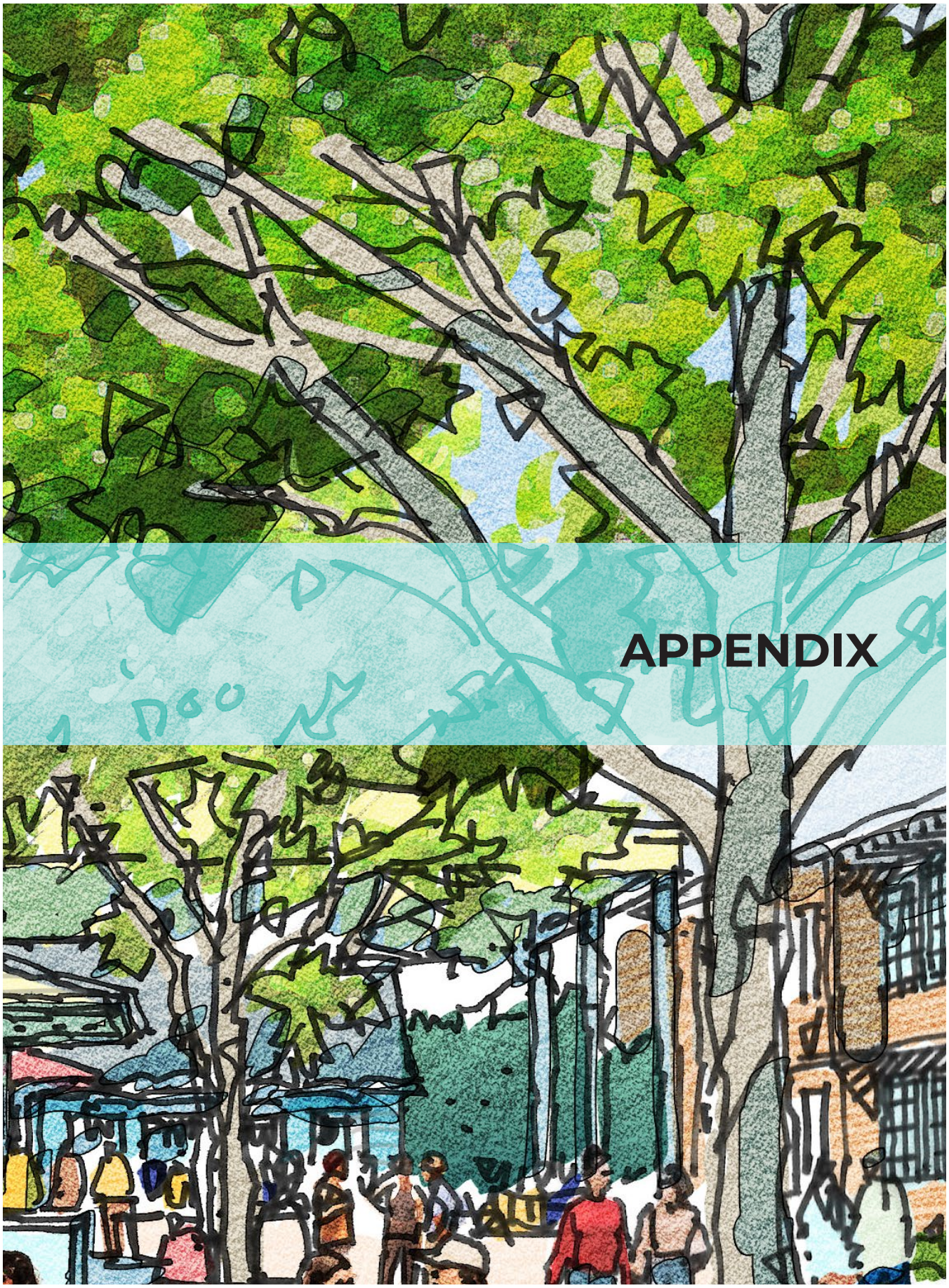
Recommend that the City address stormwater and drainage issues along E Mallory Street between Hayne Street and 9th Avenue, along E Gonzalez Street, and Avery Street.

9. Eastside African American Heritage Trail

Continue to celebrate and support the African American Heritage Trail that connects the historical markers that tell the history of cultural landmarks in the Eastside.

10. Connections to Hollice T. Williams Park

Study the east-west pedestrian and bicycling connections to and from Hollice T. Williams and identify priority paths for streetscape improvements.



APPENDIX

SUMMARY OF STEP 1 ENGAGEMENT

LIST OF ENGAGEMENT EVENTS

During Step 1 of the planning process, several different types of community engagement were utilized:

Listening Workshop — May 30th, 6:30-8:00 PM

- To explain the CRA planning process and to hear from residents about the key issues to address in the plan
- 32 attendees

Interactive Online Map* (detailed on following pages) — May 28th-August 23rd

- 765 contributions from 213 contributors

Eastside Associations Leadership Meeting — May 28th-31st

- To understand the history of planning in the Eastside neighborhood, and current neighborhood priorities

Stakeholder Meetings* — May 28th-31st

- Topic-based meetings
  - Workforce & Economic Development
  - Housing
  - Community Support Organizations
  - Historic Preservation
  - Arts & Culture
  - Neighborhood Associations
  - Environment & Waterways
  - Parks & Amenities
  - Transportation
- 51 organizations attended over three days

Virtual Workshop #1* — June 11th

- To explain the CRA planning process and to hear from residents about the key issues to address in the plan
- Provided for those that could not attend in-person workshops in May

Community Conversations* — August

- Three additional CRA staff-led workshops
- 138 total attendees

Stakeholder Meetings* — August

- Smaller meeting to discuss specific tops in the three CRA districts
  - Neighborhood Associations Stakeholder Meeting (11 attendees)
  - Environmental & Waterways, Parks & Amenities, and Transportation Stakeholder Meeting (7 attendees)

Pop-up Summer kids camps & Senior Bingo — August**

- Four CRA staff-led events
- 70 total attendees



Listening workshop


Stakeholder meeting


Listening workshop

** This engagement included attendees from all 3 districts*

*** This engagement was conducted with the Westside and Eastside*

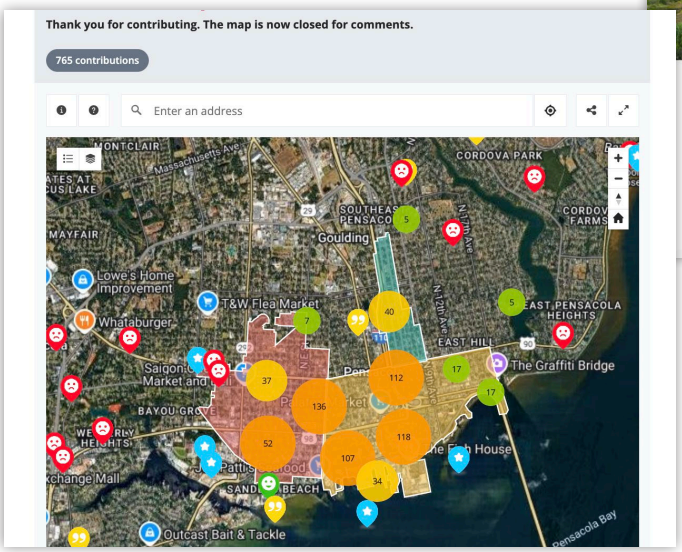
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ABOUT THE INTERACTIVE MAP

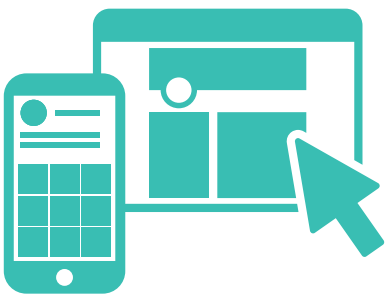
A vital part of Step 1 engagement included an online interactive map. The online interactive map served as a digital tool for place-based feedback about the planning process. Pensacola residents and stakeholder were encouraged to provide comments in at least one of four categories:

- Your Favorite Places
- Problem Areas
- Ideas for the Future
- General Comments

Respondents were able to drag one of these comment categories and pin it to a specific place on the map of Pensacola. Comments were not limited to a specific CRA District. After the interaction map closed, tabulation and organization of the comments were completed. There were 765 contributions from 213 contributors to the interactive map.







STEP 1 ENGAGEMENT SUMMARY RESULTS

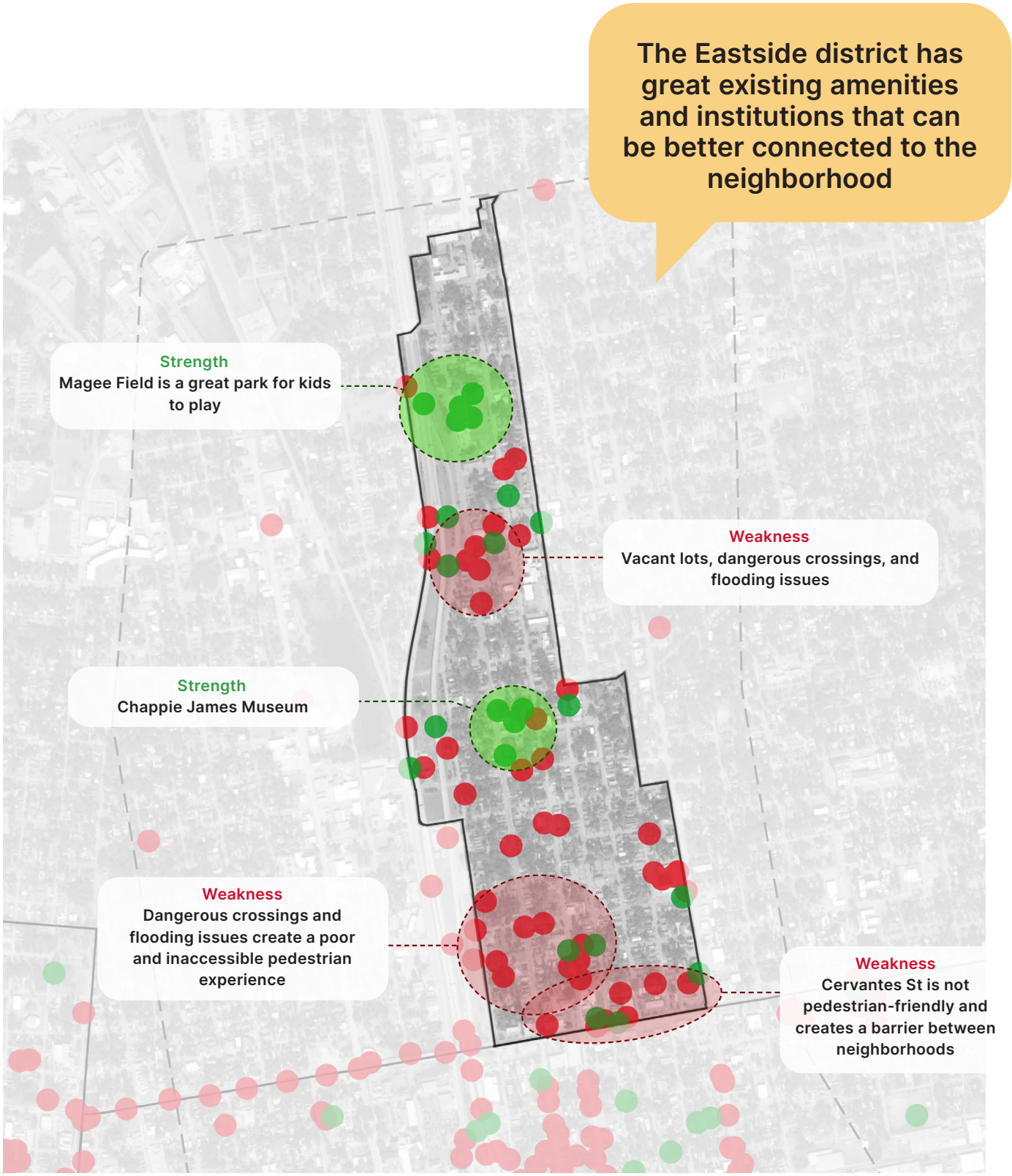
The following pages show the summarized results of the online interactive map contributions to the Eastside CRA District with the other Step 1 engagement processes, including in-person and virtual community meetings, stakeholder groups, neighborhood workshops, and youth events. Along with identifying and summarizing Eastside-specific strengths, weaknesses, and opportunities, six themes addressed specific concerns and comments about the Eastside:

- Arts, Cultures, Activities, and Destinations
- Streets and Connections
- Housing and Opportunity Sites
- Community-Centered Planning
- Resilient Infrastructure
- Parks and Open Space

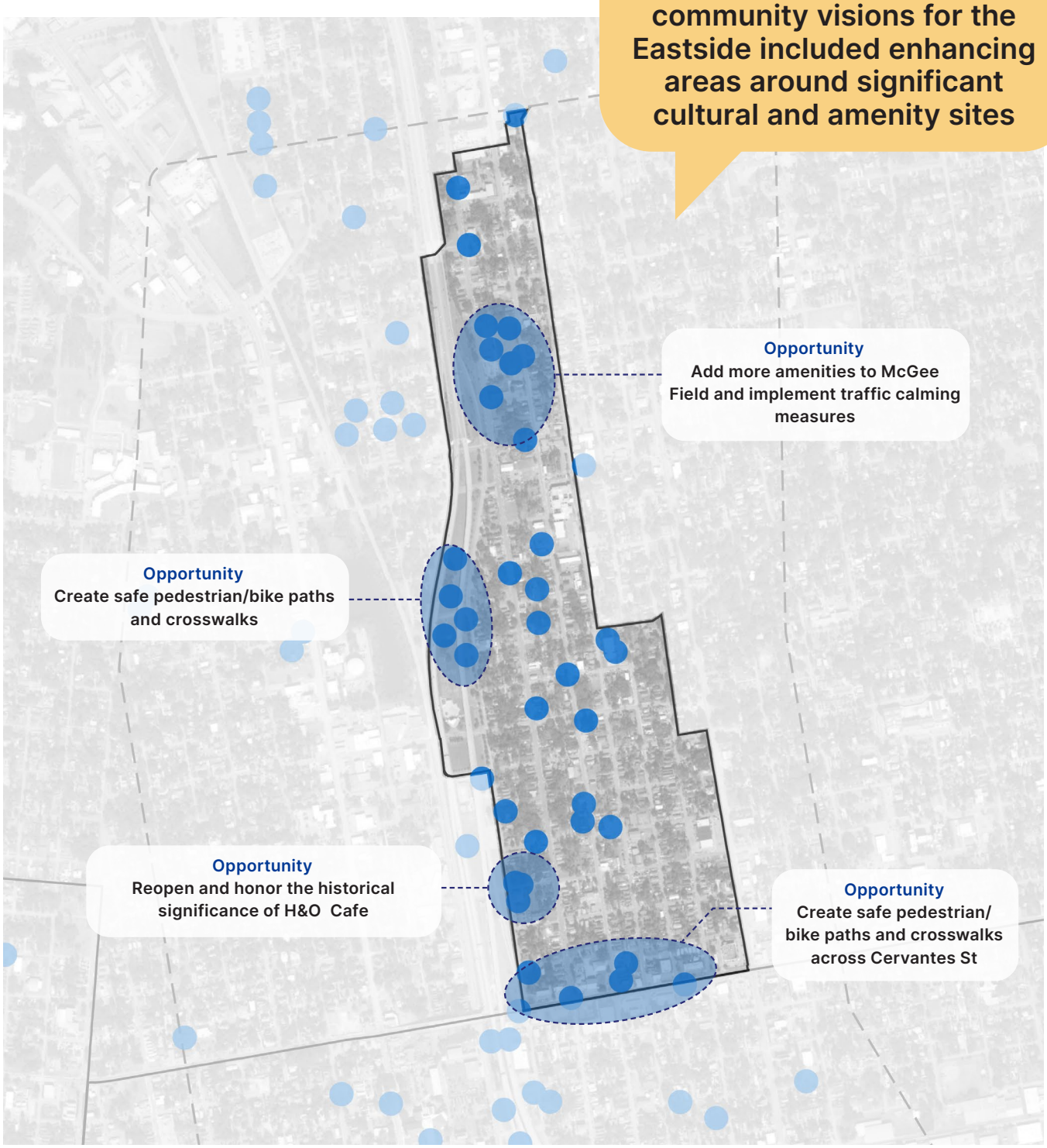
On the maps, community and stakeholder feedback is indicated by green (strengths), blue (opportunities), and red (weaknesses).






The Eastside district has great existing amenities and institutions that can be better connected to the neighborhood
Strength
Magee Field is a great park for kids to play
Weakness
Vacant lots, dangerous crossings, and flooding issues
Strength
Chappie James Museum
Weakness
Dangerous crossings and flooding issues create a poor and inaccessible pedestrian experience
Weakness
Cervantes St is not pedestrian-friendly and creates a barrier between neighborhoods

Along with pedestrian and bicycle connectivity, community visions for the Eastside included enhancing areas around significant cultural and amenity sites



Strengths

- The vibrant downtown area
- Palafox Street - active and walkable
- Historical buildings with unique character
- Shops and restaurants
- Parks and open space, including the Blake Doyle skate park, Ferdinand Plaza, and Veterans Memorial Park
- The waterfront, with areas like Bruce Beach for families and activities at the Blue Wahoo Stadium
- Paved streets and street trees
- Festivals and events that promote the local arts & culture

Weaknesses

- Lack of affordable, accessible grocery store
- Lack of retail carrying everyday goods
- Existing parks are not well-maintained
- I-110 causes noise and air pollution for the neighboring residential neighborhood and park
- Vacant/rundown buildings and lots make the area feel unsafe and detract from the existing character
- Poor bike and pedestrian connections to neighborhood amenities and downtown
- Lack of public amenities (i.e.. bathrooms)
- Existing infrastructure does not address drainage & flooding issues and are poorly maintained
- Speeding traffic
- Littering

Opportunities

- Add amenities and programming to existing community centers in the neighborhood
- Create a safe community (better lighting, neighborhood watch)
- Celebrate the history of the area through public art, signage, building preservation, and education
- Create safe pedestrian and bike connections to neighborhood amenities
- Add amenities to existing parks
- Create a wide variety of parks with different uses and programming
- Create affordable housing
- Make sure existing residents have a say in the future of their neighborhood

Arts, Culture, Activities, and Destinations

- Celebrate the history of the neighborhood through art, signage, building preservation, and education and partner with existing organizations and non-profits
- Create more indoor spaces for community needs (community center, library, indoor gyms)
- Create more retail & restaurants
- Create/support affordable and accessible programs and activities for families, children, and seniors

Streets and Connections

- Improve pedestrian connections & access to public amenities
- Repair the issues caused by the I-110 (torn community fabric and lost history, noise, poor connections)
- Improve pedestrian crossings
- Limit excessive parking and create shared parking strategies
- Slow traffic and improve safety on streets

Housing & Opportunity Sites

- Create affordable and accessible housing for all stages of life and help homeowners maintain existing homes (seniors, families, rental, homeownership)
- Make sure future development focuses on inclusion, community participation & keeping existing residents
- Rehab or demolish existing damaged properties

Community-Centered Planning

- Align zoning and planning policies with community needs
- Create a safe community for all (appropriate lighting, safety education for kids, set up a neighborhood watch)
- Create job and entrepreneurship opportunities for residents and support existing small businesses
- Create more accessible systems for sharing information and resources
- Provide everyday services and retail
- Expand the CRA boundary to provide funding for adjacent neighborhoods

Resilient Infrastructure

- Mitigate flooding impacts (“Old Stinky”, parks with lots of pavement, A St, Garden St, Clubbs St & Government St, Clubbs St & Zarragossa, Bruce Beach, Gonzales & Tarragona)
- Underground utilities and cut trees back from existing utilities
- Protect the shoreline/minimize damage from future natural disasters

Parks and Open Space

- Provide more parks and open space
- Incorporate lighting, seating, landscaping, and stormwater features in park
- Preserve old-growth trees
- Improve the maintenance of existing parks and update existing amenities to be accessible for all ages and abilities

SUMMARY OF STEP 2 ENGAGEMENT

LIST OF ENGAGEMENT EVENTS

Step 2 of the planning process included a week-long workshop that culminated in a presentation and open house. Following the presentation, surveys and additional meetings were conducted to gain valuable feedback from those unable to attend the workshop events.

1:1 Meeting with the Mayor* — September 30th, 3:00-4:00 PM

- To review opportunity sites and priorities rights-of-ways
- To receive input on developmental projects

Meetings with Councilmembers & CRA Board* — September 30th-October 1st

- To review recommendations, input on development projects, priority rights-of-way & workshop insights, and listen to input

Meetings with City Department Heads* — October 1st

- To present ideas in progress
- To discuss any alternatives or sensitive information

Testing Workshop Public Open House* — October 1st, 6:00-7:30pm

- To share ideas for potential projects in the Eastside and get feedback from residents about potential CRA investments
- Spanish translation provided

Stakeholder Meetings with Developers* — October 2nd, 9:30-11:00 AM

- To discuss decision factors around investments

Testing Workshop Public Open House* — October 2nd, 12:00-1:30pm

- To share ideas for potential projects in the Eastside and get feedback from residents about potential CRA investments
- Spanish translation provided

Testing Workshop Community Presentation* — October 3rd, 6:00-7:30pm

- To share ideas for potential projects in the Eastside and get feedback from residents about potential CRA investments
- Open House followed

Post-workshop Survey* — October 14th-November 4th (detailed on following pages)

- To gather feedback on the concepts presented at the public meeting on October 3rd

Debrief with Keith Leonard, the Escambia County School Superintendent

- To gather input specifically on the Eastside plan and the Spencer Bibbs/Ice House plan

Debrief with the Area Housing Commission* — December 12th

- To debrief on the concepts that were developed during the Testing Workshop in October

** This engagement was conducted with all three CRA districts at once*



Tuesday open house



Thursday open house



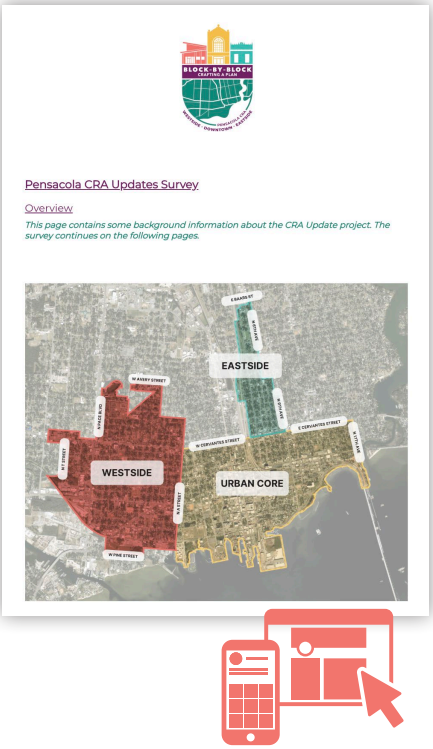
Testing workshop community presentation

ABOUT THE SURVEY

Because workshop attendance and feedback was limited to those who could physically be there, the post-workshop survey was crucial in gaining additional feedback. To widen the engagement reach, the survey was offered both digitally and in print, with English and Spanish versions, and distributed to hundreds of Pensacola residents, the goal was to reach as many residents as possible to obtain accurate and comprehensive feedback of the ideas presented at the workshop.

The survey was made available to the public from October 14th, 2024 through November 4th, 2024 and garnered 174 responses. Over 90% of participants live in Pensacola year-round, while over 50% of participants live in the CRA District boundary. About 55% of participants had not attended any previous engagement, showing that much of the feedback and ideas given were new for the project.

The following pages show the summarized results of each survey question. Along with the overall results of the survey, the data was further examined to organize the responses from residents who live in the Eastside. Some of the open text responses have been recorded in this document (at the bottom of the respective page); the comments that appear here have been selected for their relevancy and representativeness of the remainder of the comments.


Pensacola CRA Updates Survey

Overview

This page contains some background information about the CRA Update project. The survey continues on the following pages.

EASTSIDE

WESTSIDE

URBAN CORE


Pensacola CRA Updates Survey

Overview

The Pensacola Community Redevelopment Agency (CRA) is updating the Community Redevelopment Plans for the Eastside, Urban Core, and Westside.

- The redevelopment plans are over 15 years old — it's time to update them to reflect the community's priorities.
- We need to hear from residents, local business owners, and stakeholders to understand your needs and visions!

We are currently in STEP 2 of this process where we are testing ideas for future investments.

We want to hear from YOU!

Did you attend any of the following workshops? Select all that apply.

- Tuesday, October 1 – Open House at the Library
- Wednesday, October 2 – Open House at the Library
- Thursday, October 3 – Public Presentation & Open House at Sanders Beach-Corrine Jones Resource Center
- I attended Step 1 workshops in May, June, July, or August 2024
- No, I have not attended any of these events so far
- Not sure



Top Comments in the Eastside

Of the 11 responses received from Eastside residents, top overall comments included:

- Improve safety on North Davis Highway and Dr. MLK Jr Drive.
- Provide mixed-income housing and house ownership opportunities.
- Create a small business incubator and food park around the Crystal Ice House site.
- Prioritize Cervantes Street, North Davis Highway, and Blount Street for pedestrian and bicyclist safety and comfort.

All respondents

Eastside residents

1. Did you attend any of the following workshops?

166 answered, 8 skipped

No, I have not attended any of these events so far	*91 resp.*	54.82 %
I attended Step 1 workshops in May, June, July, or August 2024	*57 resp.*	34.34 %
Thursday, October 3 (Public Presentation & Open House at Sanders Beach-Corrine Jones Resource Center)	*31 resp.*	18.67 %
Wednesday, October 2 (Open House at the Library)	*21 resp.*	12.65 %
Tuesday, October 1 (Open House at the Library)	*20 resp.*	12.05 %
Not sure	*2 resp.*	1.2 %

11 answered, 0 skipped

No, I have not attended any of these events so far	*7 resp.*	63.64 %
I attended Step 1 workshops in May, June, July, or August 2024	*3 resp.*	27.27 %
Thursday, October 3 (Public Presentation & Open House at Sanders Beach-Corrine Jones Resource Center)	*2 resp.*	18.18 %
Wednesday, October 2 (Open House at the Library)	*2 resp.*	18.18 %
Tuesday, October 1 (Open House at the Library)	*3 resp.*	27.27 %
Not sure	*0 resp.*	0 %

36% of Eastside residents who took this survey attended at least one previous workshop

2. What is your home zip code? If you don't live in the United States, what is your county of residence?

150 answered, 24 skipped

32502	*44 resp.*	29.33 %
32501	*34 resp.*	22.67 %
32503	*29 resp.*	19.33 %
32504	*15 resp.*	10 %
32514	*7 resp.*	4.67 %
32507	*5 resp.*	3.33 %
32505	*4 resp.*	2.67 %
32506	*3 resp.*	2 %

11 answered, 0 skipped

32502	*0 resp.*	0 %
32501	*3 resp.*	27.28 %
32503	*8 resp.*	72.72 %
32504	*0 resp.*	0 %
32514	*0 resp.*	0 %
32507	*0 resp.*	0 %
32505	*0 resp.*	0 %
32506	*0 resp.*	0 %

All respondents

Eastside residents

3. What is your relationship with Pensacola?

154 answered, 20 skipped

I live here year-round	*143 resp.*	**92.86 %**
I work here	*46 resp.*	**29.87 %**
I visit places in the CRA Districts regularly	*46 resp.*	**29.87 %**
I live here seasonally	*8 resp.*	**5.19 %**
I visit here from out of town	*1 resp.*	**0.65 %**

11 answered, 0 skipped

I live here year-round	*11 resp.*	**100 %**
I work here	*1 resp.*	**9.09 %**
I visit places in the CRA Districts regularly	*1 resp.*	**9.09 %**
I live here seasonally	*0 resp.*	**0 %**
I visit here from out of town	*0 resp.*	**0 %**

4. What CRA District of Pensacola do you live in?

153 answered, 21 skipped

Urban Core	*46 resp. (30.07%)*	Westside	*29 resp. (18.95%)*	Eastside	*11 resp. (7.19%)*	Other	*60 resp. (45.76%)*

I live outside of CRA District boundaries, but in the City of Pensacola	*49 resp.*	**32.03 %**
I live outside of the City of Pensacola	*21 resp.*	**13.73 %**

5. How long have you lived in Pensacola?

154 answered, 20 skipped

Less than one year	*12 resp.*	**7.79 %**
1 to 2 years	*7 resp.*	**4.55 %**
3 to 5 years	*20 resp.*	**12.99 %**
6 to 9 years	*22 resp.*	**14.29 %**
10+ years	*89 resp.*	**57.79 %**
I do not live in Pensacola	*4 resp.*	**2.6 %**

11 answered, 0 skipped

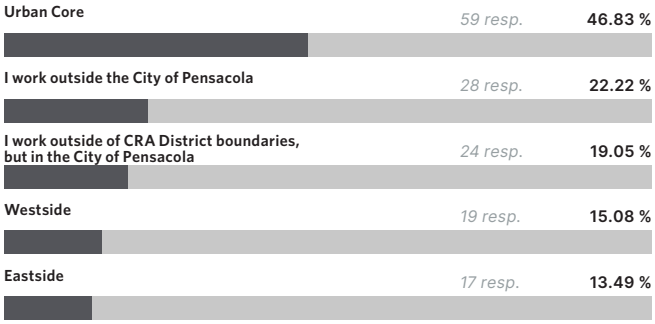
Less than one year	*2 resp.*	**18.18 %**
1 to 2 years	*1 resp.*	**9.09 %**
3 to 5 years	*0 resp.*	**0 %**
6 to 9 years	*2 resp.*	**18.18 %**
10+ years	*6 resp.*	**54.55 %**
I do not live in Pensacola	*0 resp.*	**0 %**

All respondents

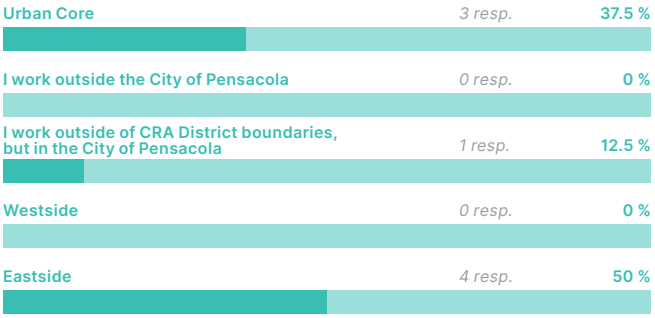
Eastside residents

6. What CRA District of Pensacola do you work in?

126 answered, 48 skipped



8 answered, 3 skipped

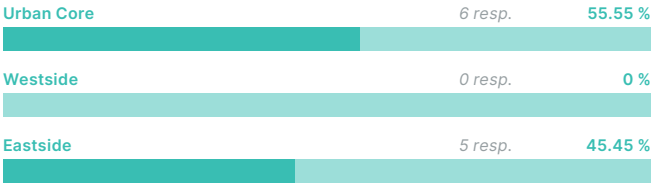


7. What CRA District of Pensacola do you most often visit?

153 answered, 21 skipped

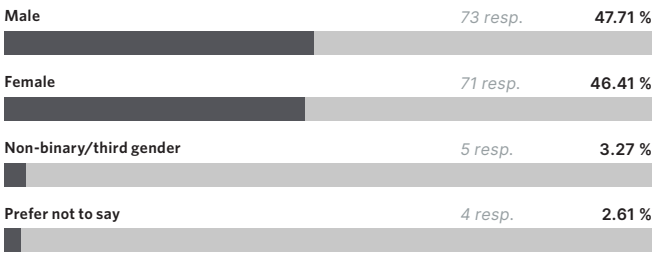


11 answered, 0 skipped

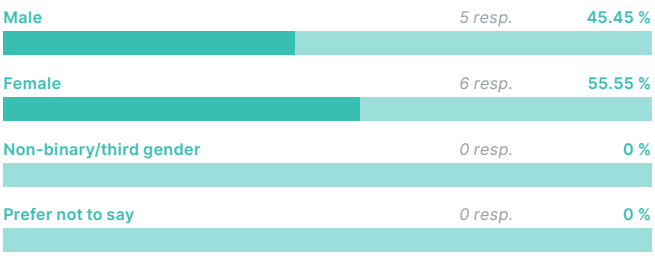


8. How do you identify your gender?

153 answered, 21 skipped



11 answered, 0 skipped



All respondents

9. What is your age?

154 answered, 20 skipped

Under 17 years	*0 resp.*	0 %
18-24 years	*3 resp.*	1.95 %
25 to 34 years	*20 resp.*	12.99 %
35 to 44 years	*30 resp.*	19.48 %
45 to 54 years	*27 resp.*	17.53 %
55 to 64 years	*29 resp.*	18.83 %
65 years or older	*41 resp.*	26.62 %
Prefer not to say	*4 resp.*	2.6 %

Eastside residents

11 answered, 0 skipped

Under 17 years	*0 resp.*	0 %
18-24 years	*0 resp.*	0 %
25 to 34 years	*1 resp.*	9.09 %
35 to 44 years	*4 resp.*	36.36 %
45 to 54 years	*2 resp.*	18.18 %
55 to 64 years	*0 resp.*	0 %
65 years or older	*4 resp.*	36.36 %
Prefer not to say	*0 resp.*	0 %

City of Pensacola Age Demographics

Data from United States Census, American Community Survey, 2022

Under 20 years	22.2 %
20-24 years	5.8 %
25 to 34 years	16.9 %
35 to 45 years	11.1 %
45 to 54 years	10.2 %
55 to 64 years	13.7 %
65 years or older	20.1 %

All respondents

Eastside residents

10. What is your race/ethnicity?

154 answered, 20 skipped

White	*119 resp.*	77.27 %
Black or African American	*18 resp.*	11.69 %
Prefer not to say	*16 resp.*	10.39 %
Hispanic or Latino/a	*7 resp.*	4.55 %
American Indian or Alaska Native	*2 resp.*	1.3 %
Asian or Asian American	*2 resp.*	1.3 %
Middle Eastern or North African	*0 resp.*	0 %
Native Hawaiian or other Pacific Islander	*0 resp.*	0 %
Another race	*0 resp.*	0 %

11 answered, 0 skipped

White	*9 resp.*	81.82 %
Black or African American	*4 resp.*	36.36 %
Prefer not to say	*1 resp.*	9.09 %
Hispanic or Latino/a	*0 resp.*	0 %
American Indian or Alaska Native	*0 resp.*	0 %
Asian or Asian American	*0 resp.*	0 %
Middle Eastern or North African	*0 resp.*	0 %
Native Hawaiian or other Pacific Islander	*0 resp.*	0 %
Another race	*0 resp.*	0 %

11. What is the combined annual income of all working adults in your household?

154 answered, 20 skipped

Less than $25,000	*4 resp.*	2.6 %
$25,000–$34,999	*5 resp.*	3.25 %
$35,000–$49,999	*11 resp.*	7.14 %
$50,000–$74,999	*19 resp.*	12.34 %
$75,000–$99,999	*19 resp.*	12.34 %
$100,000–$149,999	*23 resp.*	14.94 %
$150,000–$199,999	*25 resp.*	16.23 %
$200,000 or more	*25 resp.*	16.23 %
Retired	*13 resp.*	8.44 %
Prefer not to say	*10 resp.*	6.49 %

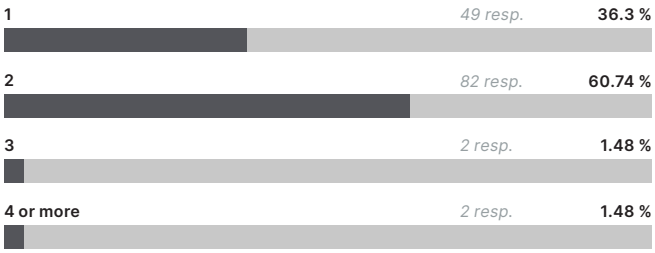
11 answered, 0 skipped

Less than $25,000	*1 resp.*	9.09 %
$25,000–$34,999	*0 resp.*	0 %
$35,000–$49,999	*0 resp.*	0 %
$50,000–$74,999	*0 resp.*	0 %
$75,000–$99,999	*4 resp.*	36.36 %
$100,000–$149,999	*1 resp.*	9.09 %
$150,000–$199,999	*4 resp.*	36.36 %
$200,000 or more	*1 resp.*	9.09 %
Retired	*0 resp.*	0 %
Prefer not to say	*0 resp.*	0 %

All respondents

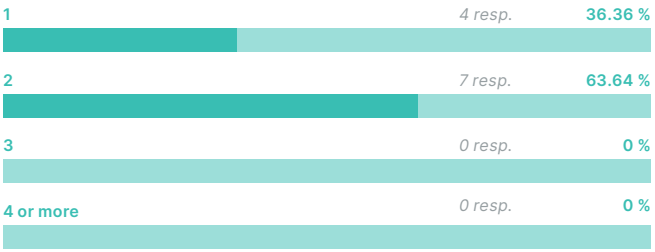
12. How many working adults live in your household?

135 answered, 39 skipped



Eastside residents

11 answered, 0 skipped

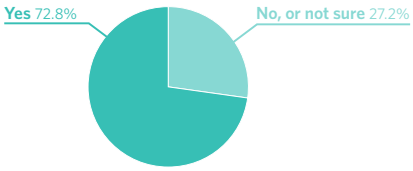


13. Do you think that these concepts would improve safety on N Davis Highway?

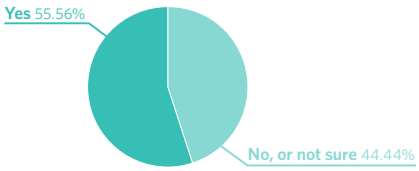
125 *answered*, 49 *skipped*

Yes	91 resp.	72.8 %
*No, or not sure (please specify)	34 resp.	27.2 %

All respondents
125 *answered*, 49 *skipped*



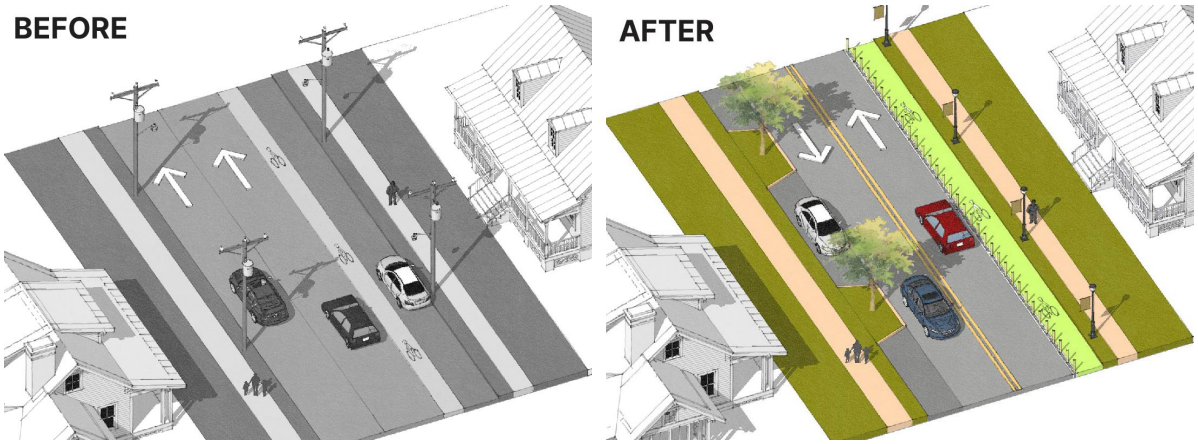
Eastside residents
9 *answered*, 2 *skipped*



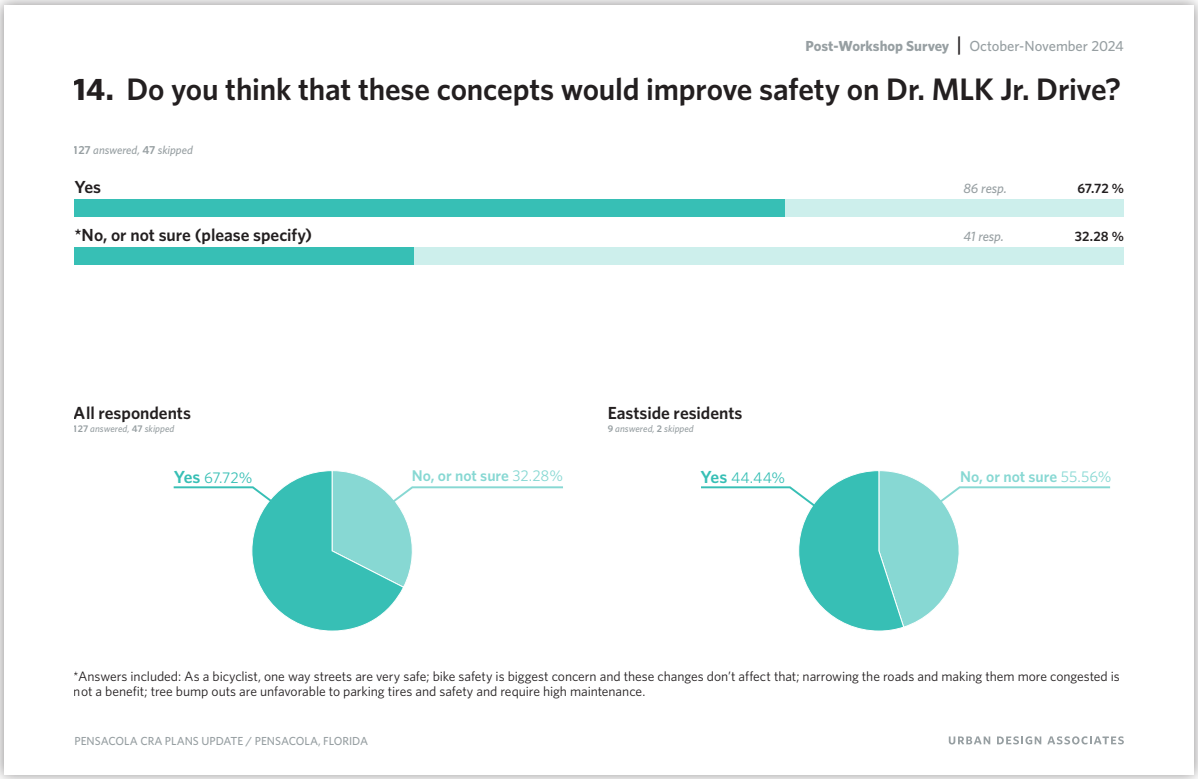
*Answers included: Keep these as one way streets and instead encourage a road diet with wider green spaces along the sides of each and more clearly defined parking areas; changing to 2-way does not solve the speeding problem; more effort should be on cross streets leading to the new park; this is not an efficient use of money; it isn't a dangerous street now.

PENSACOLA CRA PLANS UPDATE / PENSACOLA, FLORIDA

URBAN DESIGN ASSOCIATES



North Davis Highway
This proposal corresponds with question 13



Post-Workshop Survey | October-November 2024

14. Do you think that these concepts would improve safety on Dr. MLK Jr. Drive?

127 answered, 47 skipped

Yes	86 resp.	67.72 %
*No, or not sure (please specify)	41 resp.	32.28 %

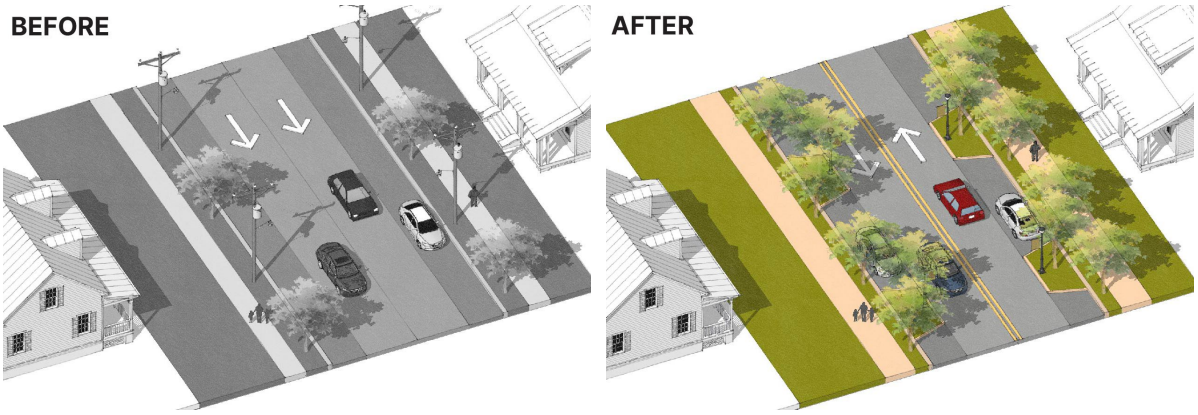
All respondents
127 answered, 47 skipped

Eastside residents
9 answered, 2 skipped

*Answers included: As a bicyclist, one way streets are very safe; bike safety is biggest concern and these changes don't affect that; narrowing the roads and making them more congested is not a benefit; tree bump outs are unfavorable to parking tires and safety and require high maintenance.

PENSACOLA CRA PLANS UPDATE / PENSACOLA, FLORIDA

URBAN DESIGN ASSOCIATES



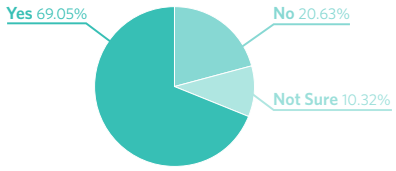
Dr. MLK Jr. Drive
This proposal corresponds with question 14

15. Do you feel it's a top priority to improve the pedestrian and bicycling experience in the Eastside?

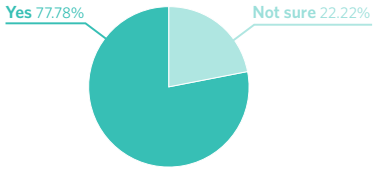
166 *answered*, 8 *skipped*

Yes	87 resp.	69.05 %
No	26 resp.	20.63 %
*Not sure (please specify)	13 resp.	10.32 %

All respondents
166 *answered*, 8 *skipped*



Eastside residents
9 *answered*, 2 *skipped*



*Answers included: Not a top priority until we have a destination for pedestrians and bicycle; it seems pretty walkable now; the city doesn't see it as a top priority.

16. Which streets are your top priority for improvements to pedestrian and bicycle safety and comfort?

120 *answered*, 54 *skipped*

Cervantes Street	65 resp.	54.17 %
N Davis Highway	64 resp.	53.33 %
Dr. MLK Jr. Drive	51 resp.	42.5 %
Blount Street	31 resp.	25.83 %
Gonzales Street	25 resp.	20.83 %
*Other (please specify)	20 resp.	16.67 %
Jordan Street	19 resp.	15.83 %
Hayne Street	16 resp.	13.33 %
Maxwell Street	16 resp.	13.33 %
Avery Street	5 resp.	4.17 %
Lee Street	5 resp.	4.17 %
Scott Street	3 resp.	2.5 %

Top three answers from Eastside residents are shown in teal
*Answers included: 12th Avenue, 9th Avenue, Tarragona Street

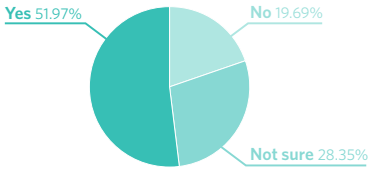
Post-Workshop Survey | October-November 2024

17. Should more housing be added in the Eastside CRA District?

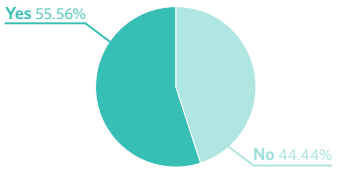
127 answered, 47 skipped

Yes	66 resp.	51.97 %
Not sure	36 resp.	28.35 %
No	25 resp.	19.69 %

All respondents
127 answered, 47 skipped



Eastside residents
9 answered, 2 skipped



Post-Workshop Survey | October-November 2024

18. What kind of housing do you think is the most appropriate to add to Eastside?

121 answered, 53 skipped

Housing that serves a mix of incomes	61 resp.	50.41 %
Homeownership	57 resp.	47.11 %
Housing that is affordable to low-income households (for example a 2-person household making $57,770 or less)	45 resp.	37.19 %
Townhouses and low-rise residential buildings (2-3 stories)	38 resp.	31.4 %
Mid-rise residential buildings (3-5 stories)	31 resp.	25.62 %
Rental housing	30 resp.	24.79 %
*Other (please specify)	11 resp.	9.09 %
Any type of housing	10 resp.	8.26 %
None of the above	6 resp.	4.96 %

Top three answers from Eastside residents are shown in teal

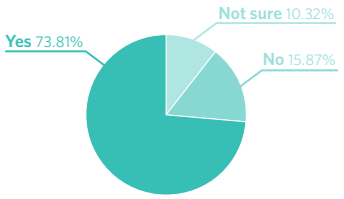
*Answers included: stop letting out-of-state developers build in city limits and increasing price; anything that the people that work here can afford; 10+ stories high-rise; homes for people who are homeless

19. Do you think the Crystal Ice House is an important cultural landmark in the Eastside that should be preserved and reused?

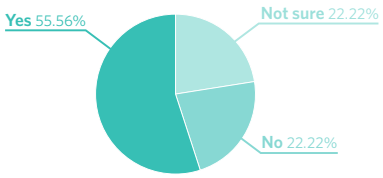
126 *answered*, 48 *skipped*

Yes	93 resp.	73.81 %
No	20 resp.	15.87 %
*Not sure (please specify)	13 resp.	10.32 %

All respondents
126 *answered*, 48 *skipped*



Eastside residents
9 *answered*, 2 *skipped*



*Answers included: Yes, but the demand is not needed currently; preserve only; school board should be involved; don't know much about it.





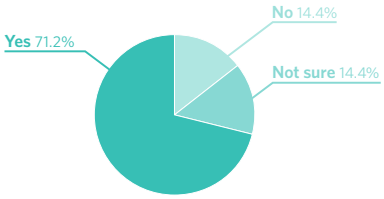
Crystal Ice House
This proposal corresponds with questions 19-21

20. Do you think that creating a small business incubator and food park around the Crystal Ice House would benefit the Eastside CRA?

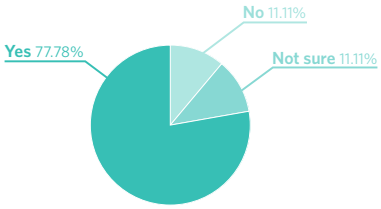
125 *answered*, 49 *skipped*

Yes	89 resp.	71.2 %
No	18 resp.	14.4 %
*Not sure (please specify)	18 resp.	14.4 %

All respondents
125 *answered*, 49 *skipped*



Eastside residents
9 *answered*, 2 *skipped*



*Answers included: focus on keeping the small business incubators in the downtown area; depends on who is paying; population density might not support; is this the best option?

21. What are your thoughts about this concept?

58 *answered*, 116 *skipped*

- There is more room to do something at or across the street from Hollice T. Williams Park.
- Do not see a demand within the next 10 years.
- It preserves a unique historic structure, builds activities around it, and upgrades the neighborhood while attracting people from the community as a whole.
- Community needs to be denser to have that many people.
- Great concept as long as it continues to get funding.
- Excited for the upgrades!
- The Ice House is an eye sore.
- The location would also draw people from many locations and be an asset to the school building next to it.
- Underground utilities is the only thing worth spending money on.
- Bringing new business to the Eastside would enhance the neighborhood.
- It's definitely nicer than what's there now.
- I'm a big fan of food parks.

22. What other projects would you recommend in the Eastside CRA?

40 answered, 134 skipped



49. Do you have any other comments or suggestions not covered elsewhere in this survey?

20 answered, 154 skipped

- CRA has done a great job of including public input in this project. The City's team is outstanding.
- Thank you for the opportunity to provide feedback of our lovely area.
- West Side development. There is so much potential in the historic portions of the west side. Gardening. Pensacola is almost devoid of gardening. Need flowers, shrubs, live oaks, magnolias, veg gardens, community gardens, honey bees, chickens. Get citizens outside, investing in and bonding with neighbors, homes.
- Thanks for this opportunity to be engaged.
- A city newsletter mailed out would be nice.
- Please reevaluate the W Government St as an improved collector street from Eastside to Downtown to Westside. The roadway has so much potential and needs immediate attention to traffic flows, stormwater issues and streetscaping. Thank you for this opportunity to comment.
- The West Main Master Plan x CMP, the Bluffline project, ACW, redevelopment of the Baptist Hospital site, and HTW should serve as the economic, place making, health, and environmental organizing principles for this current CRA plan revision. Start with that and make sure there's synergy then go from there.
- Propose to put Bayfront Parkway on road diet freeing up space for walkway from bridge to cedar street. Connect to Government Street at ninth ave. Upgrade Government Street to Palafox.
- Build more skate parks.
- No. This took more than an hour to complete.
- Escambia Co. has been floating around an idea for a Sportsplex up north at 10 Mile Rd. I think the land at the old Baptist Hospital would be great for that Sportsplex. Has anyone discussed this? They're talking about a 90Million dollar expenditure.
- Hey this was a fun survey I found on Reddit! I live here and figured I'd give my two cents! I really liked the ideas proposed and am rooting for you to get them done! Good luck!
- Should be working to maintain and preserve the history and heritage of the downtown area, not flooding it with high density housing that will only strain the resources and jam up traffic. Use the underutilized terminal area for industrial and business spaces.
- Lakes and more trees are much needed where possible. Moving above ground utility lines to below ground and removing the utility poles with street lamps. First start with the 300 block of W. Govt St and move west. Thank you for this opportunity to comment.
- For years I have thought that we should amp up the landscaping for the median on Garden Street. Like Fairhope, I think we could really do a phenomenal job with landscaping this and really play into the "Garden" street name and put rotating seasonal florals that are tasteful and impressive to tourists and locals alike. Garden Street is the first impression for most who travel into the heart of Pensacola and it has always looked so tired, weak and not prioritized but it could be so delightful and do wonders for the first impression for Pensacola tourists.
- Who will provide upkeep of proposed tree installs and other proposed projects — roads, lighting, parks, etc.
- Shut down the polluting paper mill, it makes Pensacola stink and drives away people, business's and jobs, while lowering our quality of life
- Too much "affordable" housing is mentioned. How about mentioning buried utilities? Mentioning round-a-bouts instead of all these four way stops?
- Is there anyway to make parking on Gregory Street between A Street and Rues? Donelson Street between Gregory and Chase street?
- Yes when you have a diverse economic shopping store front need always consider a Dollar General.

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DEMOGRAPHIC AND MARKET ANALYSIS

OVERVIEW

This analysis of existing demographics & market conditions was conducted across all three CRA Districts simultaneously, but also narrowed in on each district to identify specific conditions per district. The analysis was conducted primarily using data collected in 2023 and was published in September 2024.

The intent of this analysis was to:

- Analyze demographics of each CRA District;
- Identify primary community stressors;
- Identify opportunities in the market;
- Determine the potential impacts of development in each district in order to prevent the displacement of residents and businesses;
- Provide priorities for designers and policymakers to make positive impacts and avoid negative impacts on the community.

CRA Existing Conditions

Demographic, Real Estate Market, and Displacement Trends

JLP+D

Prepared For: PENSACOLA COMMUNITY REDEVELOPMENT AGENCY



Contents

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1.0
SOCIO-ECONOMIC DEMOGRAPHICS + TRENDS

STEP 1 | September 2024

1.1
POPULATION CHARACTERISTICS

PENSACOLA CRA PLAN UPDATE / PENSACOLA, FLORIDA / JLP+D

Population Growth

Minor changes in total population since 2000, with high density in CRA districts

The population trends across all three Community Redevelopment Agency (CRA) boundaries indicate stagnant or slightly negative growth from 2000 to 2023. The Westside CRA and Urban Core CRA have experienced population declines, with the Westside CRA losing 602 residents and the Urban Core CRA losing 309 residents since 2000. Overall, the Citywide population has also decreased by over 2,200 residents in 2023 compared to 2000.

In terms of population density, all three CRAs exhibit higher densities than the City of Pensacola. While density does not represent the exact population count (see table at right) density helps compare the districts to each other in terms their relative sizes.

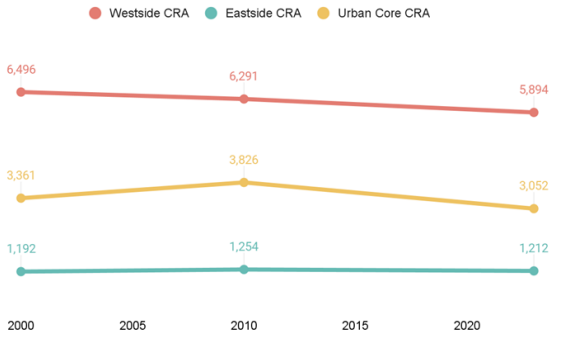
Population Density

- **Citywide:** 1,598 residents per square mile
- **Urban Core CRA:** 1,935 residents per square mile
- **Eastside CRA:** 3,127 residents per square mile
- **Westside CRA:** 3,474 residents per square mile

KEY TAKEAWAYS

Escambia county is growing modestly while Pensacola is losing population. Declining population doesn't match resident perceptions about population growth, but it may impact the city's competitive edge within the region.

Population Change, 2000 - 2023



Population by CRA District

	2000	2010	2023	% change, 2000 - 2023
Westside CRA	6,496	6,291	5,894	-9.27%
Eastside CRA	1,192	1,254	1,212	1.68%
Urban Core CRA	3,361	3,826	3,052	-9.19%
Pensacola City	56,288	51,923	54,059	-3.96%
Escambia County	294,410	297,619	321,905	9.34%

Data source: US Census Bureau, 2023 Data - Visualized by JLP+D

Aging

The population is trending older

Median age can provide additional detail about population trends in Pensacola. Both the Urban Core and Westside CRA populations have a higher median age, with the Westside CRA at 42.7 years old and the Urban Core CRA at 47.5 years old. In contrast, the Eastside CRA and Citywide median age stand at 40 years old (Median age in the United States is 39.0 years). In Pensacola, these median ages have been relatively steady since 2000.

Trends of aging can also be viewed by comparing the elderly and working age populations. Pensacola also has an elevated old-age dependency ratio at 34.2, meaning that for every 100 workers, there are 34.2 residents 65 and older, which is nearly four more residents than the national ratio of 28.5. This ratio has jumped 5 points in Pensacola since 2010 when it was 27.5.

KEY TAKEAWAYS

An aging population can indicate broader economic challenges caused by a shortage of younger residents available to enter the workforce.



Image: Bayview Senior Resource Center, www.cityofpensacola.com

Military Presence

Naval Air Space Pensacola

The United States Department of Defense exerts a significant economic influence on Northwest Florida, particularly in the Greater Pensacola region, where it **contributes over $7.8 billion annually to the local economy.**

DoD activity generates over **80,000 jobs in the Pensacola Metropolitan Statistical Area (MSA)** region, with an **average wage of $82,890 for military and defense-related positions**. Moreover, the area hosts **more than 35,000 military retirees, representing the second-largest concentration in the nation**, providing a skilled workforce that may seek opportunities to transition into civilian careers.

Additionally, the region benefits from **substantial defense procurement spending, totaling $340.7 million annually**, which further stimulates economic activity. Military installations such as Naval Air Station (NAS) Pensacola play a crucial role in training personnel in advanced fields such as aviation, aerospace, informatics, and cybersecurity, contributing to the development of a highly skilled alumni network across various sectors.

KEY TAKEAWAYS

The nearby military base brings jobs, military families, and some economic stability in the area. The military is a key economic driver for Pensacola.

Pensacola Naval Air Station and Surrounding Area

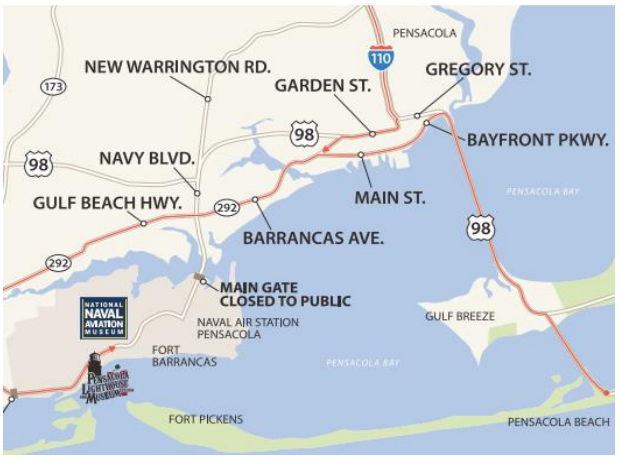


Image Source: Greg Disch Photography

Income and Poverty

Poverty rates are elevated in the CRA districts, a consistent trend since 2000

Though income in Pensacola is slightly lower than the US average based on dollar amounts, incomes in Pensacola have risen over the last 20 years, following national trends. This is a good sign that Pensacola's economy is active, and wages slightly lower than the national average may simply indicate lower cost of living.

More notably, variations are visible in the lowest income households within the three CRA districts. Both the Westside and Eastside CRAs exhibit wealth indices of 30, while the Urban Core has a wealth index of 75, and the broader Citywide population has a wealth index of 67. This index serves as a gauge of an area's economic prosperity relative to the national standard. Any index above 100 is above the national average.

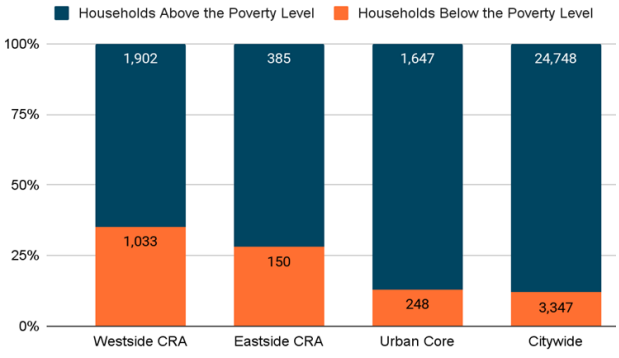
These indices are reinforced by median household incomes, which depict a significant contrast:

- **Citywide:** $52,884
- **Urban Core CRA:** $59,901
- **Eastside CRA:** $35,124
- **Westside CRA:** $23,551

US Median Household Income: $74,580 (US Census)

Disparities are further highlighted by poverty rates; both the Westside and Eastside CRAs have higher proportions of households living below the poverty line at 39.5% and 27.5%, respectively. In contrast, the Urban Core CRA and the Citywide population have lower percentages of impoverished households, standing at 17% and 15%, respectively. Over the last 20 years,

Share of Households in Poverty in 2021, by Geography



Data Source: US Census, Esri Business Analyst, 2021 - Visualized by JLP+D

KEY TAKEAWAYS

There is a disproportionately high share of households below the poverty line within the Eastside CRA, and even more so in the Westside CRA. The districts may benefit from wider economic development efforts beyond CRA investments focused on workforce development, housing affordability, or social services.

Race and Ethnicity

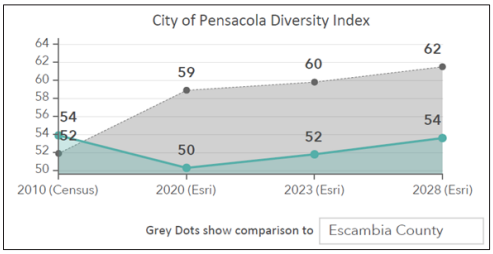
Diversity has shifted in all districts

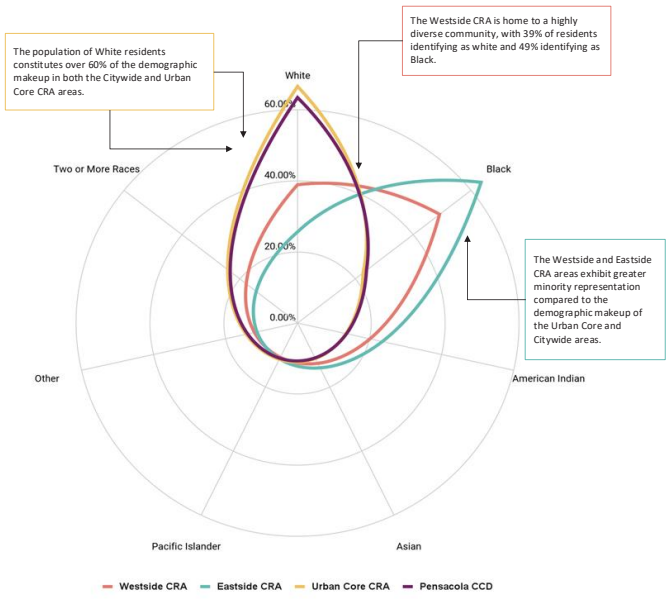
The Eastside CRA stands out as the most diverse among all three CRAs, boasting a diversity index of 60.5 in 2023, predicted to rise to 61.2 by 2028. Following closely is the Westside CRA, with a 2023 diversity index of 59.4 and an anticipated increase to 60.2 by 2028. The Urban Core exhibits the lowest diversity performance, registering a diversity index of 51.8 in 2023, projected to reach 53.6 by 2028.

However, despite these distinctions, **all three CRAs fall short of the citywide diversity performance index**; Pensacola has a diversity index of 62.9 in 2023 and is projected to reach 64.4 by 2028. Pensacola's citywide diversity has seen a notable uptick, rising from 55.3 in 2010 to 62.9 in 2023.

Similarly, **the Westside and Eastside CRAs have experienced significant improvements in diversity performance from 2010 to 2023**, with the Eastside CRA's diversity index soaring from **34.4 to 60.5**, and the Westside CRA's increasing from **51.9 to 59.4**.

The **Urban Core has witnessed a decline in diversity**, with its index dropping from **53.9 in 2010 to 51.8 in 2023**.





ESRI's Diversity Index: *captures the racial and ethnic diversity of a geographic area in a single number, from 0 to 100. The Diversity Index allows for efficient analysis and mapping of seven race groups that can be either of Hispanic or non-Hispanic origin—a total of 14 separate race/ethnic groupings.*

Data Source: Esri Business Analyst, 2023 - Visualized by JLP+D

STEP 1 | September 2024

1.2
WORKFORCE TRENDS

Employment Concentration

The Urban Core is a large job center, while the Westside is a dispersed employment area

As a whole, the urban core of Pensacola looks similar to other US cities; jobs are concentrated there, and jobs drop significantly in the Eastside and Westside districts. The following section will discuss commute patterns and key industry trends in Pensacola, excluding military employment. The map at right shows the density of jobs among the three CRA districts, with dark blue indicating the highest density.

Density and Size of Employers in Pensacola CRA Districts

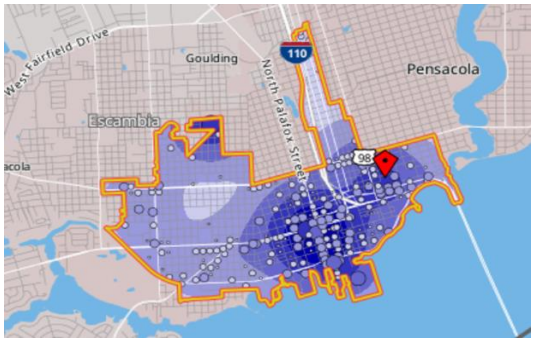


Image Source: US Census OnTheMap

2021	Worker Age			Earnings			Worker Educational Attainment				
	Age 29 or Younger	30 - 54	Age 55 or Older	$1,250 per month or Less	$1,251 - $3,333	More than $3,333 per Month	Less than High School	High School or Equivalent, No College	Some College or Associate Degree	Bachelor's Degree or Advanced Degree	Educational attainment not available (workers aged 29 or younger)
Westside CRA	1,180	3,631	1,726	731	2,684	3,122	743	1,538	1,782	1,294	1,180
Eastside CRA	104	193	80	56	154	167	42	93	80	58	104
Urban Core CRA	4,209	11,224	5,693	2,747	7,122	11,257	2,042	4,450	5,471	4,954	4,209
City of Pensacola	1,180	3,631	1,726	731	2,684	3,122	743	1,538	1,782	1,294	NA

Data source: US Census Bureau, 2022 Data - Visualized by JLP+D

Industry Drivers

Very few people work and live in the same district in Pensacola.

By reviewing data from the U.S. Census, we can analyze the flow of commuters and workers in and out of the CRAs on a daily basis. Commuter data show distinctions between the three districts. The Urban Core increases its daily population with over 20,000 employees commuting into the district. Only 400 residents work in the Urban Core.

Though it has a higher population, the Westside population similarly has nearly 7,000 employees commuting into the area, while less than 100 live and work there.

In the Eastside, the reverse is true. While the Eastside has the fewest residents of all three districts, there are fewer employees commuting into the Eastside than workers who reside in the Eastside and commute to work outside of the area.

2021	Employment Commute		
	Employed in & commuting to Area	Residing in Area, commuting elsewhere	Employed and Live in Area
Westside CRA	6,757	2,059	98
Eastside CRA	394	484	1
Urban Core CRA	21,994	1,238	425

Data source: US Census Bureau, 2021 Data

Data derived from both ESRI Business Data analysis, census data, and open data sources to enhance the accuracy of the findings

KEY TAKEAWAYS

- The Urban Core CRA is a clear job center for commuters, but has relatively few residents who work within the area.
- In general, Pensacolians commute out of their neighborhood for work.

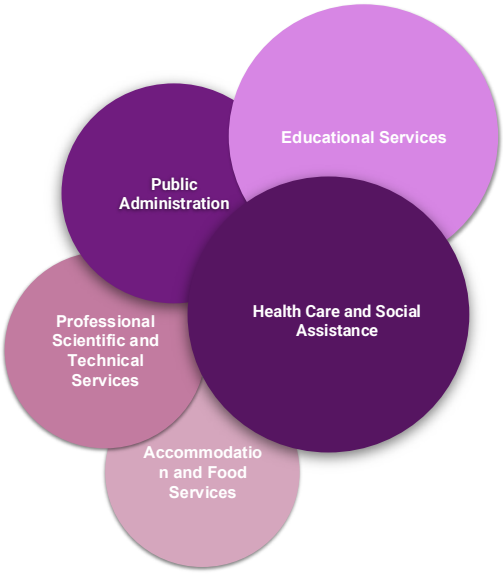
Industry Drivers

For those that work in the Urban Core, key industry drivers are mostly in-person jobs

Key industry drivers in 2021 were: Professional, Scientific, and Technical Services, Educational Services, Health Care and Social Assistance, Accommodation and Food Services, and Public Administration

There have been overall declines to jobs in the Information and Educational Services sectors, suggesting a decline in retention for knowledge industry jobs.

Jobs in Finance and Insurance experienced growth until 2009, went through a sharp drop in 2012, and have been stagnant in the years since. Administrative & Support jobs doubled between 2015 and 2021. The CRAs experienced steady growth in Accommodation and Food Services before a shop drop off following COVID-19.



KEY TAKEAWAYS

- Longstanding in-person jobs downtown include Public Administration and Healthcare services.
- Professional, Scientific and Technical Services jobs are growing.

Data source: US Census Bureau, 2022 Data - Visualized by JLP+D

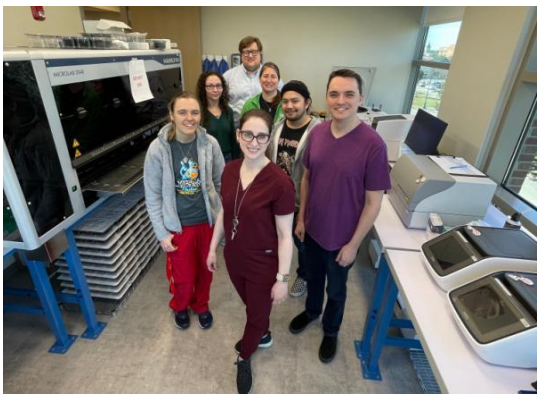
Industry Drivers

Some emerging Industry drivers are more likely to accommodate remote work

The Professional, Scientific, and Technical Service sector experienced sharp growth between 2015-2021, with jobs growing by 47.5% during that time period (from 223 to 330 jobs). Administration & Support, Waste Management and Remediation jobs grew more modestly at 20% (from 321 to 399 jobs).

Some in person industries also experienced significant declines between 2018 and 2021. Accommodation and Food Services experienced a 31% decrease in workers during that period. Retail experienced a 16% decrease.

Some industries better accommodate remote work because of their outsized use of digital tools, which allow tasks to be performed from anywhere.



KEY TAKEAWAYS

A higher proportion of remote workers indicates a need for diverse amenities close to home, especially for the urban core, which has a concentration of office space.

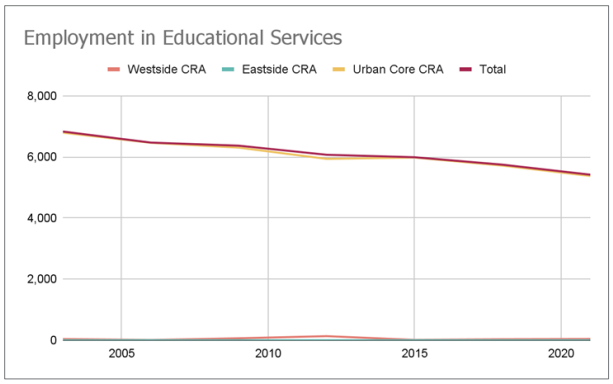
Data source: US Census Bureau, 2022 Data - Visualized by JLP+D

Declining Industries

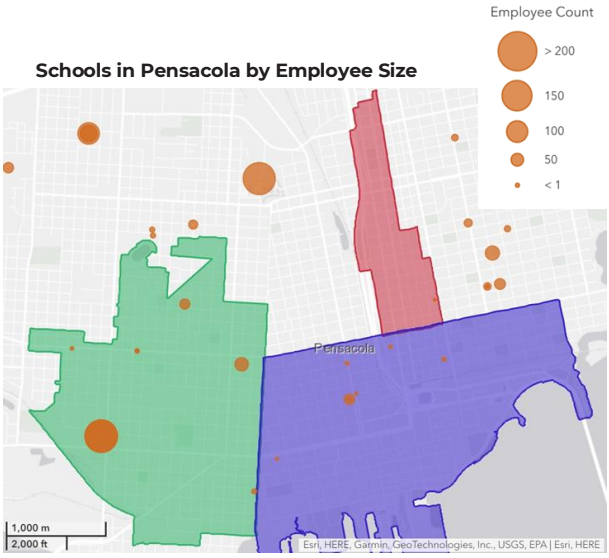
Educational services have been in decline since 2003

Education workers have been leaving the CRA districts steadily over the past two decades. After 2003, workforce data shows a 40% decline in Education workers that live in the district. Since that same year, Education jobs in the district have also experienced a steady decline, with a 20% decline in the number of Educational Service workers and the vast majority of those losses occurring in the Urban Core.

These findings suggest that Educational services are no longer located in these three districts. These declines mirror a string of public school closures within the study area since 2003.



Schools in Pensacola by Employee Size



Very few large schools remain in the three CRA districts, notably in the urban core.

Data source: US Census Bureau, 2022 Data - Visualized by JLP+D

New Business Growth

Large employers remain steady while small businesses are growing in Escambia County

The number of new establishments in Escambia County with less than 5 employees has grown steadily between 2018 (3,658) and 2021 (4,104).

The number of establishments with 1,000 employees or more dropped from 7 in 2019 to 6 in 2020. Steady at 6 in 2021. Non-Employer firms (sole proprietorship) has grown from 21,040 (2016) to 24,608 (2020). Local stakeholders focused on workforce development have differing views on economic development: some want a more equity focused approach while others want to attract large employers. These two strategies can both be successful but require different focus and partnerships.

KEY TAKEAWAYS

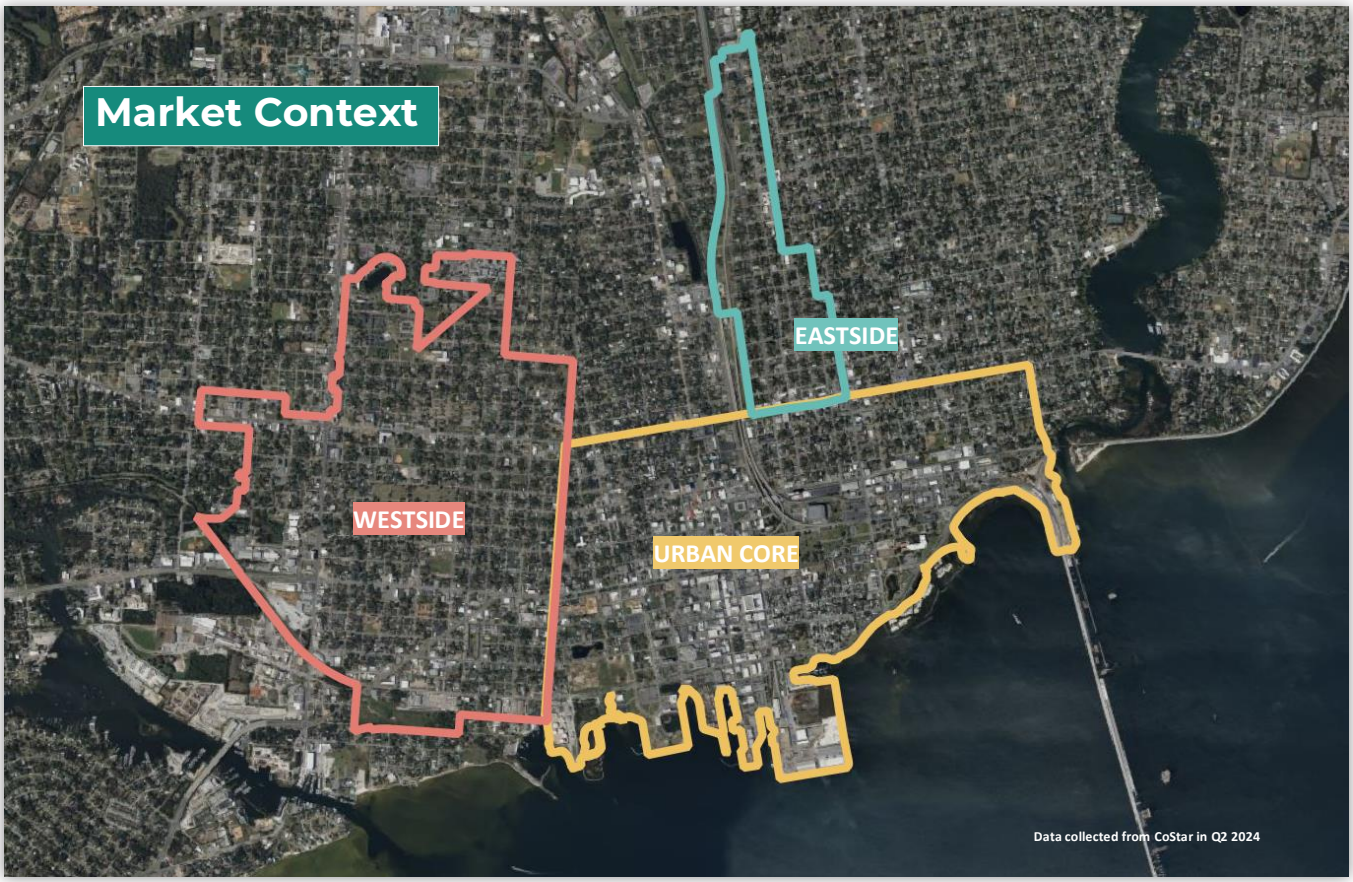
Escambia County has relatively few large employers, but small businesses of 5 or more employees show promise; anecdotally, many have been focused within the tech industry.



Image Source: SILive

Data Source: Census Business Builder Escambia County Business Profile

2.0
REAL ESTATE MARKET PERFORMANCE



Housing Statistics

BENCHMARKING	TOTAL POPULATION	POPULATION DENSITY / SQMI	MEDIAN AGE	TOTAL HOUSEHOLDS	TOTAL HOUSING UNIT VACANCY %	OWNER OCCUPIED HOUSING %	% OF HOUSING WITH 1 UNIT IN STRUCTURE	HOUSING AFFORDABILITY INDEX
Urban Core CRA	3,052	1,935	47.5	1,895	15.8%	45.0%	64.29%	63
East Side CRA	1,212	3,127	38.9	535	20.9%	53.3%	82.84%	58
West Side CRA	5,894	3,474	42.7	2,935	17.9%	59.6%	59.11%	68
Citywide	232,785	1,598	38.8	102,517	13.0%	42.7%	68.05%	94

Data source: US Census Bureau, 2023 Data - Visualized by JLP+D

The Housing affordability index measures the likelihood of obtaining a mortgage at the average home price given the average income.

KEY TAKEAWAYS

- Housing is relatively affordable in Pensacola, with a housing affordability index at 94, but the CRA districts are all significantly less affordable than citywide.
- The Eastside and Westside CRA districts have much denser population than the Urban Core or the City as a whole - nearly double. Both Eastside and Westside districts exceed 3,000 residents per square mile while the Urban Core CRA and Citywide population densities are both below 2,000 residents per square mile
- Single-family homes dominate all of these areas, especially the Eastside district, which has over 80% single-unit structures.
- The Eastside and Westside districts have higher rates of home ownership with both exceeding 50% of homes. Nationally, 65.2% of homes are owner-occupied.
- The Eastside CRA appears to have the least affordable housing whilst also consisting of the highest housing unit vacancy percentage in 2023. This may be due to a misalignment in housing cost and resident socioeconomic status.

Q2 2024 Multi-Family Residential Market

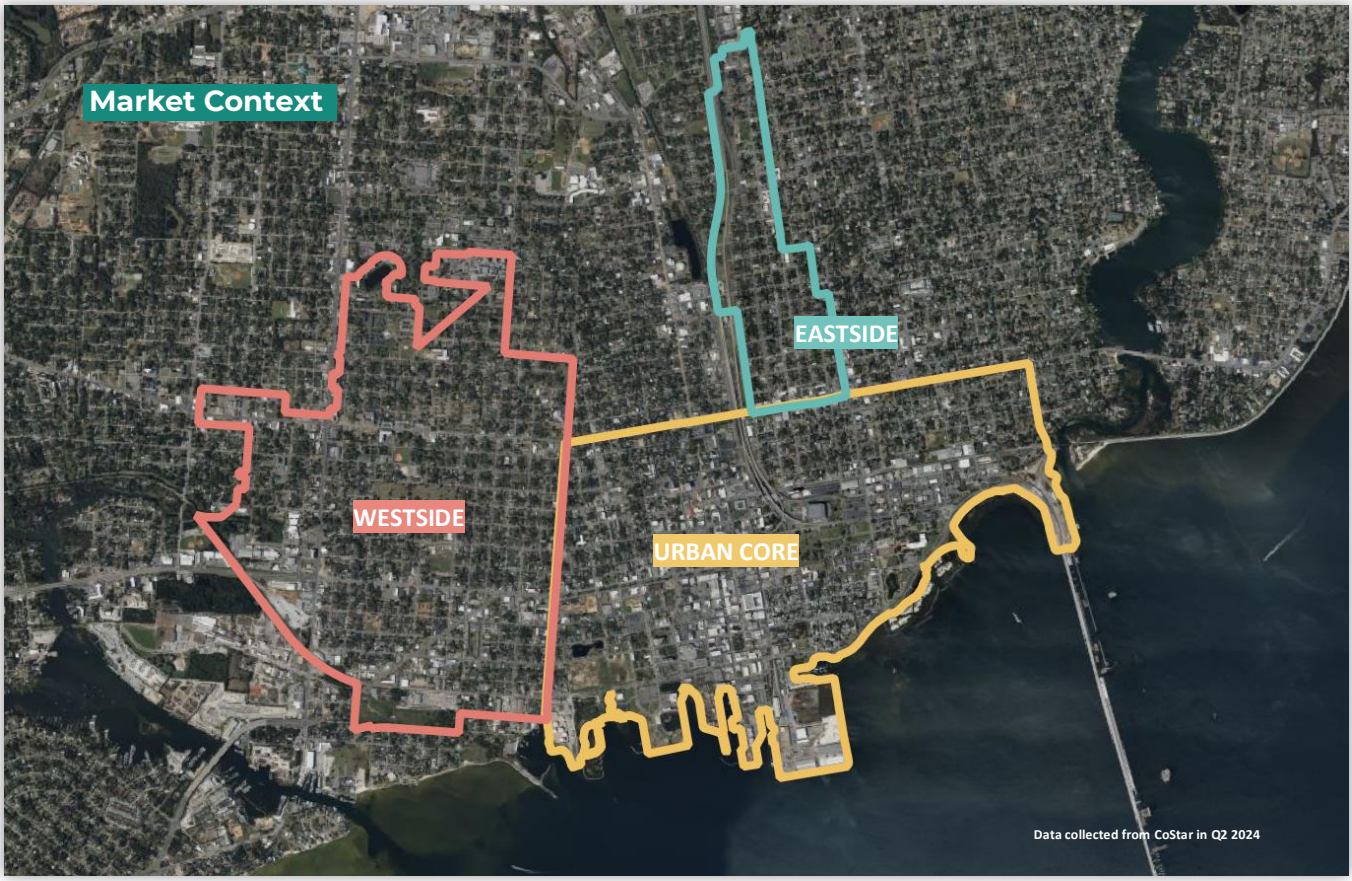
BENCHMARKING	INVENTORY UNITS	INVENTORY UNITS/ ACRE	UNDER CONSTRUCTION UNITS	12 MONTH NET ABSORPTION UNITS	VACANCY RATE	MARKET ASKING RENT/ UNIT	MARKET SALE PRICE/ UNIT	MARKET CAP RATE
Urban Core CRA	658	0.5	0	143	7.70%	$1,901	$254,000	6.50%
East Side CRA	12	0.05	0	0	7.60%		$134,000	7.90%
West Side CRA	724	0.6	0	-12	5.60%	$869	$85,600	7.40%
Citywide	23,585	0.9	1,122	673	13.10%	$1,384	$142,000	6.50%

Data source: US Census, Quarterly Residential Vacancies and Homeownership, First Quarter 2024
CoStar, Sourced in Q2 2024

COMPARING CAP RATES: *Many analysts consider a "good" cap rate to be around 5% to 10%, while a 4% cap rate indicates lower risk but a longer timeline to recoup an investment.*

KEY TAKEAWAYS

- There is limited multi-family housing in Pensacola, which is defined as structures with more than 4 housing units. The metrics in the table above **represent less than 15% of all housing units**. Citywide, 1-unit structures (single-family homes) represents 68% of all housing units.
- Some development stagnation is visible within the Eastside CRA, characterized by a lack of new construction or absorption and a vacancy rate of 7.60%, higher than the Q1 2024 national rental residential vacancy of 6.6%[1]. Additionally, the Eastside district has the lowest property values among CRAs, with units sales averaging $134,000 each, indicating a less dynamic market.
- The Westside CRA's multi-family housing sector shows a lowest vacancy rate of 5.6%, yet its real estate performs below par compared to other market areas in terms of sale price and rent. Moreover, it stands as the sole geography with a negative 12-month absorption rate.
- The three CRAs rent out more places than the rest of Pensacola combined. Although they only make up 6% of all the rental properties in the city, they're responsible for 19% of the places where people have moved in the last year.
- The Urban Core surpasses Pensacola in market rent and sale price per unit, boasting almost half the vacancy rate of the citywide average at 7.7%.



STEP 1 | September 2024

Q2 2024 Office Market

BENCHMARKING	INVENTORY SF	INVENTORY SF/ ACRE	UNDER CONSTRUCTION SF	12 MONTH NET ABSORPTION SF	VACANCY RATE	MARKET ASKING RENT/ SF	MARKET SALE PRICE/ SF	MARKET CAP RATE
Urban Core CRA	3,900,000	3078	0	26,800	2.30%	$27.35	$139	9.90%
East Side CRA	21,500	84	0	0	0.00%	$24.33	$135	9.60%
West Side CRA	516,000	445	0	2,200	0.00%	$23.64	$100	10.40%
Citywide	15,200,000	584	0	193,000	2.30%	$25.37	$134	9.90%

Data source: CoStar, Sourced in Q2 2024

KEY TAKEAWAYS

- Despite national trends of low demand for office space, Pensacola's Urban Core district has relatively low vacancy but high concentration: the **Urban Core district holds 26% of all office space** and this concentration of office inventory is five times the citywide rate of square feet of office space per acre.
- Pensacola has limited office availability citywide with no office space under construction and and limited or no vacancy. If office jobs increase in the urban core, supply for office space would likely need to increase in turn.
- Though both have limited office space, the Eastside and Westside CRA each have 0% reported vacancy, suggesting demand meets or exceeds supply.
- Office space has the highest market asking rent and sale price per square foot when measured against the industrial and retail market comparables, likely contributing to the property value of the Urban Core area.
- The three CRAs together account for 15% of the citywide absorption totals. Specifically, the Eastside CRA shows no absorption, while the Westside CRA has absorbed 2,200 square feet, and the Urban Core CRA has absorbed 26,800 square feet.
- Market value and asking prices are lower for Westside CRA office space, with sale prices roughly 30% below the other districts.



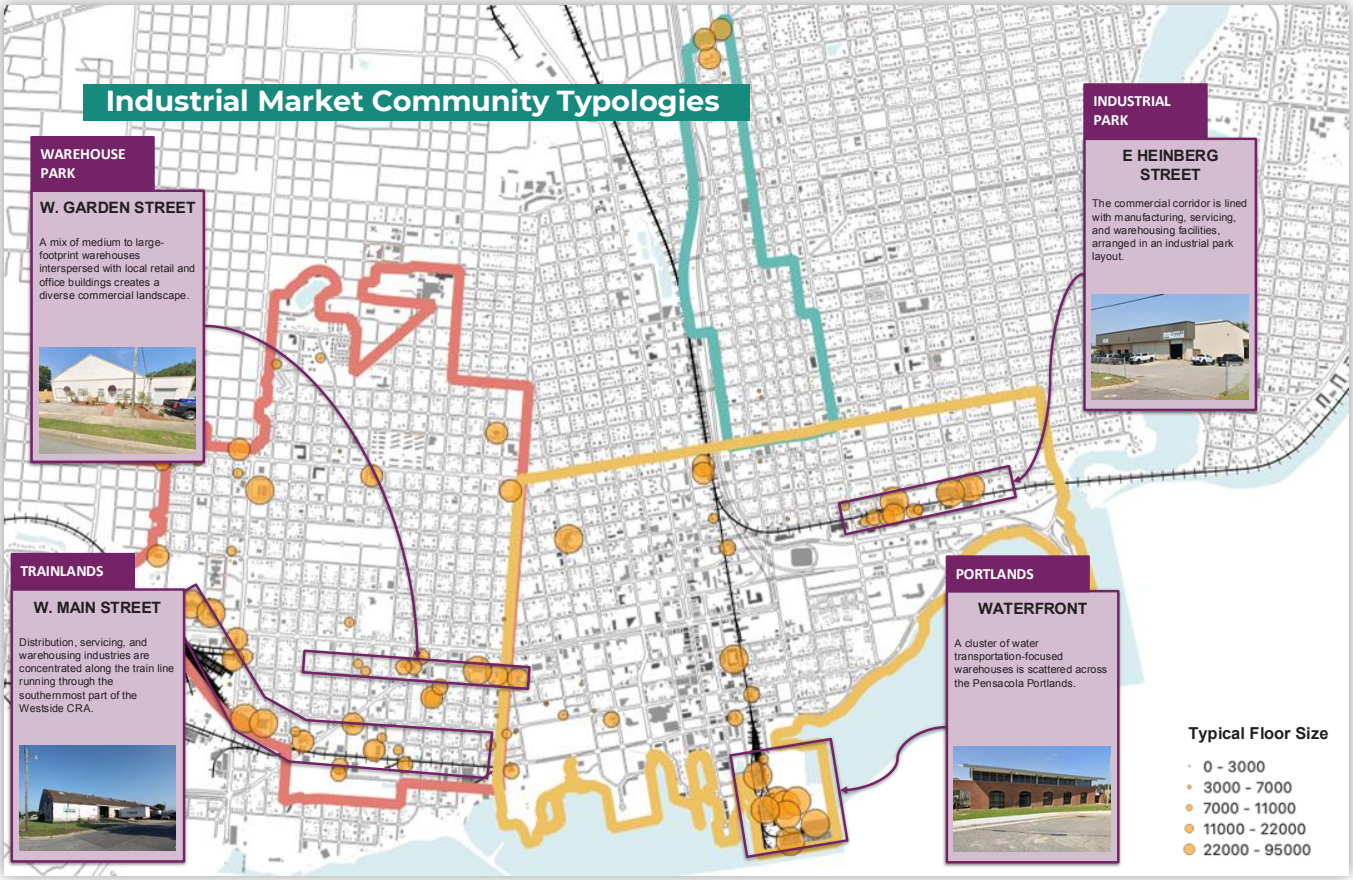
Q2 2024 Industrial Market

BENCHMARKING	INVENTORY SF	INVENTORY SF/ ACRE	UNDER CONSTRUCTION SF	12 MONTH NET ABSORPTION SF	VACANCY RATE	MARKET ASKING RENT/ SF	MARKET SALE PRICE/ SF	MARKET CAP RATE
Urban Core CRA	904,000	713	0	251,000	0.00%	$7.19	$73	8.70%
East Side CRA	48,900	191	0	0	0.00%	$8.55	$48	9.60%
West Side CRA	556,000	480	0	-3,500	0.60%	$8.58	$55	9.20%
Citywide	14,900,000	572	0	160,000	2.50%	$8.95	$69	8.80%

Data source: CoStar, Sourced in Q2 2024

KEY TAKEAWAYS

- The industrial properties in Pensacola range from 3,486 to 26,886 square feet, encompassing uses such as offices, warehouses, and flex spaces, with lot sizes varying from 0.28 to 1.64 acres (LoopNet Property Search, May 2024).
- All three CRA districts outperform the City of Pensacola in industrial real estate vacancy; all three have less than a 1% vacancy rate.
- There is no current industrial real estate under construction in any of the studied geographies
- The Westside CRA industrial real estate market appears to be stagnant with negative 3,500 net absorption square footage and a vacancy rate under 1%.
- The Eastside and Westside CRAs have higher market asking rents per square foot than the Urban Core CRA, although their market sale prices are lower compared to the Urban Core.



APPENDIX

STEP 1 | September 2024

Q2 2024 Retail Market

BENCHMARKING	INVENTORY SF	INVENTORY SF/ ACRE	UNDER CONSTRUCTION SF	12 MONTH NET ABSORPTION SF	VACANCY RATE	MARKET ASKING RENT/ SF	MARKET SALE PRICE/ SF	MARKET CAP RATE
Urban Core CRA	1,400,000	1105	0	3,300	3.70%	$19.24	$199	6.90%
East Side CRA	129,000	504	0	0	0.00%	$15.50	$162	7.40%
West Side CRA	566,000	489	0	-2,900	2.30%	$12.49	$132	7.20%
Citywide	22,400,000	860	66,300	166,000	2.60%	$16.90	$154	7.30%

Data source: CoStar, Sourced in Q2 2024

KEY TAKEAWAYS

- The retail market has the highest volume of commercial real estate inventory square footage, when compared to the industrial and office real estate markets in Pensacola
- However, disposable income is relatively limited for residents of the CRA districts, reducing the viability of significant new retail.
- Despite comprising 9.4% of citywide retail inventory, CRAs only absorbed 2% of square footage in the past year, with no ongoing construction.
- Economic development professionals in the city highlight a shortage of retail options at higher price points, such as luxury brands, yet the urban Core district has higher vacancy than Citywide.
- While the East and Westside both outperform the Citywide vacancy rate at 0% and 2.3%, their lower inventory suggests that demand for more retail may be weak.
- The Urban Core has the highest market rent and sale prices per square foot among all CRA districts, exceeding citywide averages, indicating that lowering prices could reduce current vacancy rates.



Q2 2024 Hotel Market Analysis

COUNTY BENCHMARKING	INVENTORY ROOMS	UNDER CONSTRUCTION ROOMS	12 MO OCC RATE	12 MO ADR
Urban Core CRA	790	0	66.10%	$146
East Side CRA	-	-	-	-
West Side CRA	26	0	50.70%	$80
Citywide	6,565	649	60.50%	$126

Data source: CoStar, Sourced in Q2 2024

PLANNED + PERMITTED HOSPITALITY PROJECTS

- **Tristan Hotel - Hilton Tapestry Boutique Hotel (East Garden District, LLC):** Construction start - Oct 15, 2024 (No permit app yet though)
- **Hotel Pensacola (SMP Architecture):** Planning (May be discontinued)
- **Tempo by Hilton: Permitting – Demo, Site & Building**
- **Homewood Suites by Hilton (Kerioth):** Permitting
- **Hard Rock Reverb Hotel @ CMP:** Planning
- **Valencia Hotel Group @ CMP:** Pre-Planning

Data source: City of Pensacola

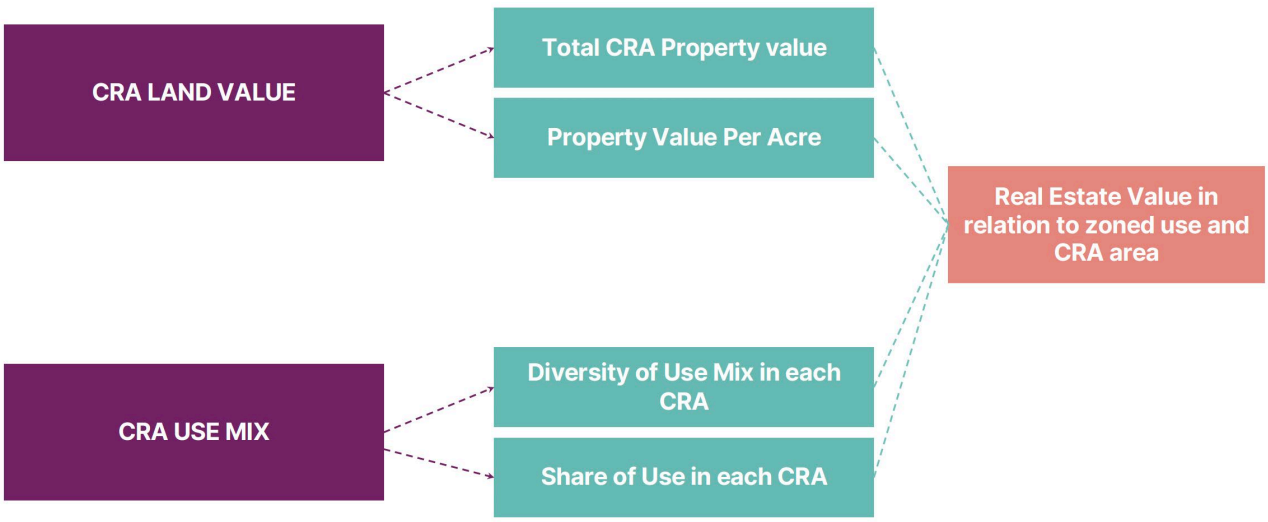
KEY TAKEAWAYS

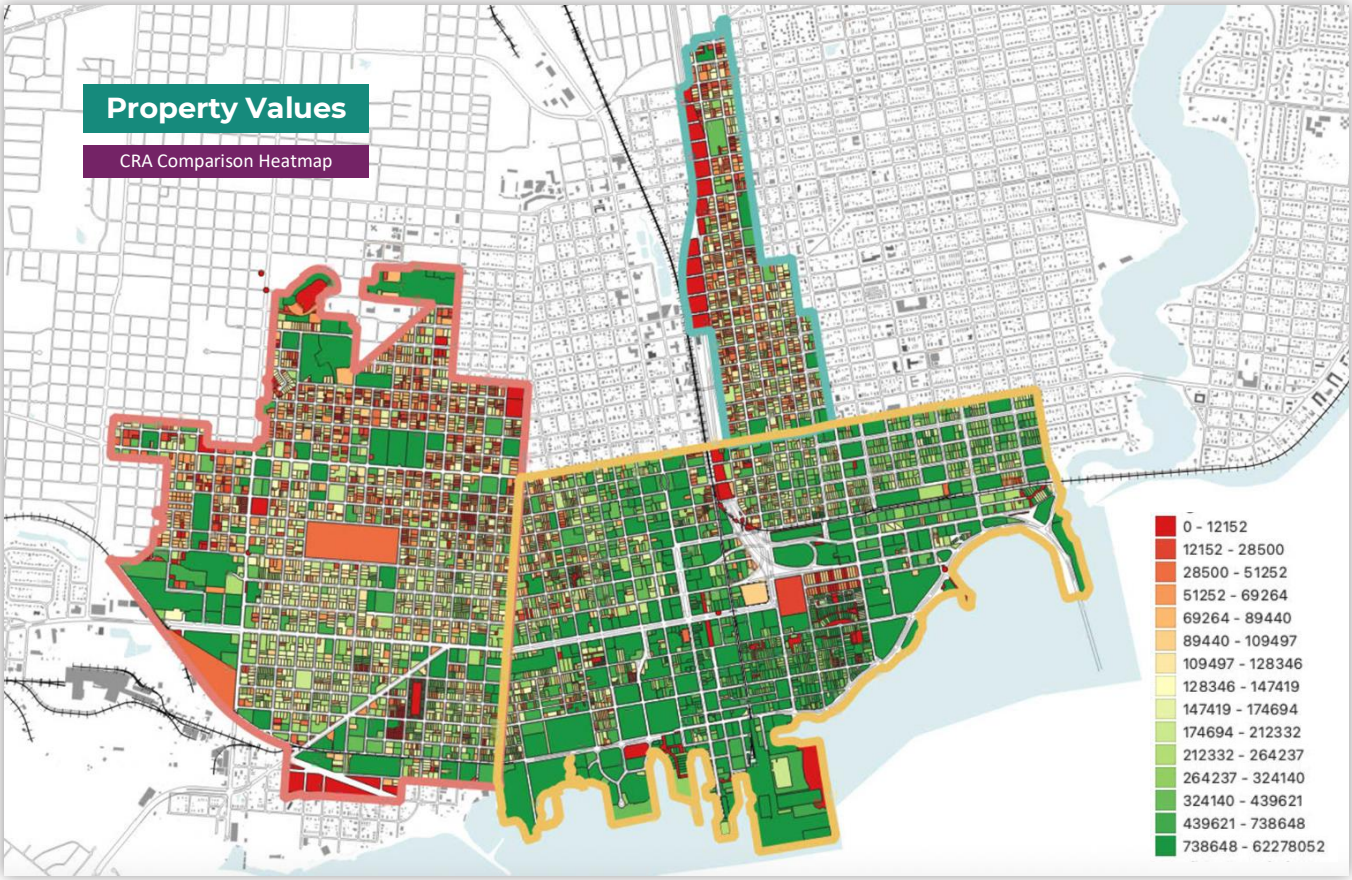
- Most hospitality establishments are concentrated in the Urban Core CRA, likely due to its attractions, amenities, and waterfront access. Currently, no hotel rooms are under construction in any of the three CRAs, possibly due to rising interest rates.
- The hospitality sector shows limited growth, with Citywide occupancy rates declining since Q2 2023. In 2023, Citywide hotel occupancy reached 73%, exceeding the AHLA's Florida projection of 70.5%. However, in 2024, Citywide occupancy dropped to 60.5%, with CRA occupancy below 70%. Industry experts, including Julian Macqueen of Innisfree Hotels, attribute this to rising interest rates, which have led to the cancellation of $250 million in projects on Pensacola Beach.
- The average daily rate (ADR) has remained steady, with 2023 room rates at $140, down from $141 in 2022, and current Citywide ADR at $126. Hoteliers in the area cite consistent ADRs as a sign of strength in the industry.
- Despite middling occupancy rates and no recent construction, planned and proposed projects in the Urban Core suggest growth opportunities for the hospitality industry, though they are not yet reflected in CoStar's real estate assessment.
- Notably, the Urban Core also outperforms the Eastside and Westside CRAs in room inventory, occupancy rates, and revenue per available room, slightly exceeding Citywide averages.

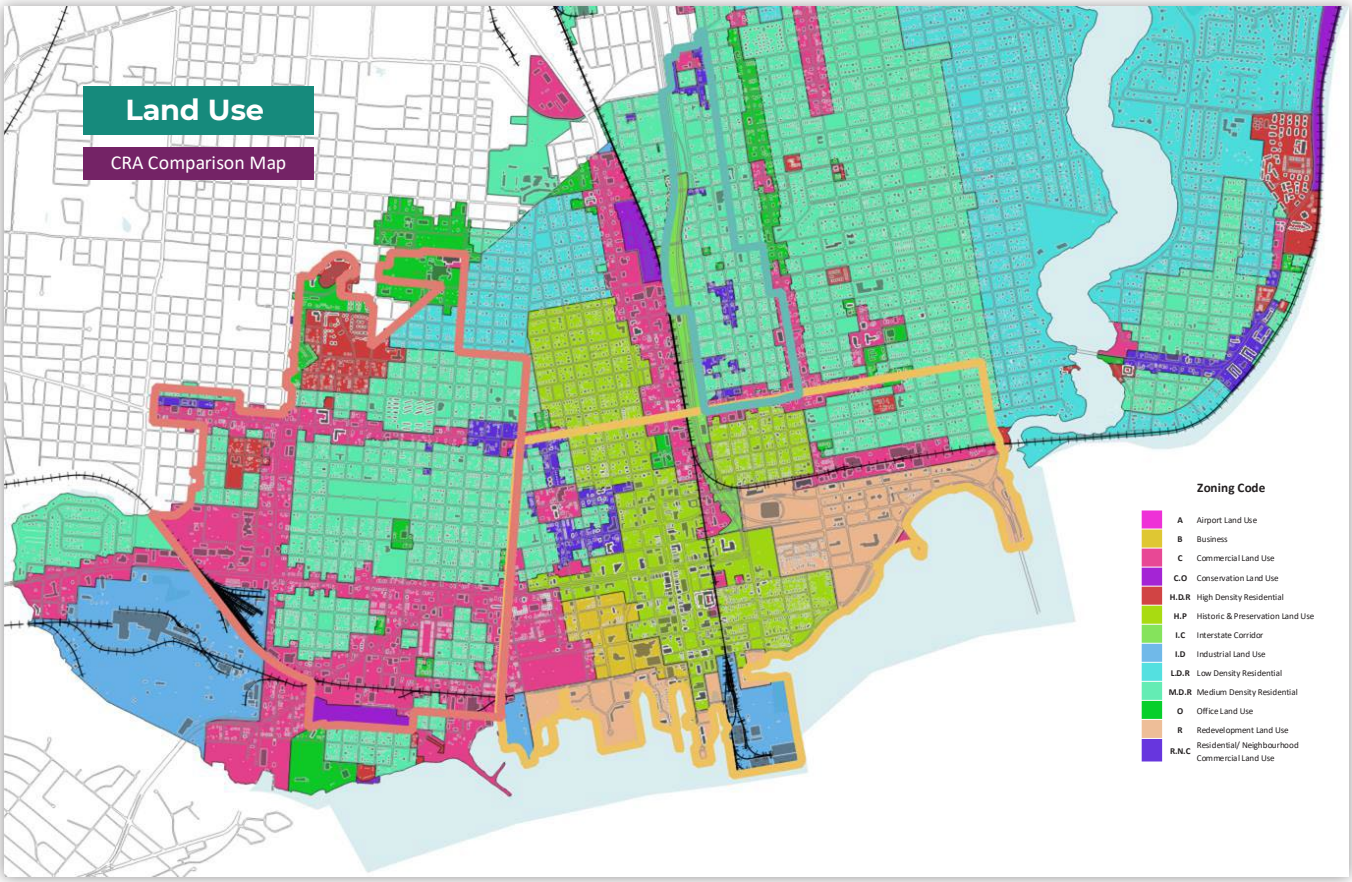
3.0
CRA PERFORMANCE REVIEW

CRA Analysis

Introduction

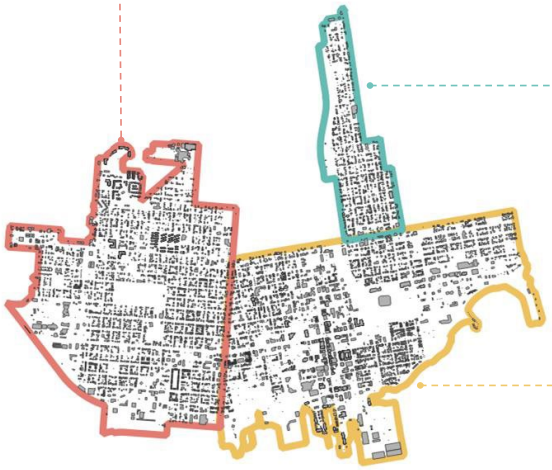


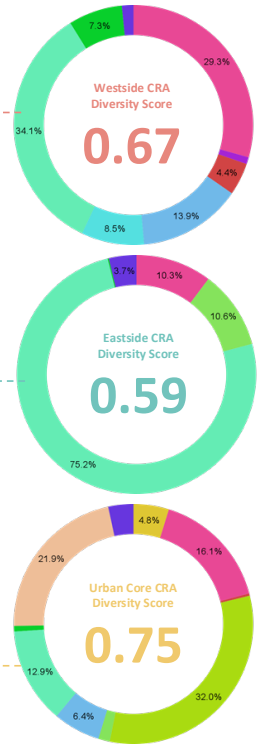

Property Values
CRA Comparison Heatmap
0 - 12152
12152 - 28500
28500 - 51252
51252 - 69264
69264 - 89440
89440 - 109497
109497 - 128346
128346 - 147419
147419 - 174694
174694 - 212332
212332 - 264237
264237 - 324140
324140 - 439621
439621 - 738648
738648 - 62278052


Land Use
CRA Comparison Map
Zoning Code
A Airport Land Use
B Business
C Commercial Land Use
C.O Conservation Land Use
H.D.R High Density Residential
H.P Historic & Preservation Land Use
I.C Interstate Corridor
I.D Industrial Land Use
L.D.R Low Density Residential
M.D.R Medium Density Residential
O Office Land Use
R Redevelopment Land Use
R.N.C Residential/ Neighbourhood Commercial Land Use

Land Use Diversity

A broad mix of land uses means more daily needs like work, housing, and retail can be in close proximity to each other







The Urban Core and Westside CRA benefit from **a broader diversity of land uses**. Both the Westside and Urban Core CRAs outperform the Eastside CRA in their entropy scoring, a metric where a higher score indicates a greater mix of uses. Communities with that mixture are generally more walkable, and because daily needs are more accessible, these communities become more economically diverse and resilient. Additionally, the diversity of uses allows the Urban Core and Westside CRA to apply a wider range of incentives and catalytic policies.

In contrast, medium-density residential land uses dominate **75%** of the Eastside CRA. This heavy reliance on residential real estate means the CRA depends significantly on its residential population and property values to fund the CRA TIF. Such dependence may affect the CRA's resilience to economic or demographic changes, like population relocation, residential blight, or mortgage foreclosure.

Entropy: *A measurement of land use mix. The higher the Entropy, the higher the mix. The Entropy Index varies from 0 to 1.*

Land Use Diversity

Several land uses contribute to the overall property value of CRA districts. The combination of total land area in each district, and the total value of the land area, shows wide variations. Some land uses thus have greater potential to impact the overall revenue received by the Community Redevelopment Agency.

			EASTSIDE CRA TOTAL VALUE	URBAN CORE CRA TOTAL VALUE	WESTSIDE CRA TOTAL VALUE
	A	Airport Land Use		$1,005,755.88	
	B	Business		$107,871.78	
	C	Commercial Land Use	$39,742.58	$302,170.07	$653,521.25
	C.O	Conservation Land Use			$4,624.51
	H.D.R	High Density Residential		$6,999.99	$287,362.38
	H.P	Historic & Preservation Land Use		$179,820.28	
	I.C	Interstate Corridor	$1,626.13	$16,765.55	
	I.D	Industrial Land Use		$12,248.92	$4,250.82
	L.D.R	Low Density Residential			$54,855.86
	M.D.R	Medium Density Residential	$597,186.15	$291,758.12	$1,493,877.36
	O	Office Land Use	$1,889.35	$9,627.17	$116,757.35
	R	Redevelopment Land Use		$353,707.77	
	R.N.C	Residential/ Neighbourhood Commercial Land Use	$70,568.23	$182,498.66	$48,122.45
		TOTAL CRA LAND VALUE	**$711,012.44**	**$2,469,224.19**	**$2,663,371.98**

Land Value Compared to Land Use

When viewing land valuation per acre, residential uses stand out in all three CRA districts, while industrial land has very low value, particularly in the Westside, where it makes up 14% of land use. Strategies to activate industrial uses could bring values up quickly.

			EASTSIDE CRA VALUE SHARE	URBAN CORE CRA VALUE SHARE	WESTSIDE CRA VALUE SHARE
	A	Airport Land Use		$0.44	
	B	Business		$0.37	
	C	Commercial Land Use	$0.14		$0.27
	C.O	Conservation Land Use			$0.06
	H.D.R	High Density Residential		$0.45	$0.78
	H.P	Historic & Preservation Land Use		$0.11	
	I.C	Interstate Corridor	$0.01	$0.21	
	I.D	Industrial Land Use		$0.04	$0.004
	L.D.R	Low Density Residential			$0.08
	M.D.R	Medium Density Residential	$0.30	$0.44	$0.52
	O	Office Land Use	$0.45	$0.25	$0.19
	R	Redevelopment Land Use		$0.32	
	R.N.C	Residential/ Neighbourhood Commercial Land Use	$0.71	$1.05	$0.37

Projects

2022 CRA Projects

EASTSIDE CRA

COMMUNITY WELLBEING AND SERVICES
- Hollice T. Williams Greenway & Skatepark Improvements
- General Daniel "Chappie" James Jr. Museum and Flight Academy - Phase II

HOUSING
- Affordable Housing Initiatives
- Residential Property Improvement Program
- Residential Resiliency Program

REVITALIZATION
- CRA Urban Design Standards
- Redevelopment Plan Update

URBAN CORE CRA

COMMUNITY WELLBEING AND SERVICES
- Bruce Beach Park Improvements
- Community Maritime Park Day Marina
- Hollice T. Williams Greenway & Skatepark Improvements
- Community Policing

HOUSING
- Affordable Housing Initiatives
- Residential Property Improvement Program
- Residential Resiliency Program

COMMERCIAL
- Commercial Facade Improvement Program

REVITALIZATION
- CRA Urban Design Standards
- Downtown Improvement District Initiatives
- Redevelopment Plan Update

WESTSIDE CRA

HOUSING
- Affordable Housing Initiatives
- Residential Property Improvement Program
- Residential Resiliency Program

COMMERCIAL
- Commercial Facade Improvement Program

REVITALIZATION
- CRA Urban Design Standards
- Redevelopment Plan Update

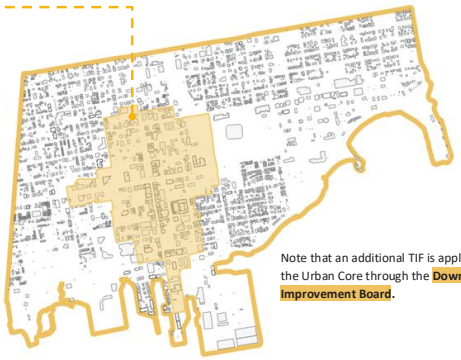
Source: *City of Pensacola Community Redevelopment Agency Annual Work Plan, 2022*

Millage Rates

Annual Rate

A County and City millage rate is applied to properties located within each CRA. The millage rate, also known as the mill rate, is a tax rate used to calculate local property taxes. It represents the amount of tax payable per $1,000 of a property's assessed value. For example, a millage rate of 10 means $10 in tax for every $1,000 of property value.

	County	City	Urban Core Downtown Improvement Board
2010	6.9755	4.5395	2.0
2011	6.9755	4.2895	2.0
2012	6.9755	4.2895	2.0
2013	6.6165	4.2895	2.0
2014	6.6165	4.2895	2.0
2015	6.6165	4.2895	2.0
2016	6.6165	4.2895	2.0
2017	6.6165	4.2895	2.0
2018	6.6165	4.2895	2.0
2019	6.6165	4.2895	2.0
2020	6.6165	4.2895	2.0

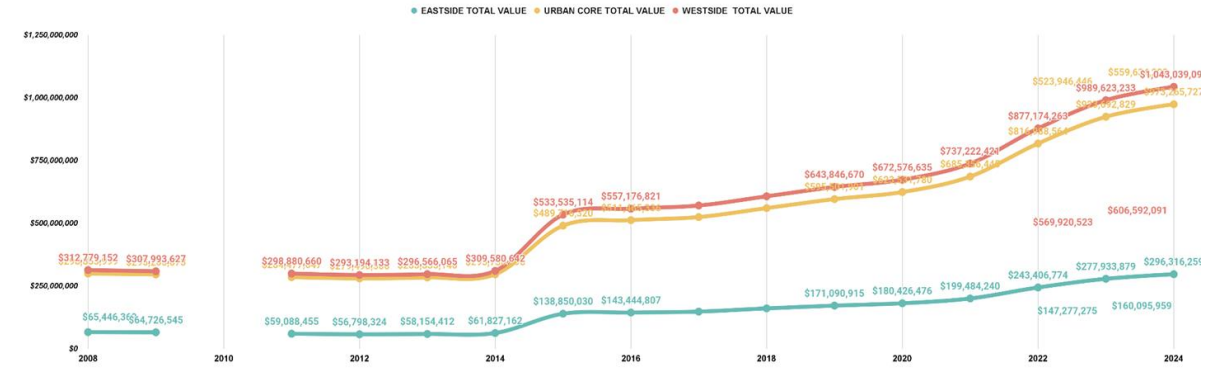


Note that an additional TIF is applied to the Urban Core through the **Downtown Improvement Board**.

Property Value over Time

by CRA District

The Urban Core and Westside CRA are both higher than the Eastside CRA in total property value. All three CRA districts are demonstrating year-over-year growth with the Urban Core showing the greatest growth, followed by the Westside CRA, then the Eastside CRA.



Property Value over Time

Property value per acre by CRA District

The Urban Core has greater value per acre property than both the Westside and Eastside CRA districts. The magnitude is significant; the Urban Core shows nearly exponential growth compared to the two other CRA districts.



Property Value over Time

Property value per parcel count by CRA District



TIF Revenue Annually

Total TIF Payments

The TIF revenue reveals historical is derived from the Urban Core CRA while the Westside CRA collected no revenue from 2010 - 2013. All three CRAs have seen an overall increase in revenue between 2010 and 2020.

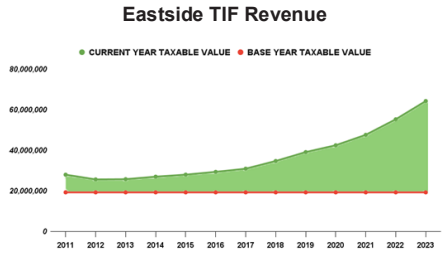
	Eastside CRA	Urban Core	Westside CRA
2010	$40,356	$1,535,329	$0
2011	$35,380 ↓	$1,441,891 ↓	$0
2012	$25,872 ↓	$1,381,489 ↓	$0
2013	$26,356 ↑	$1,424,671 ↑	$0
2014	$31,356 ↑	$1,529,281 ↑	$26,537 ↑
2015	$35,474 ↑	$1,662,929 ↑	$36,293 ↑
2016	$41,066 ↑	$1,807,608 ↑	$76,658 ↑
2017	$47,393 ↑	$1,983,688 ↑	$120,764 ↑
2018	$62,630 ↑	$2,221,033 ↑	$169,983 ↑
2019	$81,808 ↑	$2,539,504 ↑	$250,353 ↑
2020	$92,207 ↑	$2,785,600 ↑	$319,997 ↑

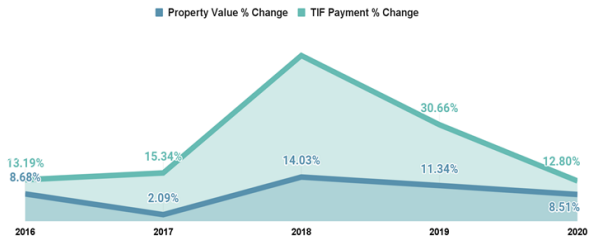
Continual decrease in total TIF payments across all three CRAs, due to nationwide economic decline

TIF Revenue

Eastside CRA

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
EASTSIDE CRA | Total Acres: 218											
Total Payment	$40,356	$35,380	$25,872	$26,356	$31,356	$35,474	$41,066	$47,393	$62,630	$81,808	$92,207
Payment Per Acre	$185	$162	$119	$144	$121	$144	$163	$188	$287	$375	$423
Total Property Value	N/a	N/a	N/a	N/a	N/a	$56,994,857	$61,941,871	$63,235,471	$72,104,387	$80,277,360	$87,111,463
Property Value Per Acre	N/a	N/a	N/a	N/a	N/a	$261,444	$284,137	$290,071	$330,754	$368,245	$399,594

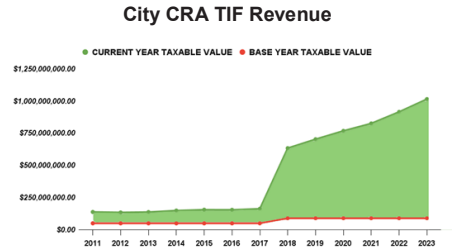


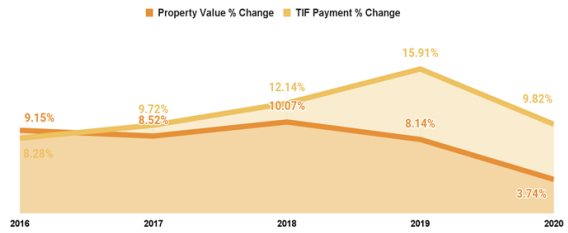


TIF Revenue

Urban Core CRA

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
URBAN CORE CRA | Total Acres: 1,283											
Total Payment	$4,063,003	$3,953,997	$3,788,221	$3,787,966	$4,075,806	$4,427,771	$4,794,187	$5,260,081	$5,898,476	$6,837,207	$7,508,831
Payment Per Acre	$3,167	$3,082	$2,953	$2,952	$3,177	$3,451	$3,737	$4,100	$4,597	$5,329	$5,853
Total Property Value	N/a	N/a	N/a	N/a	N/a	$575,840,293	$628,528,322	$682,092,327	$750,758,186	$811,833,232	$842,213,147
Property Value Per Acre	N/a	N/a	N/a	N/a	N/a	$448,823	$489,890	$531,639	$585,158	$632,762	$656,440

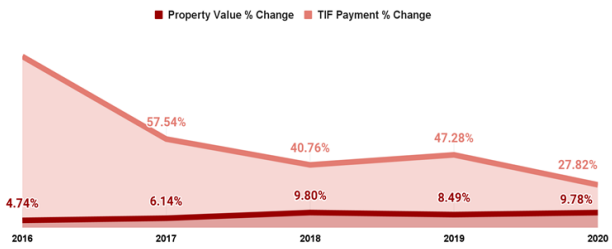


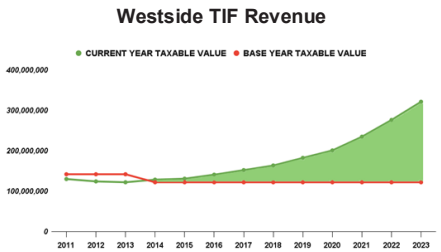


TIF Revenue

Westside CRA

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
WESTSIDE CRA | Total Acres: 1,125											
Total Payment	-$43,892.21	-$48,505.55	-$72,262.97	-$80,972.30	$26,536.55	$36,292.99	$76,657.94	$120,764.46	$169,983.01	$250,352.67	$319,997.41
Payment Per Acre	-$39.02	-$43.12	-$64.23	-$71.98	$23.59	$32.26	$68.14	$107.35	$151.10	$222.54	$284.44
Total Property Value	N/a	N/a	N/a	N/a	N/a	$274,452,545	$287,469,547	$305,115,998	$335,014,607	$363,456,488	$399,017,359
Property Value Per Acre	N/a	N/a	N/a	N/a	N/a	$243,958	$255,528	$271,214	$297,791	$323,072	$354,682





Outstanding Questions

Identifying Potential Causality



APPRAISAL PROCESS

Could potential changes in appraisal policy play a role in increasing TIF revenue?



MARKET CONDITIONS

Could a change in real estate typology or volume be impacting the annual CRA revenue?



MAJOR ECONOMIC SHIFTS

Could demographic, industry, or workforce changes be impacting the TIF revenue?

STEP 1 | September 2024

4.0 GENTRIFICATION + DISPLACEMENT

PENSACOLA CRA PLAN UPDATE / PENSACOLA, FLORIDA / JLP+D

Definitions

Gentrification

The process of change in an neighborhood or community that is seen by increased prices for basic needs, increased economic investments, and demographic or cultural shifts, typically resulting in displacement of residents.

- Methodology: Definitions were compared against each other through the lenses of:

Social Change | Economic Change | Cultural Change | Physical/Built Change

Displacement

A force that relocates people from where they are living or running a business. This can be either physical or economic, and it is often experiences as a slow accumulation of pressure or acute actions that change stay-or-go tradeoffs for individuals.

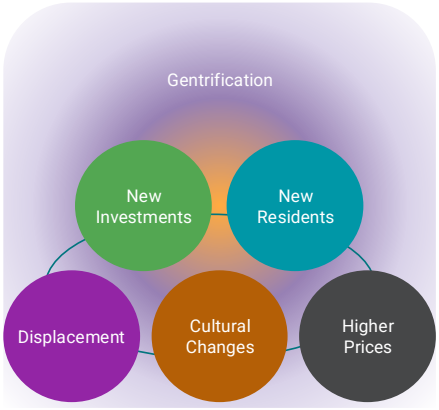
- Methodology: Definitions were compared against each other through the lenses of:

Degraded Housing | Rising Costs | Resident Income | Small Business Changes | Migration

Discussion

Displacement vs. Gentrification

- Displacement and Gentrification are related but not the same.
- **Displacement is defined by** the ***movement*** of residents and businesses. It is measurable and consistent. It is often witnessed in gentrifying areas.
- **Gentrification is a process** that often ***creates the set of factors*** that lead residents and businesses to move, and can also cause other changes. It is multi-faceted, and more complex to measure.



When is it gentrification vs. economic growth?

- ➔ Economic growth is positive for any community, and especially for low-income communities. However, when that growth is not inclusive or accessible to certain groups, it is not equitable.
- ➔ The **negative impacts** of economic growth **are often associated with gentrification**, such as increasing rents reducing affordability for residents
- ➔ **Equitable economic development** aims to ***minimize the negative impacts*** of economic growth

Gentrification & Displacement: Overall Trends

Pensacola shows a mix of factors that indicate vulnerability to future gentrification and displacement, as well as some factors that limit gentrification and displacement

Risk Factors

Incomes

- Median incomes, when lower than the median income of surrounding areas, can be a predictor of gentrification and displacement.
- High poverty rates when compared to the national average also signify potential risk.

Housing

- The affordability index is low, meaning that incomes are too low to qualify for mortgages
- The rental percentage is higher than County and national averages, suggesting homeownership is consistently out of reach
- Change in rental vacancy rates indicates changes in affordability for renters

Possible strengths

Population Flows

- Fast growth can incite displacement of existing communities. Within Escambia county, **migration has been net neutral** over the last 10 years.

Diversity

- Diverse communities are less likely to experience displacement than areas with high concentrations of communities of color.

Incomes

- Extremely fast income growth is often a sign of gentrification for communities

Signals to watch for

Incomes & Earning Power

- Stakeholders should be sensitive to an increase in proportion of high incomes indicating wealthier residents displacing lower income residents
- Stakeholders should also look for an Increase in the percentage of residents with a bachelor's degree or higher, who generally have higher earning potential

Rents & Evictions

- Greater increase in median rent and subsequent increases in eviction rates

Housing Supply

- Observing total housing units constructed to understand if it is lower than the population growth

Gentrification & Displacement: Risk Factors

Housing and Incomes create challenges for residents

Today all three CRA districts present some risk factors of economic vulnerability and displacement. The median household income is lower in these districts than city and county averages. The affordability index, which measures the likelihood of obtaining a mortgage at current average home prices given the current average income, is also below 60 for all districts, despite variation in the average home price of each area.

The share of renters is higher in the CRA districts than the county and the national average. The rental rate for nationally is 35% while the Westside (59%), Eastside (53%), and the Urban Core (42%) are all significantly higher. Renters are likely to be more quickly displaced than homeowners due to fluctuating rent prices.

When looking at vacancy, total vacant housing units have increased citywide and in every CRA district, though vacancy is projected to decrease slightly. This vacancy combined with increase in housing units could be explained in part by housing quality; better housing has entered the market while less attractive housing still exists.

Additionally, density of housing units has increased in all CRA districts, supported by lot splitting and conversions or additions of accessory dwelling units In a mpre promising trend, total Housing units are increasing in the Westside and Eastside CRA districts, and have been steadily since 2000. This growth outpaces the City of Pensacola overall.

Present Risk Factors				
	Median Income	% Households Below Poverty	# Households Below Poverty Level	*Affordability Index*
Westside CRA	$23,551	39.5%	1,033	*51*
Eastside CRA	$35,124	27.9%	150	*58*
Urban Core CRA	$59,901	16.9%	248	*57*
Pensacola	$67,722	14.1%	7,534	*90*
Escambia County	$61,642	12.7%	18,030	*87*

Housing Unit Totals				
	2000	2010	2023	*2028*
Westside CRA	2,925	3,074	3,577	*3,710*
Eastside CRA	683	669	676	*684*
Urban Core CRA	1,793	1,832	2,251	*2,430*
Pensacola	26,948	27,892	28,111	28,111
Vacant Housing Unit Totals				
	2000	2010	2023	*2028*
Westside CRA	381	177	642	*645*
Eastside CRA	120	73	141	*138*
Urban Core CRA	304	105	356	*343*
Pensacola	3,115	3,256	3,129	*3,114*

Gentrification & Displacement: Possible Factors

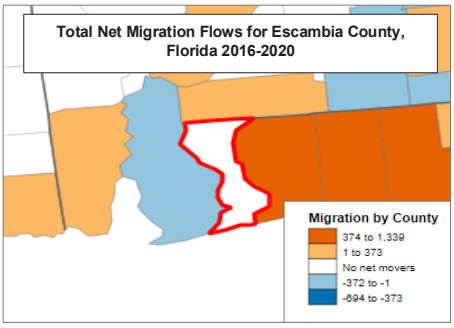
A few factors indicate a complex set of trends for and against active displacement

There are several factors that may not demonstrate direct gentrification and displacement for Pensacolians. First, within Escambia county, migration has been net neutral - while some movement has occurred, the movers out have roughly equalled movers in. There is no visible evidence of rapid population growth contributing to displacement.

next, the CRA districts all have fairly high diversity, which can be a strength against swift displacement for communities of color. That said, the Eastside CRA district has a higher concentration of black households than the other areas, while the urban core CRA has a higher concentration of while residents.

Income growth, though low for many households, has increased at a steady rate, mirroring the national averages for that last 20 years. Sharp increases in income are often caused by higher earners moving to an area and lower income earners leaving.

Additionally, density of housing units has increased in all CRA districts, supported by some new construction and lot splitting and conversions or additions of accessory dwelling units.



	Population By Race 2021 %						
	White	Black	American Indian	Asian	Pacific Islander	Other	Two or More Races
Westside CRA	38.97%	49.16%	0.00%	0.52%	0.22%	1.13%	10.00%
Eastside CRA	25.59%	63.53%	0.00%	0.00%	0.00%	3.92%	6.96%
Urban Core CRA	66.55%	22.75%	0.00%	0.16%	1.89%	1.01%	7.65%

Gentrification & Displacement: Signals to Watch in the Future

Changes to the population and rental prices are indicators of potentially fast shifts

Both gentrification and displacement can shift from risks to reality quickly. Changes to the median rent act as a signal of shifting demand by higher income renters, and the current asking rent of $1,800 for new units across the city should be watched to identify increases. The current range of rental prices clusters around $1,500.

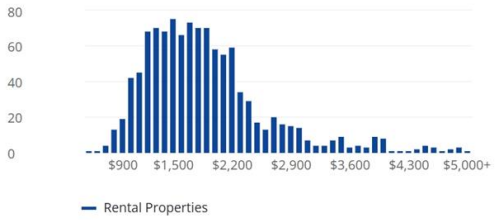
Similarly, changes to high income earners or populations with college degrees (and thus, potentially higher earning power) should be monitored as well. These indicators are already elevated in the Urban Core CRA, but could increase in the Eastside CRA quickly too, given its small population overall.

Lastly, the CRA is familiar with planned housing projects, and the total units of housing added to the Pensacola market wll have the least impact if they are not outpaced by population growth. Thus, greater population growth, if it becomes a steady trend is also a sign to monitor changes to the number of housing units in the area.

Potential Indicators of Future Displacement			
	Median Rent	Households Earning > $150k	Households with Bachelor's or Higher
Westside CRA	$869	113 (4.0%)	16.3%
Eastside CRA	-	29 (5.3%)	27.4%
Urban Core CRA	$1.901	338 (21%)	45.5%
Pensacola	$1,150	3,812 (15.7%)	40.5%
Escambia County	$1,394	15,757 (12.5%)	31.8%

Price Range

The price range for all bedrooms and all property types is $600 to $5,500.



What Else Impacts Gentrification Trends?

Factors to consider in Pensacola



SAFETY & PERCEPTION OF SAFETY



OVERALL COST OF LIVING



ATTRACTIVENESS FOR DEVELOPMENT



ECONOMIC DRIVERS



MILITARY INVESTMENT

JLP+D

CRA FUNDING RESOURCES

FEDERAL FUNDING

Grant Name	Awarding Entity	Website	Typical Projects Funded	Notes of interest
Rebuilding American Infrastructure with Sustainability and Equity (RAISE)	USDOT	https://www.transportation.gov/RAISEgrants/raise-nofo	Surface transportation projects that have significant local or regional impact; could include projects with a safety component.	https://www.transportation.gov/sites/dot.gov/files/2022-09/RAISE%202022%20Award%20Fact%20Sheets_1.pdf
Infrastructure for Rebuilding America Discretionary Grant Program (INFRA)	USDOT	https://www.transportation.gov/grants/infra-grants- program	Primarily freight related.	For projects that improve safety, generate economic benefits, reduce congestion, enhance resiliency, and hold the greatest promise to eliminate freight bottlenecks and improve critical freight movements.
Reconnecting Communities Pilot Program (RCP)	USDOT	https://www.transportation.gov/grants/reconnecting-communities	Highway removal projects, through disadvantaged communities. Would fund replacement infrastructure and includes safety components.	
Safe Streets and Roads for All (SS4A)	USDOT	https://www.transportation.gov/grants/SS4A	Transportation safety projects.	Projects must be identified in a comprehensive safety action plan to receive implementation funding.
Federal Transit Administration Capital Funds (FTA)	Federal Transit	https://www.transit.dot.gov/funding/grants/urbanized- area-formula-grants-5307	Funds safe access to transit projects	See Bicycles and Transit, Flex Funding for Transit Access, the FTA Final Policy Statement on the Eligibility of Pedestrian and Bicycle Improvements Under Federal Transit Law, and FTA Program & Bicycle Related Funding Opportunities
Areas of Persistent Poverty Program (AoPP)	Federal Transit	https://www.transit.dot.gov/grant-programs/areas- persistent-poverty-program	Funds projects that provide access to transit in disadvantaged communities, including safety improvements.	
Carbon Reduction Program (CRP)	FHWA	https://www.fhwa.dot.gov/environment/sustainability/energy/	Planning, bicycle and pedestrian facilities, bike share programs, road diets, etc.	Project must be part of the state TIP and consistent with LRSTP and Metropolitan Transportation Plan; does not fund recreational trails
Congestion Mitigation and Air Quality Improvement Program (CMAQ)	FHWA	https://www.fhwa.dot.gov/ environment/air_quality/ cmaq/	Projects, including bicycle and pedestrian facilities, that reduce emissions.	Project for planning, feasibility analyses, and revenue forecasting associated with the development of a project that would subsequently be eligible to apply for assistance under the BIP
Highway Safety Improvement Program (HSIP)	FHWA	https://highways.dot.gov/safety/hsip/shsp	Safety projects on the highway system.	Projects must be consistent with a state's Strategic Highway Safety Plan, funding is only for Highway projects, public transportation, and port facilities, Small local agencies also eligible
Railway-Highway Crossings(-Section 130) Program (RHCP)	FHWA	https://highways.dot.gov/safety/hsip/xings/railway-highway-crossing-program-overview	Railroad crossing improvements.	Set aside from HSIP, Small local agencies also eligible
National Highway Performance Program (NHPP)	FHWA	Implementation Guidance for the National Highway Performance Program (NHPP) as Revised by the Bipartisan Infrastructure Law (dot.gov)	Could include safety improvements as part of other improvements.	Only for Highway projects; Administered by the State
Promoting Resilient Operations for Transformative, Efficient, and Cost Saving Transportation (PRO TECT)	FHWA	https://www.fhwa.dot.gov/environment/sustainability/resilience/	Protecting transportation facilities from flooding.	Funds can only be used for activities that are primarily for the purpose of resilience or inherently resilience related. With certain exceptions, the focus must be on supporting the incremental cost of making assets more resilient.
Surface Transportation Block Grant Program (STBG)	FHWA	https://www.fhwa.dot.gov/specialfunding/stp/	Planning, bicycle and pedestrian facilities, bike share programs, road diets, etc.	If called a bicycle facility, it must be primarily for transportation instead of recreation, but recreational trails are also permitted, Small local agencies also eligible
Transportation Alternatives (TA) Set-Aside	FHWA	https://www.fhwa.dot.gov/ environment/transportation_alternatives/	Planning, bicycle and pedestrian facilities, bike share programs, road diets, etc.	Part of STBG; Administered by the State, Local agencies also eligible
Recreational Trails Program (RTP)	FHWA	https://www.fhwa.dot.gov/ environment/recreational_ trails/	Recreational trails	Part of STBG; Administered by the State
Safe Routes to School Program (SRTS)	FHWA	ttps://www.fhwa.dot.gov/environment/safe_routes_to_school/	Projects that improve safety for students going to school	Part of STBG; Administered by the State

FDOT FUNDING

Grant Name	Awarding Entity	Website	Typical Projects Funded	Notes of interest
Transportation Alternatives Program (TAP)	FDOT	https://www.fdot.gov/planning/ systems/tap/default.shtm	Bicycle/pedestrian facilities recreational trails, SRTS projects	Part of the Federal TA set aside of the STBG https://fdotwww.blob.core. windows.net/sitefinity/docs/default-source/planning/systems/systems- management/document-repository/tap/ta_set-aside-program_fl_ overview-highlights_2015-2021.pdf?sfvrsn=7c0d8522_2
Shared-Use Nonmotorized (Sun) Trail Program	FDOT	https://www.fdot.gov/planning/ systems/suntrail/guidance.shtm	Shared use trails	Project must be within the SUN Trail network, a priority of the applicable jurisdiction, and consistent with applicable plans. Local agency must commit to operation and maintenance of trail. Separate Request for Funding, but must be included in FDOT Work Plan https://fdotwww. blob.core.windows.net/sitefinity/docs/default-source/planning/systems/ suntrail/guidance/suntrail_guidanceforsubmittal-offundingrequest_ppt. pdf?sfvrsn=3ac9b7ba_2
Highway Safety Improvement Program	FDOT	Reports and Plans (fdot.gov)	Transportation safety projects	Must show how project improves safety; part of FHWA HSIP funding
Safe Routes to School	FDOT	https://www.fdot.gov/Safety/programs/safe-routes.shtm	Transportation safety projects that improve safety for student going to/from school	Funded through HSIP

SIDEWALK PRIORITIZATION

RANKING CRITERIA

Step 1

Separate candidate projects into two tiers:

Tier 1: Projects with no existing sidewalks

Tier 2: Projects with existing sidewalks on one side of the street

Step 2

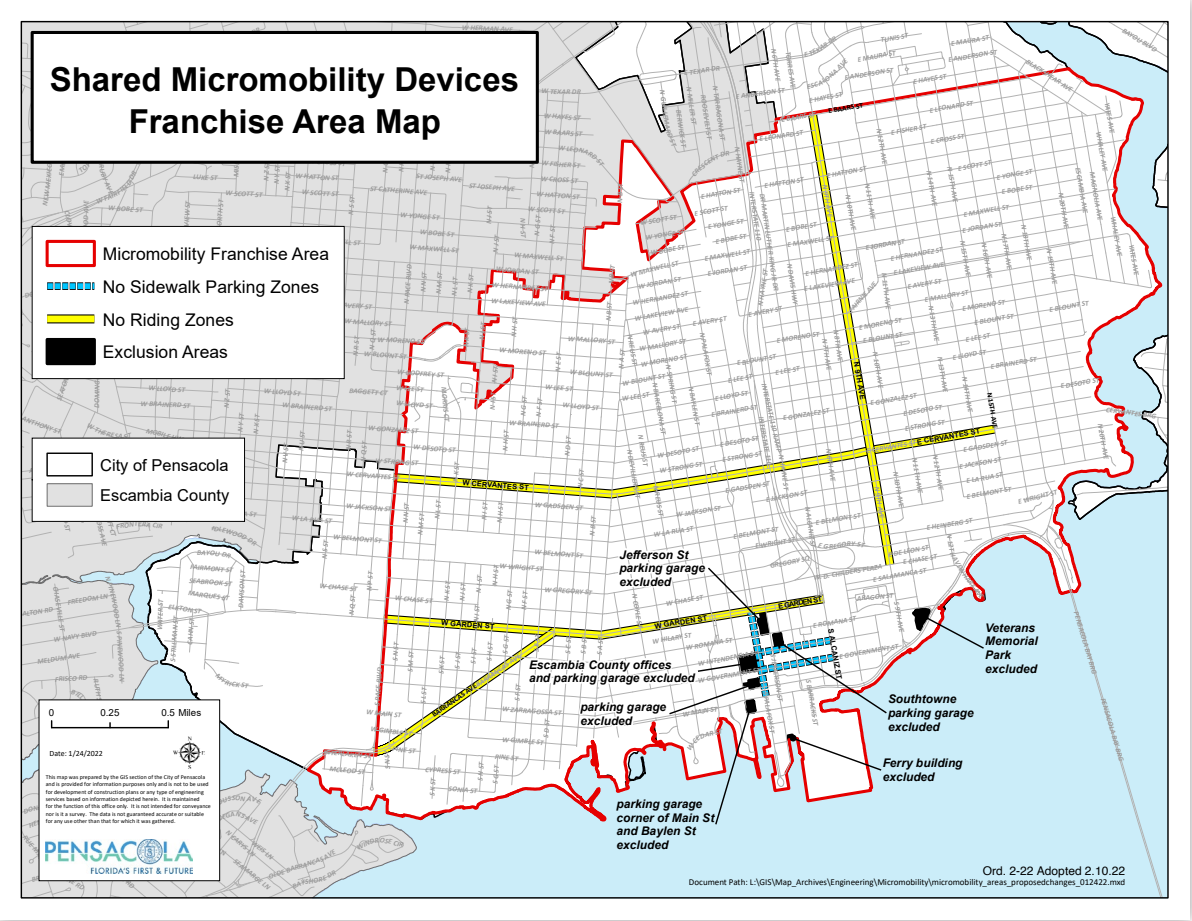
Rank Projects based upon the following criteria:

#	Quantifiable Criteria	Max Points
1	Safety (Roadway conditions, width, bike lanes, existing sidewalk)	6.5
2	School Proximity (Using EscCo Bus Eligible criteria) – Elem School @ 1 mile (15 points) – Middle School @ 1.5 miles (10 points) – High School @ 2 miles (5 points)	15
3	New Access on Arterials and Collectors	10
4	Latent Demand (using either census tract data or City data) – DUs within 1/4 mile to sidewalk project – Residents using transit or walking to work	15
5	Connectivity / This criterion will award points based on the following: – Connects to sidewalk on arterial roadway (15 points) – Connects to sidewalk on collector roadway (10 points) – Connects to sidewalk on local streets (5 points) – Does not connect to other sidewalks (0 points)	15
6	Existing Demand / This criterion will assess scores based on access to: – Transit Stops – Parks/Community Centers – Greenways & Trails – Transportation Disadvantaged Housing – Employment Centers – University/College Campuses (PCS) – Shopping Centers – Placemaking Areas (1/4 mile radius from: Palafox St from Wright Street to terminus and Belmont-DeVilliers intersection)	40
	Total Max Points	101.5

If the totals for the subcategories exceed the maximum for the category, only the maximum value shall be assigned.

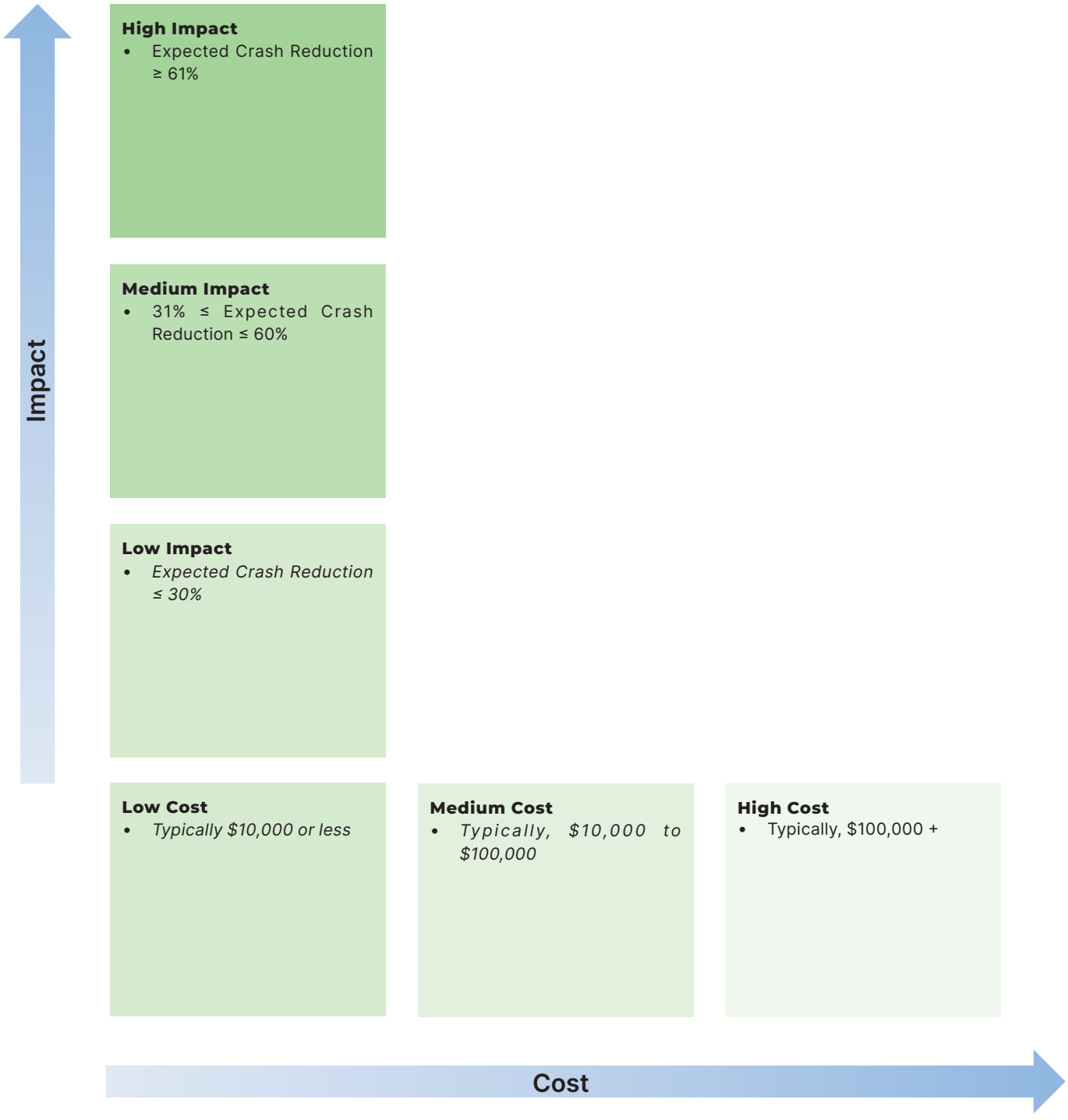
Data used will be from either City data (roadway classification, building footprints, pavement width, bike lanes, parks/community center locations, school locations), US Census data (worker transportation, DUs), and ECAT data (transit stops).

MICROMOBILITY AREA MAP



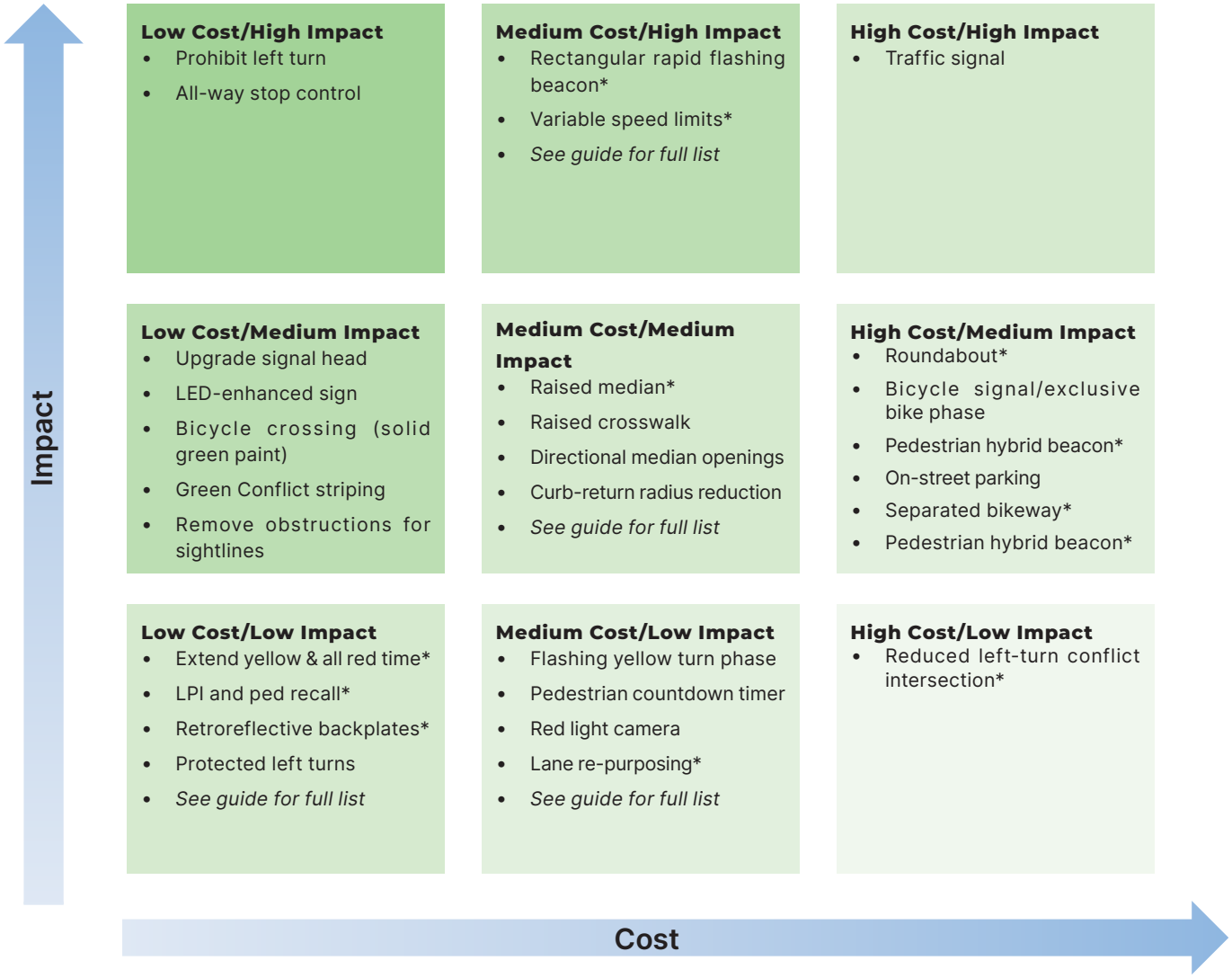
COST AND IMPACT COUNTERMEASURES

COUNTERMEASURE IMPACT AND COST DEFINED



Unknown Impact = No quantitative date is available

COUNTERMEASURE SELECTION GUIDE



Note:
Countermeasures may not apply to all modes, roadways, or crash severities.
Countermeasures may apply to more crash types.

* FHWA Proven Safety Countermeasure

COUNTERMEASURE SELECTION GUIDE (CONT.)

Low Cost/ Unknown Impact

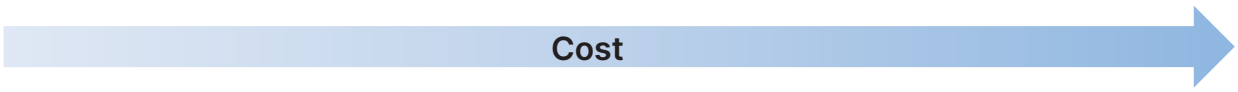
- Extend green time for bikes
- Extend time pushbutton
- Prohibit right-turn-on-red
- Prohibit turns during pedestrian phase
- Time-based turn restriction
- Upgrade intersection pavement markings
- Bicycles may use full lane sign
- Mixing zone
- High-visibility crosswalk
- Restripe crosswalk
- Centerline hardening
- Enhanced daylighting/slow turn wedge
- Paint and plastic median

Medium Cost/ Unknown Impact

- Bike detection
- Pedestrian detection
- Supplemental signal heads
- Flashing beacon as advance warning
- Curb extensions
- Paint and plastic mini circle/ mini roundabout

High Cost/ Unknown Impact

- Separate right-turn phasing
- Close slip lane
- Intersection reconstruction and tightening
- Protected intersection
- Raised intersection



Note:
Countermeasures may not apply to all modes, roadways, or crash severities.
Countermeasures may apply to more crash types.

* FHWA Proven Safety Countermeasure

COUNTERMEASURE SELECTION GUIDE (PEDESTRIAN AND BIKE FOCUSED)

Low Cost/ Unknown Impact

- Audible push button upgrade extend time push-button
- Prohibit right-turn-on-red
- Prohibit turns during pedestrian phase
- Shorten cycle length
- Advance stop bar
- Advance yield markings
- Pavement speed legends
- Time-based turn restriction
- Upgrade intersection pavement markings
- Wayfinding
- Co-locate bus stops and pedestrian crossings
- High-visibility crosswalk
- Restripe crosswalk
- Centerline hardening
- Enhanced daylighting/slow turn wedge
- Gateway treatments
- Paint and plastic median
- Partial closure/diverter
- Straighten crosswalk
- Lane narrowing
- Far-side bus stop
- Extend green time for bikes
- Bicycles may use full lane sign
- Mixing zone
- Parking buffer
- Two-stage turn queue bike box
- Bike box

Medium Cost/ Unknown Impact

- Pedestrian detection
- Signal interconnectivity and coordination/green wave
- Signal preemption
- Flashing beacon as advance warning
- Floating transit island
- Curb extensions
- Widen sidewalk
- Crosswalk density
- Chicane
- Landscape buffer
- Speed sensitive rest on red
- Upgrade lighting to LED
- Bike detection

High Cost/ Unknown Impact

- Separate right-turn phasing
- Shared use path
- Close slip lane
- Intersection reconstruction and tightening
- Protected intersection
- Raised intersection

Cost

Note:
Countermeasures may not apply to all modes, roadways, or crash severities.
Countermeasures may apply to more crash types.

* FHWA Proven Safety Countermeasure

TRANSPORTATION ANALYSIS

OVERVIEW

Existing transportation conditions were documented throughout Pensacola and provided a foundation for understanding the needs and possible improvements for the CRA planning process.

Documenting the existing transportation conditions included three main categories:

- Roadway Characteristics (e.g., street type, character, and dimensions);
- Mobility Characteristics (e.g., pedestrian/bicycle facilities, and safety);
- Equity and Transportation (e.g., communities overburdened by lack of transportation investment).



Existing Transportation – Related Conditions and Planned Transportation Improvements

Technical Memorandum

Community Redevelopment Agency Plan Update for Westside, Urban Core, and Eastside

October 8, 2024

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1 Introduction and Project Purpose

The Pensacola Community Redevelopment Agency (CRA) is updating all three CRA district plans after more than 15 years. The CRA districts are comprised of the Westside, the Eastside, and the Urban Core. Each of the districts have distinct characteristics pertaining to transportation. The existing conditions highlighted in this report are based on city data, previous studies, current programs, site and desktop observations, and community input. Understanding the existing conditions provides the basis to develop near-, medium-, and long-term recommendations to improve mobility and accessibility of all the residents within the area.

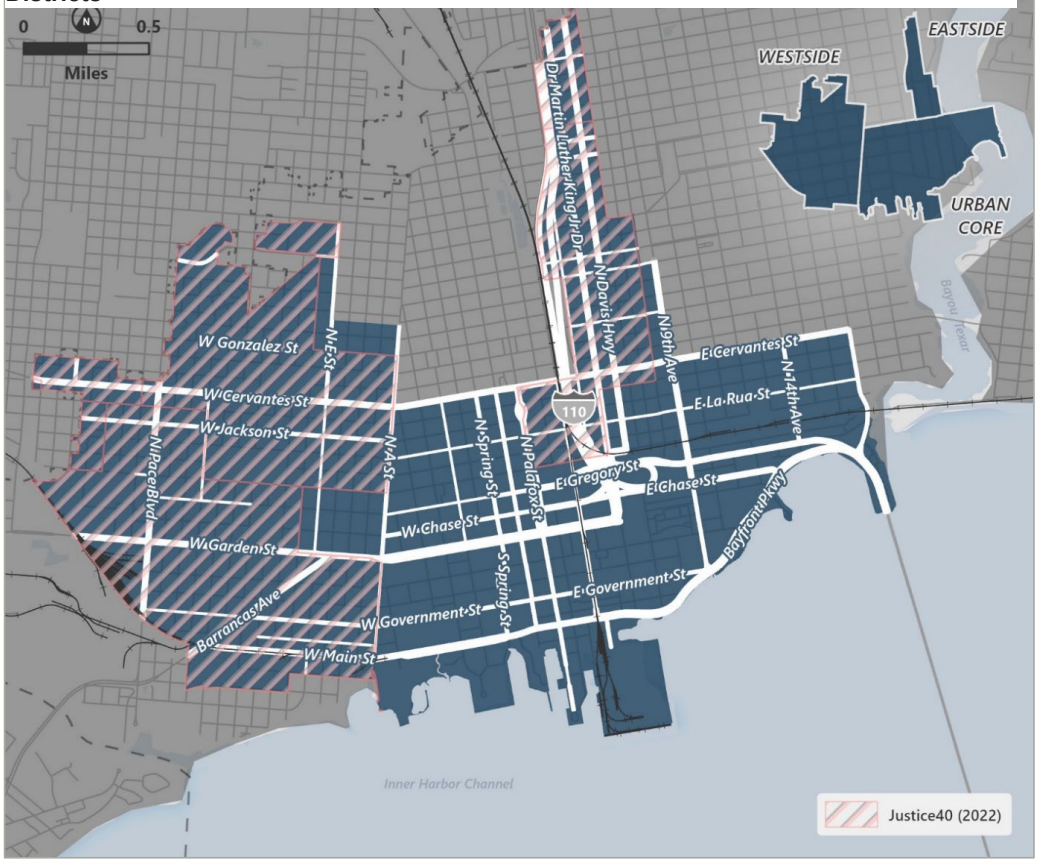
Documenting the existing transportation conditions includes three main categories:

- Roadway Characteristics (e.g., street type, character, and dimensions)
- Mobility Characteristics (e.g., pedestrian/bicycle facilities, and safety)
- Equity and Transportation (e.g., communities overburdened by lack of transportation investment)

The CRA Districts, along with the United States Department of Transportation (USDOT) Disadvantaged Community boundaries,[1] and major roadways[2] are shown in **Figure 1.**

[1] The USDOT Disadvantage Communities are defined as those communities that have a higher burden of underinvestment in transportation, in the following five components: Transportation Insecurity, Climate and Disaster Risk Burden, Environmental Burden, Health Vulnerability, and Social Vulnerability.
[2] Major roadways are defined as those that have interstate, arterial, or collector functional classification by the Florida Department of Transportation (FDOT).

Figure 1 Major Roadways and USDOT Disadvantaged Community Boundaries in CRA Districts



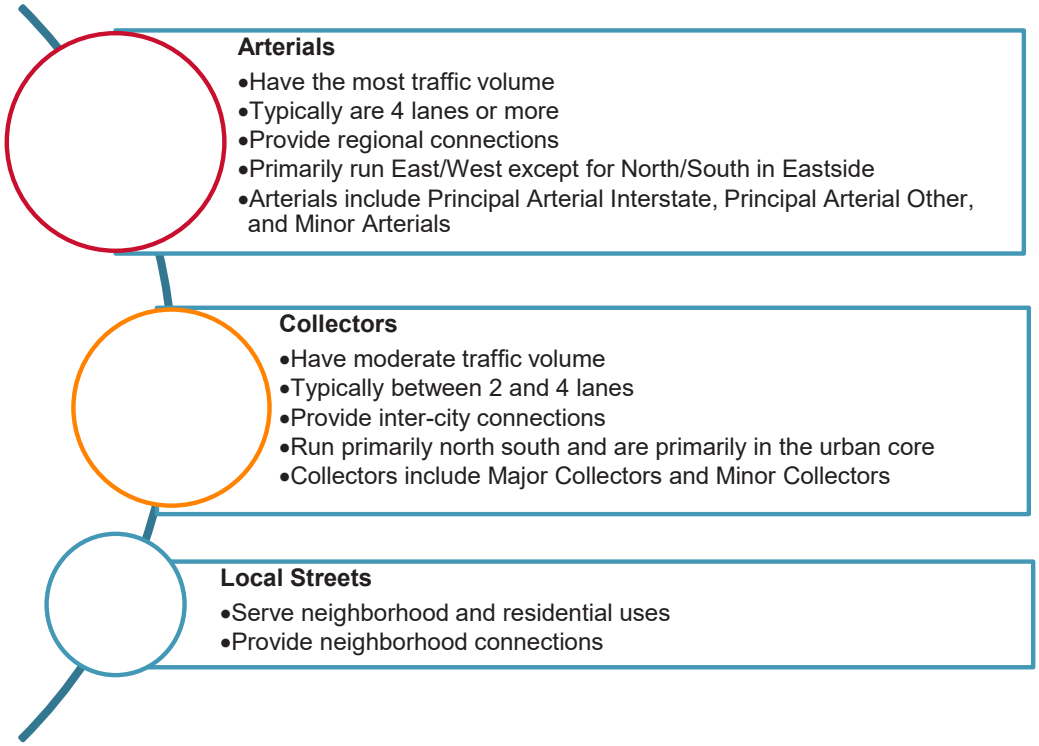
2 Roadway Characteristics

Roadway Characteristics include all the ways in which one understands a street or road. These characteristics include looking at the type or function of the road, the physical attributes of the road (speed, width, how many lanes, type of connectivity or network) and neighborhood character surrounding the road.

2.1 Street Types and Networks

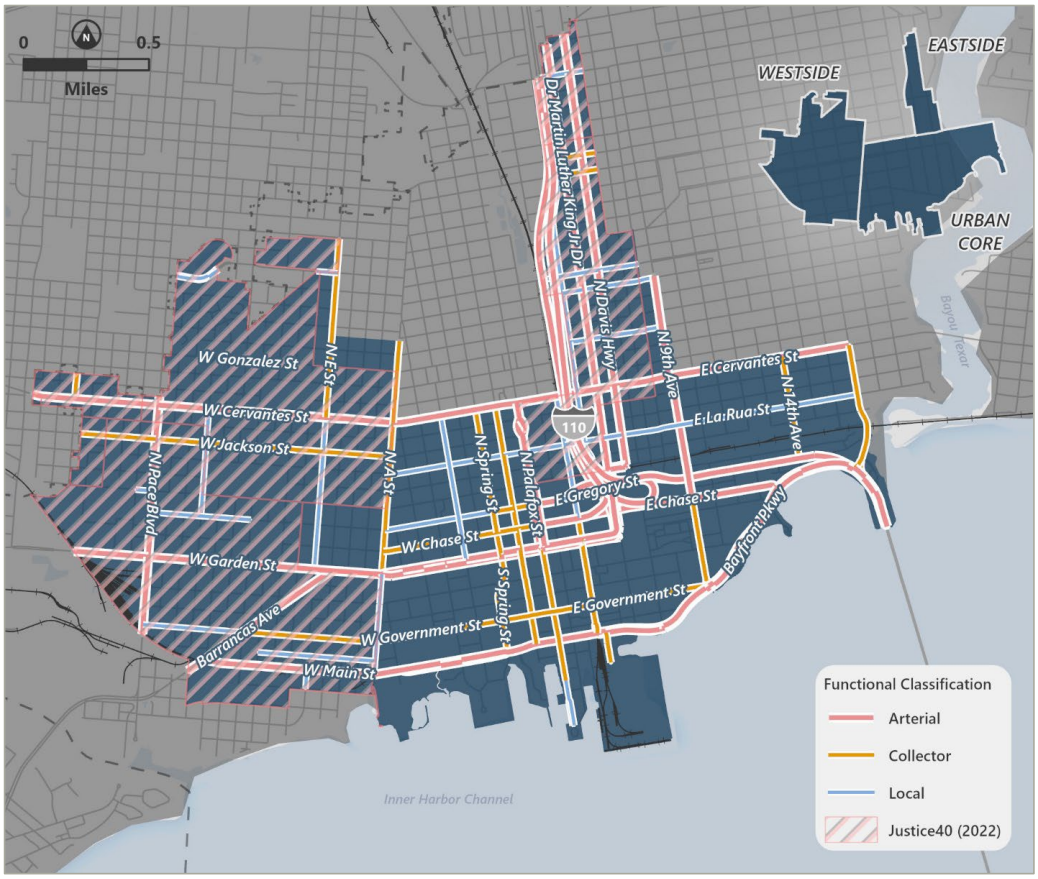
There are three major roadway types that make up the street network within the CRA districts. These major roadways are defined by FDOT and further qualified in the City of Pensacola 2023 Active Transportation Plan (ATP) as shown in **Figure 2**:

Figure 2 Roadway Functional Classification



Total roadway miles within the three CRA districts is 112 miles. Of the 112 miles of roadway, there are a total of 37.8 roadway miles having a functional classification of arterial or collector. While the roadway miles within the CRA districts represent 5% of the total City of Pensacola roadways yet the CRA districts are comprised of 33% and 28% of the total arterial and collector roadway miles respectively in the City. **Figure 3** shows the block structure which results from these major roadways.

Figure 3 FDOT Roadway Functional Classification Location



WESTSIDE

Arterials

The location of the arterial roadways split the Westside district into five pockets which lack connectivity and are spaces where vehicles are given priority over pedestrians. As regional connectors, these high traffic volume roadways are very wide and support development patterns that do not foster a sense of place; rather it is a place to simply move through as quickly as possible. Such conditions make it extremely difficult for the neighborhood residents of Sanders Beach, Tanyard, and Westside Garden District to have easy access to amenities within and outside of the district.

Westside district has five roadways identified as arterial:

- W Cervantes Street
- N Pace Boulevard
- W Garden Street
- W Main Street
- Barrancas Avenue

Figure 4 Westside – Arterial Road

W. Garden Street – Looking East
Source: HDR



Figure 5 Westside – Arterial Road

Barrancas Avenue – Looking North
Source: HDR

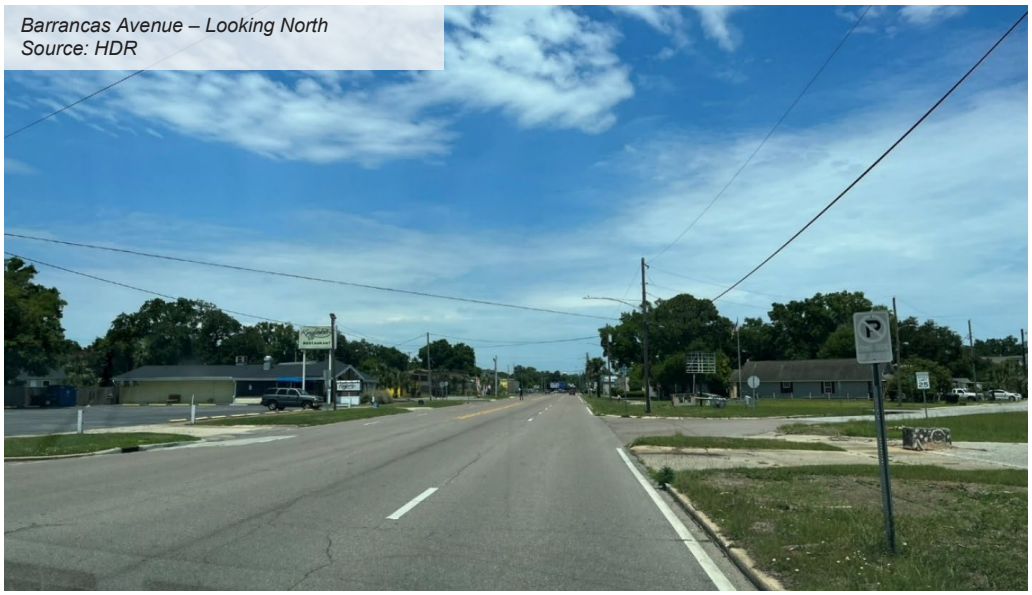
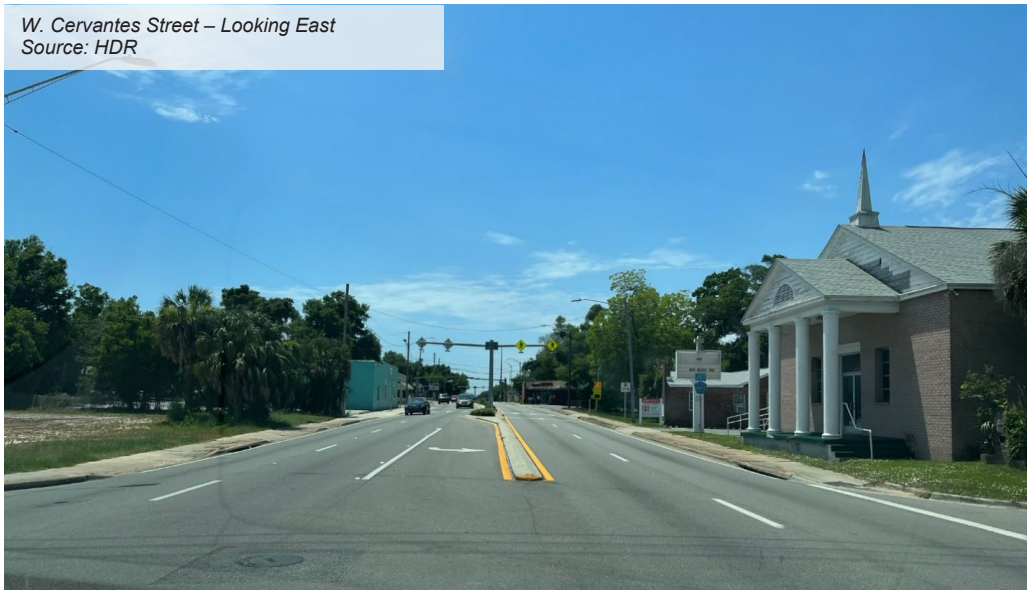


Figure 6 Westside – Arterial Road

W. Cervantes Street – Looking East
Source: HDR



Collectors

These roadways usually provide more connections via cross streets, may have on-street parking, typically have more continuous building frontage, and if not designed well can still present challenges for non-vehicular modes of transportation (pedestrian and cyclist). These challenges may be a relatively high traffic volume, excessive curb cuts, or lack of separated pedestrian and bike infrastructure.

Westside district has five roadways identified as collector:

- W Government Street
- W Jackson Street
- N T Street
- N E Street
- N A Street

Figure 7 Westside – Collector Road

W. Jackson Street – Looking East
Source: Google

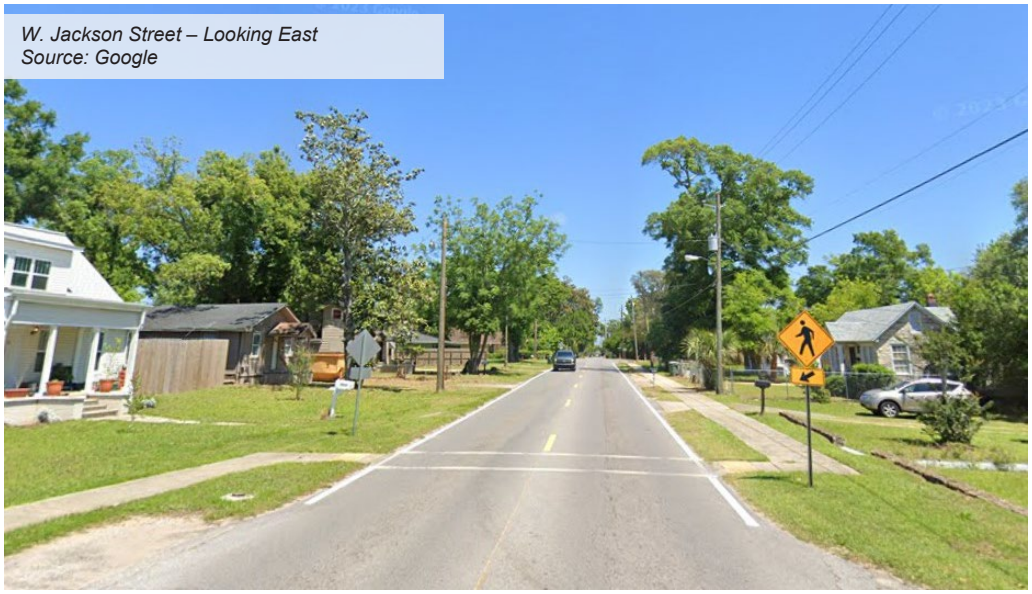


Figure 8 Westside – Collector Road



Local Roads

These roadways usually provide the most connections via cross streets, will have on-street parking (marked or unmarked), and typically will have numerous driveways given the prevalence of residential uses. FDOT's functional classification specifically identifies seven local roadways in the Westside District:

- W Gregory Street
- W Wright Street
- N L Street
- W Government Street
- W Zarragossa Street[3]
- S E Street and N E Street
- S A Street

Figure 9 Westside - Local Road

N E Street – Looking South
Source: Google



[3] This street has different spellings in different locations including Zarragossa, and Zaragoza

Figure 10 Westside - Local Road

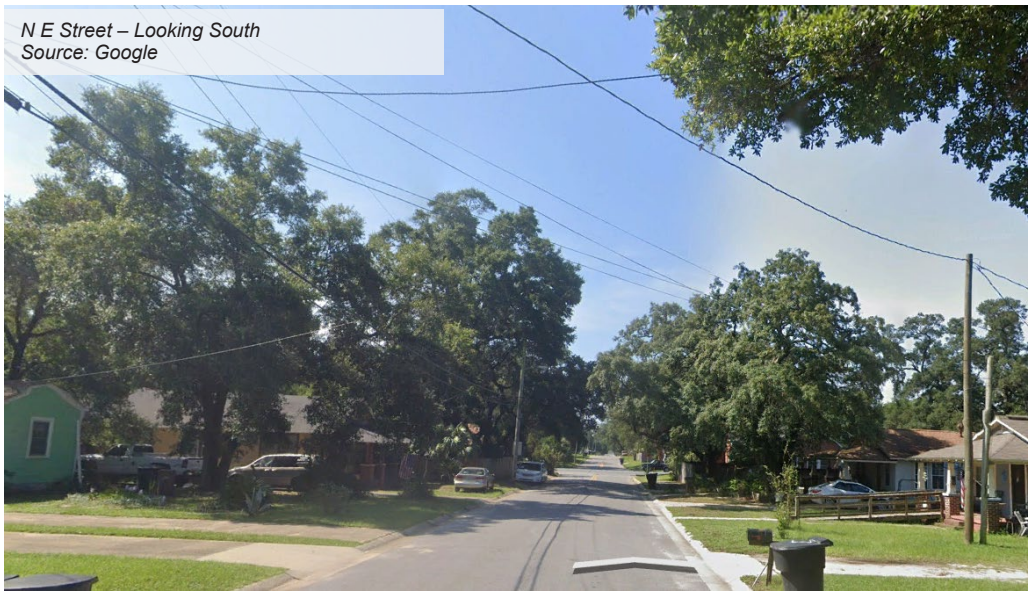


Figure 11 Westside - Local Road



URBAN CORE

Arterials

The location of these roadways create a core that is fragmented and become major barriers to the connectivity of the district with the eastern neighborhoods of Old East Hill and East Hill, as well as the Eastside district.

Urban Core district has eight roadways identified as arterial (some are shared with other districts):

- E and W Cervantes Street
- N 9th Ave
- E Gregory Street
- E Chase Street
- Bayfront Parkway
- E and W Garden Street
- N Palafox Street
- E and W Main Street

Figure 12 Urban Core – Arterial Road

W Main Street – Looking East
Source: HDR



Figure 13 Urban Core – Arterial Road

E Chase Street – Looking East
Source: Google

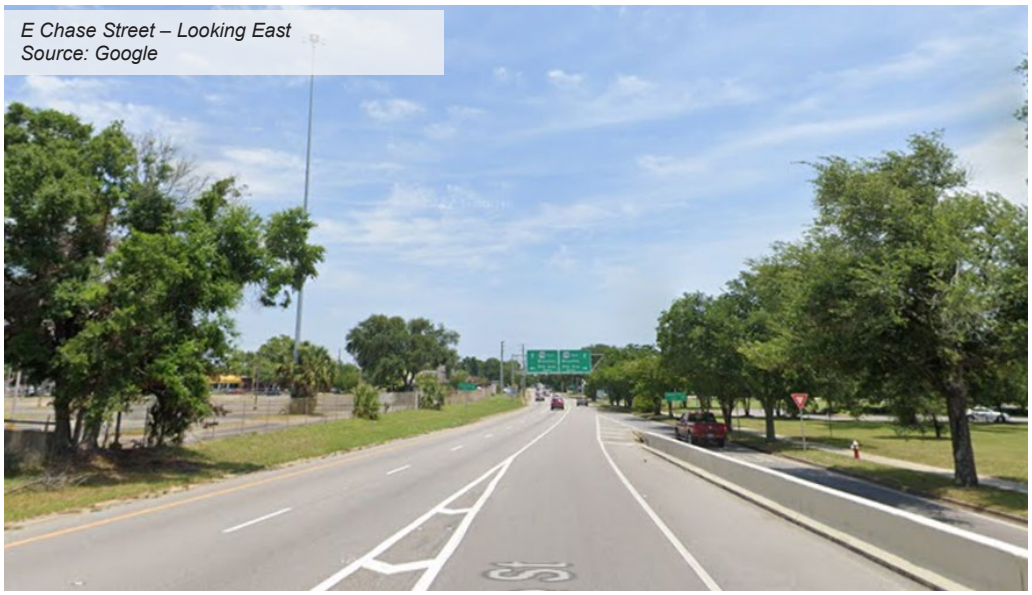
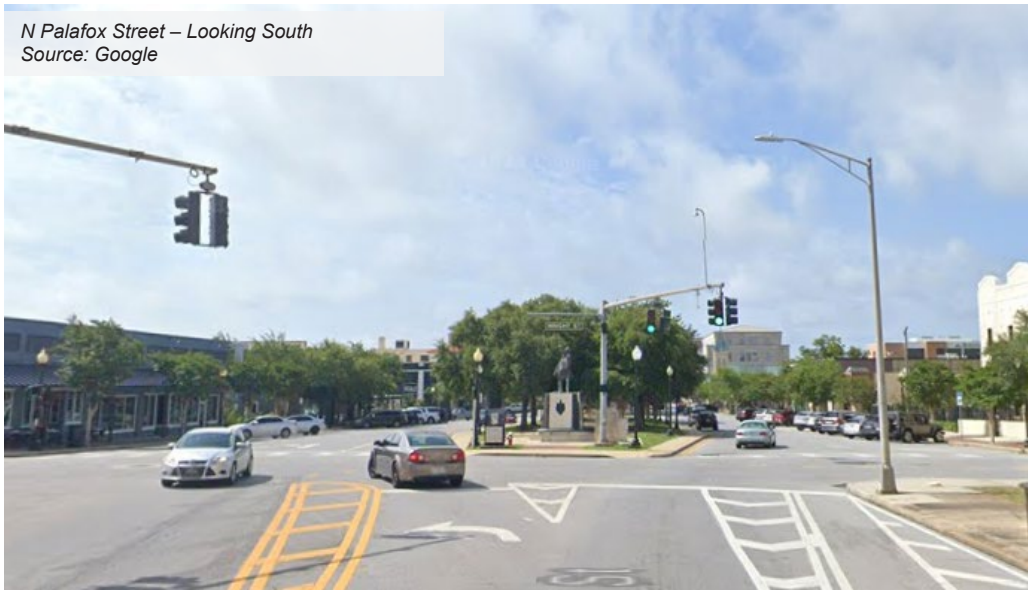


Figure 14 Urban Core – Arterial Road

N Palafox Street – Looking South
Source: Google



Collectors

These roadways are primarily north/south in direction and are generally in very close proximity to arterials and to each other. This condition creates an environment that prioritizes vehicles and places a high level of discomfort for all other modes of transportation. However, there are other areas throughout the district where collectors have been well designed and are providing environments for pedestrians to enjoy and feel comfortable walking, such as N Palafox Street seen in **Figure 15**.

Urban Core district has twelve roadways identified as collector (the most of any district):

- W Chase Street
- W Gregory Street
- N 14th Avenue
- N A Street
- W and E Government Street
- S and N Spring Street
- S and N Baylen Street
- Palafox Place
- S Tarragona Street
- N Palafox Street
- S Barracks Street
- S and N 9th Avenue

Figure 15 Urban Core – Collector Road

N Palafox Street – Looking North
Source: Google

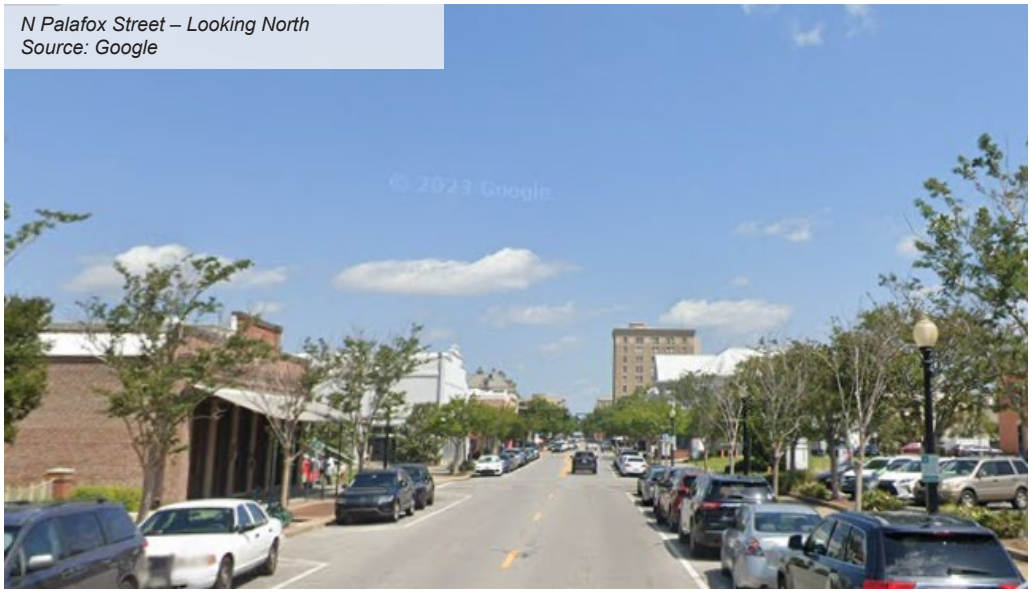


Figure 16 Urban Core – Collector Road

W Chase Street – Looking East
Source: Google



Figure 17 Urban Core – Collector Road

W Gregory Street (East of N Spring Street – Looking East
Source: Google



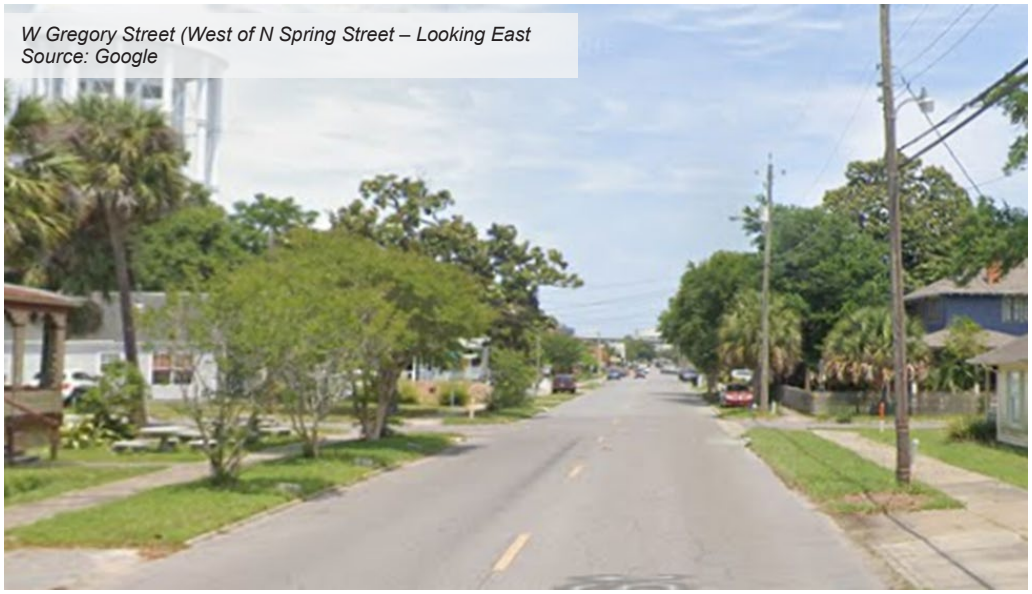
Local Roads

These roadways usually provide the most connections, will have on-street parking (marked or unmarked), and will typically have numerous driveways given the prevalence of residential uses. These roadways provide for neighborhood trips and become the prevalent roadway type that defines walkability by way of block spacing. FDOT's functional classification specifically identifies four local roadways in the Urban Core district:

- S Palafox Street
- W Gregory Street (west of N Spring Street)
- S and N Baylen Street
- Palafox Place

Figure 18 Urban Core – Local Road

W Gregory Street (West of N Spring Street – Looking East
Source: Google



EASTSIDE

Arterials

The location of these roadways along with the area and shape of the Eastside district creates an environment that is dominated by a high volume of traffic that is entering or leaving downtown, or connecting to the Interstate. Thus, the narrow sliver is divided into small blocks that are more like islands in a sea of traffic most likely going above the posted speed limit. Additionally, Dr. MLK, Jr. Drive and N Davis Highway are one-way couplets further amplifying a car-centered community and I-110 is an elevated highway that further separates and isolates the Eastside from the neighborhoods to the west and south. As an arterial along I-110, Dr. MLK, Jr. Drive is double the width of most other arterials to accommodate two single-direction southbound lanes and parking on both sides of the street. The lack of transition into areas that are primarily residential neighborhoods is very abrupt and reinforces the hierarchy of vehicles vs. pedestrians.

The Eastside district has five roadways identified as arterials:

- N. 9th Avenue
- N Davis Highway
- Dr. MLK, Jr. Drive
- I-110
- E Cervantes Street

Figure 19 Eastside – Arterial Road

Dr. MLK, Jr. Drive – Looking South
Source: Google



Figure 20 Eastside – Arterial Road

N Davis Hwy. – Looking North
Source: HDR

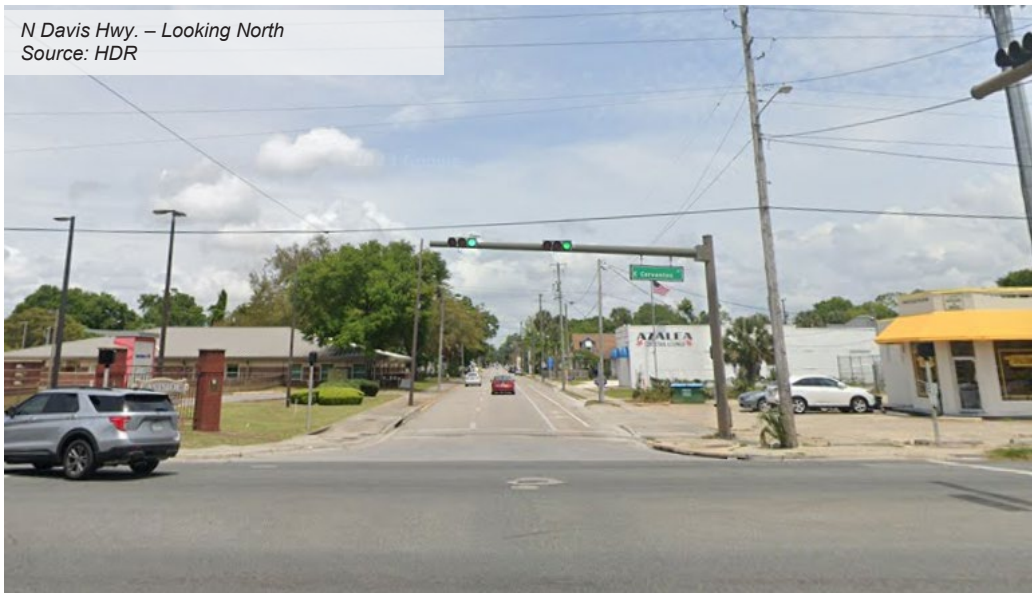


Figure 21 Eastside – Arterial Road

E Cervantes Street – Looking West
Source: Google



Collectors

These roadways are primarily east/west direction and are in very close proximity to arterials and to each other. These are also one-way couplets.

Eastside district has only two roadways identified as collector (the least of any district):

- E Jordan Street
- E Maxwell Street

Figure 22 Eastside – Collector Road

E Jordan Street – Looking East
Source: Google

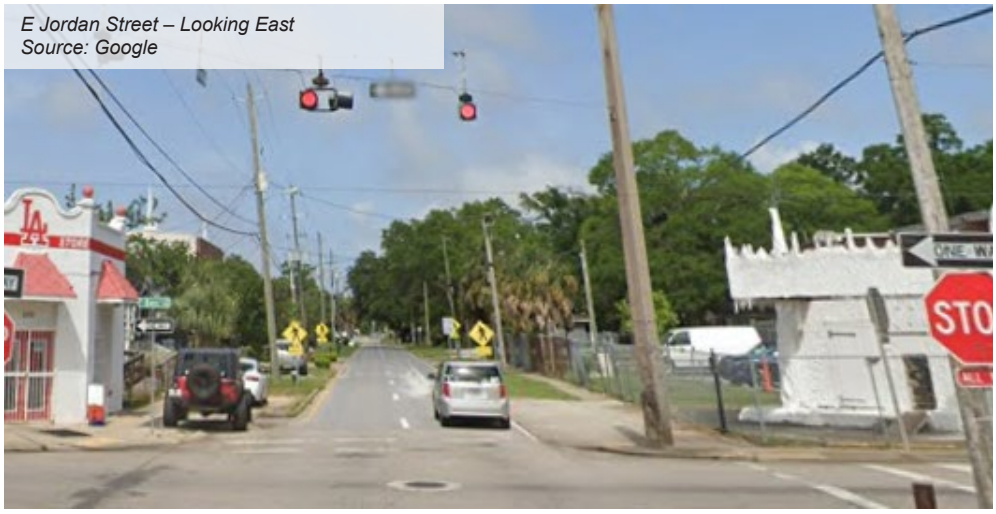


Figure 23 Eastside – Collector Road

E Maxwell Street – Looking West
Source: Google



Local Roads

These roadways in the Eastside district run east/west and do not offer on-street parking due to the width of the road. Residential land uses dominate the frontage along the road. FDOT's functional classification specifically identifies five local roadways in the Eastside district:

- E Gonzalez Street
- E Lee Street
- E Blount Street
- N Hayne Street
- E Cross Street

Figure 24 Eastside – Local Road

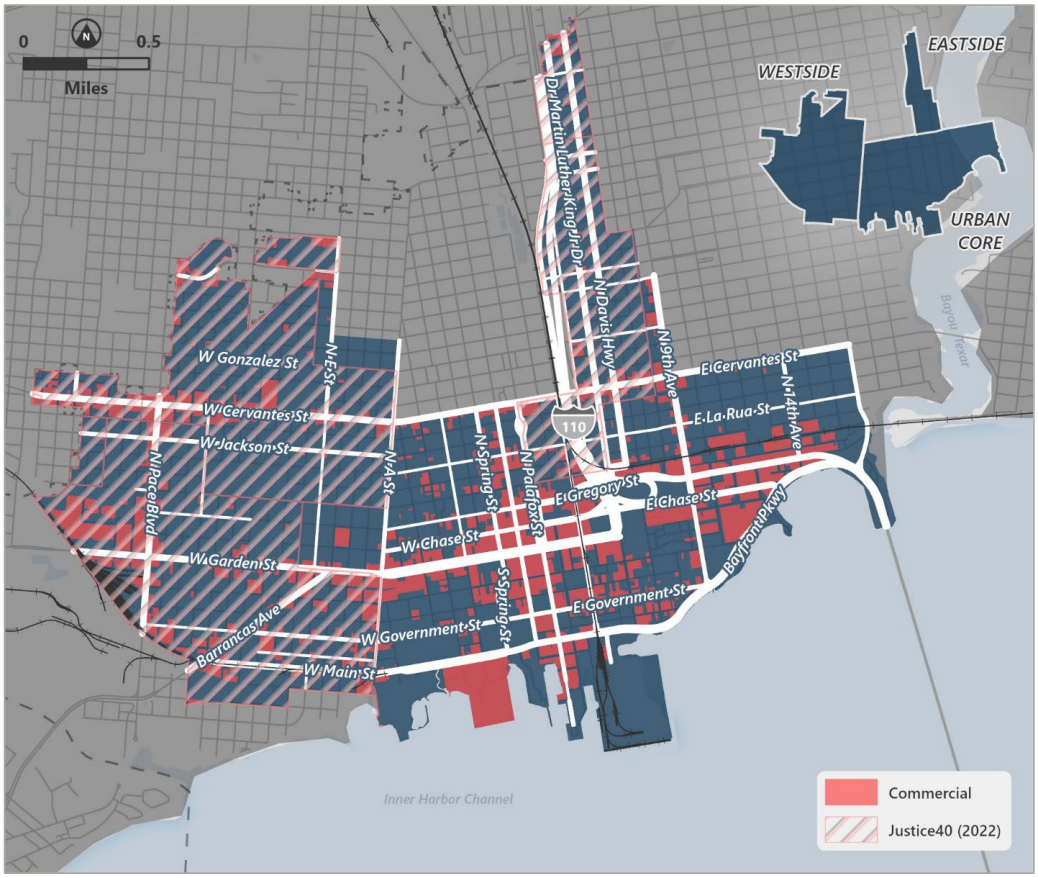


E Cross Street – Looking West
Source: Google

2.2 Land Use

Arterials, as regional connectors, are the primary frontage for commercial uses within the CRA districts. Arterials in the Eastside are, however, primarily fronted by residential and the interstate. These commercial corridors also have the highest level of traffic stress and highest number of crashes compared to other corridors. If commercial corridors are not pedestrian friendly, it is difficult for residents to have full access to these destinations without a car. During public workshops, many residents especially in the Westside voiced concerns over the inability to get to stores or other amenities as the development patterns are also car centered with drive-thrus and parking along street.

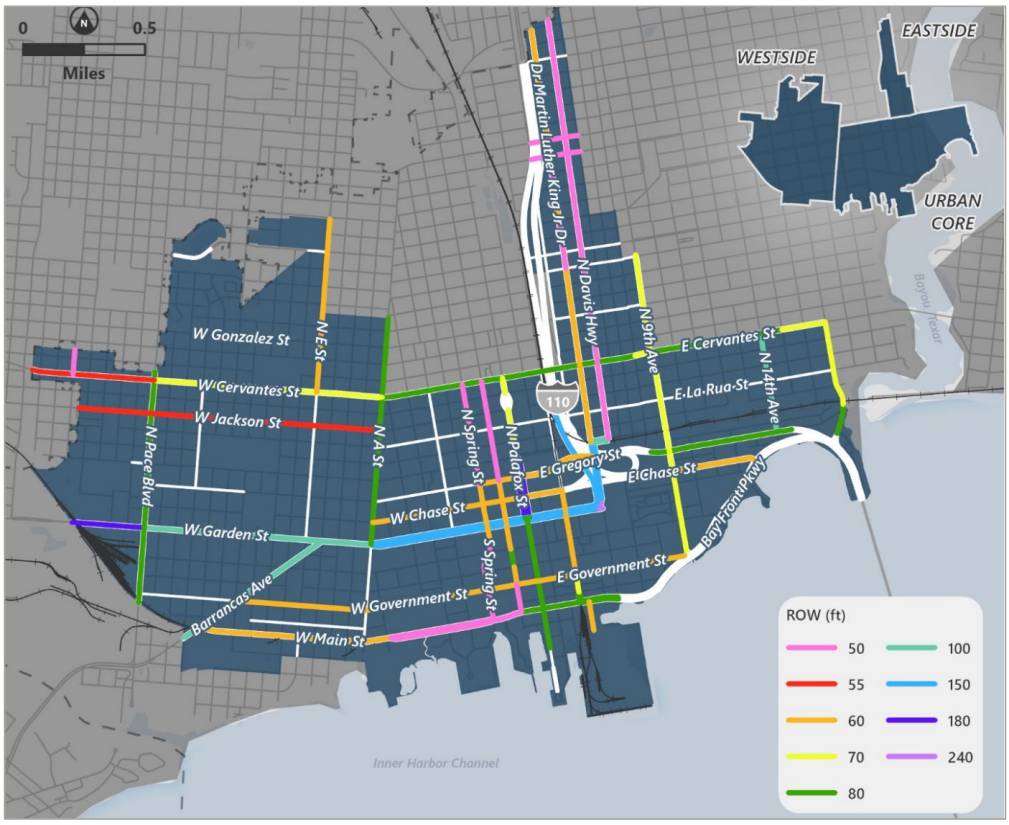
Figure 25 Commercial Corridors



2.3 Street Widths and Medians

Roadway widths range between 50 - 180 feet throughout the districts, excluding the interstate, with most of the right-of-way dimension being between 50 and 60 feet. The roadways that are the least safe for pedestrians as well as cars typically have the widest dimensions. The common travel lane width throughout the study area is 12 feet.

Figure 26 Public Rights-of-Way



Additionally, a desktop review identified seven roadway segments with medians in the CRA districts. These street medians vary in width and as such have a varying impact on the character of the street:

- West Garden Street (US 98 from A Street to Alcaniz Street)
- West Main Street from S Clubbs Street to S Spring Street
- East Main Street from S Tarragona Street/Bayfront Parkway
- North Palafox Street from East Wright Street to West Garden Street
- North Palafox Street from W Gadsen Street to West Jackson Street
- East Wright Street from North Palafox Street to North 6th Avenue
- Bayfront Parkway

Figure 27 West Garden Street at A Street

Source: Google



Figure 28 Bayfront Parkway

Source: Google



Figure 29 N Palafox Street

Source: Google



Figure 30 W Main Street

Source: Google



2.4 Intersections

Intersections serve as the space that brings together all the various modes of transportation. Intersections need to be designed effectively and safely for the system to function properly. The Active Transportation Plan describes various intersections that need critical attention. The ATP identifies 10 high crash intersections in need of improvements to address unsafe conditions. Five of these intersections fall within the CRA districts.

Westside

- Barrancas Avenue and W Main Street
- Barrancas Avenue and W Garden Street

Eastside

- MLK Drive and E Blount Street

Urban Core

- N Palafox Street and W Wright Street
- N 9th Avenue and E Gregory Street

Figure 31 High Crash Intersections

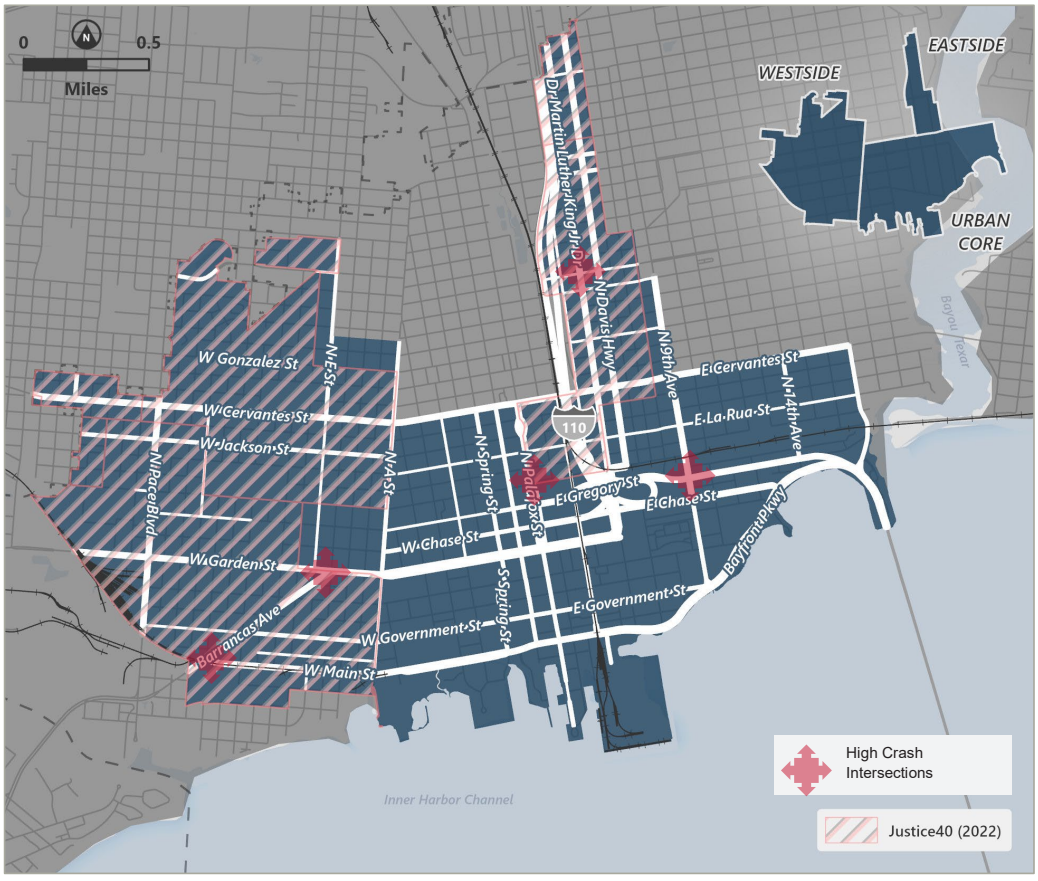


Figure 32 Barrancas Avenue and W Main Street

Source: Google



Figure 33 Barrancas Avenue and W Garden Street

Source: Google



Figure 34 Dr MLK, Jr. Drive and E Blount Street

Source: Google



Figure 35 N Palafox Street and W Wright Street

Source: Google



Figure 36 N 9th Avenue and E Gregory Street

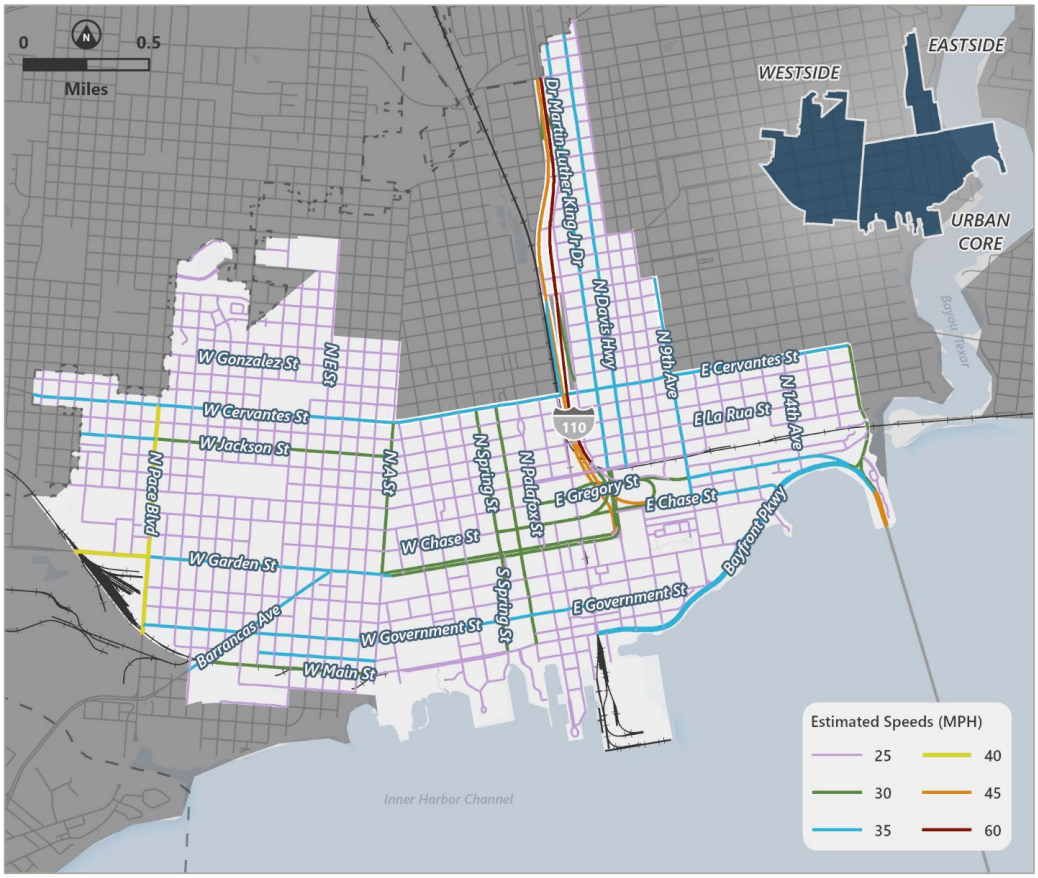
Source: Google



2.5 Posted Speed Limits

Speed plays an instrumental role in crashes including cause and severity of injuries. Speed influences a driver's cone of vision, stopping distance, and crash risk. The higher the speed, the smaller the driver's cone of vision is, stopping distance is increased, and the risk of a crash is increased. The posted speed limits within the CRA districts vary from 25 miles per hour (mph) to 40 mph on urban streets and between 45 mph and 60 mph when I-110 is included along with its ramps.

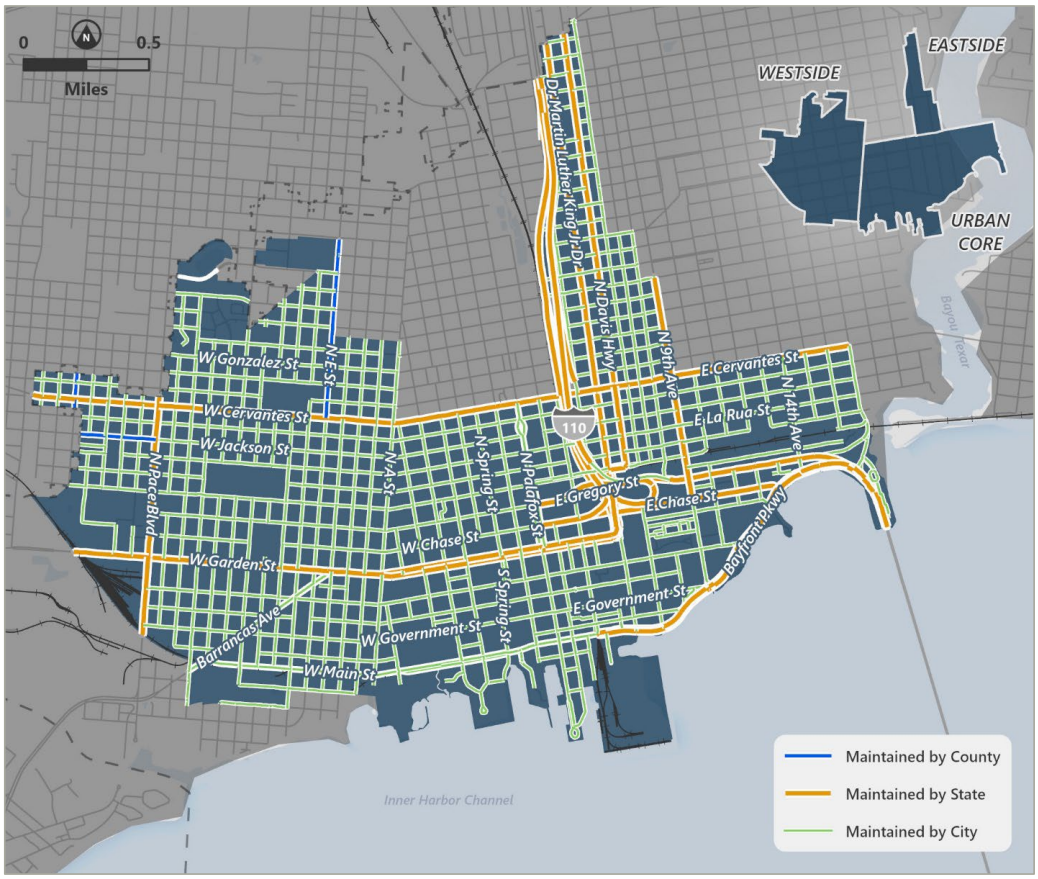
Figure 37 Posted Speed Limits



2.6 Roadway Maintenance

The entity responsible for road maintenance is a key stakeholder when it comes to supporting and implementing improvements. **Figure 38** illustrates the maintenance of the roads within the CRA district.

Figure 38 Roadway Maintenance



The summary of miles of roadways and the agency responsible for maintenance is as follows:

- 1.1 miles of roadways are identified as maintained by county of which are all in the Westside district. This represents 33% of all county roads in the city.
- 21 miles of roadways are identified as maintained by the state. This represents 39% of all state roads in the city.
- 90 miles are considered local roads and are maintained by the City of Pensacola. This represents 27% of all city roads.

3 Mobility Characteristics

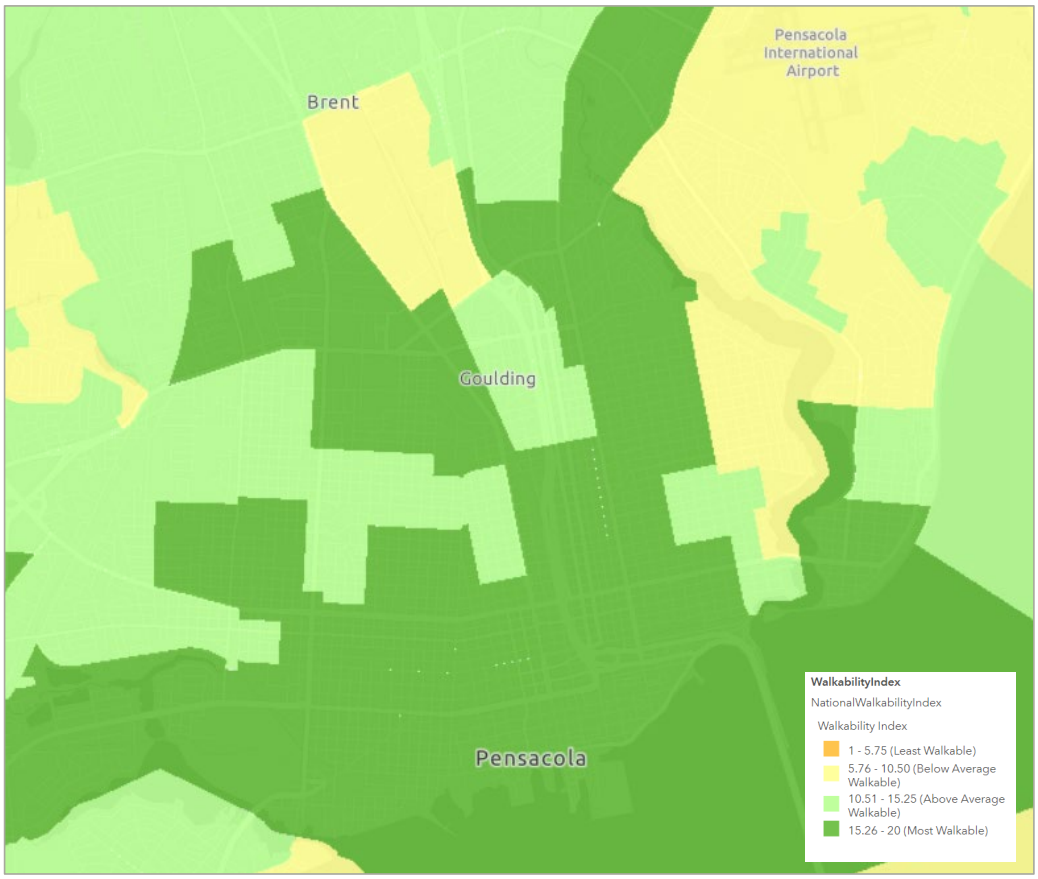
While walkability considers several factors such as intersection density, proximity to transit stops, employment mix, and employment and household mix,[4] it has to include the infrastructure as well. A walkable city means providing a robust network of pedestrian and bicycle facilities that are designed to provide comfort and safety for all. There are many challenges with walkability across the three CRA districts. While the network of streets is predominately smaller to medium blocks, which makes walking easier, the lack of a sidewalk network, bike facility network, lack of crosswalks, and roadway dimensions makes mobility a top priority for residents.

3.1 Pedestrian and Bicycle Facilities

The three CRA districts have a total of 111.9 miles of sidewalks.[5] Based on the Environmental Protection Agency's (EPA) National Walkability Index,[6] the CRA districts have a score between 15.26 – 20 resulting in being in the most walkable category as shown in **Figure 39**. While the EPA's index tells one part of the story that measures the areas of probability of people walking as a mode of transportation based on three main factors: street intersection density, proximity to transit stops, and diversity of land-uses; the other part of the story is whether or not there are pedestrian facilities (sidewalks etc.).

[4] EPA National Walkability Index
[5] City of Pensacola Public Sidewalks layer.
[6] National Walkability Index (arcgis.com)

Figure 39 City of Pensacola EPA Walkability Index

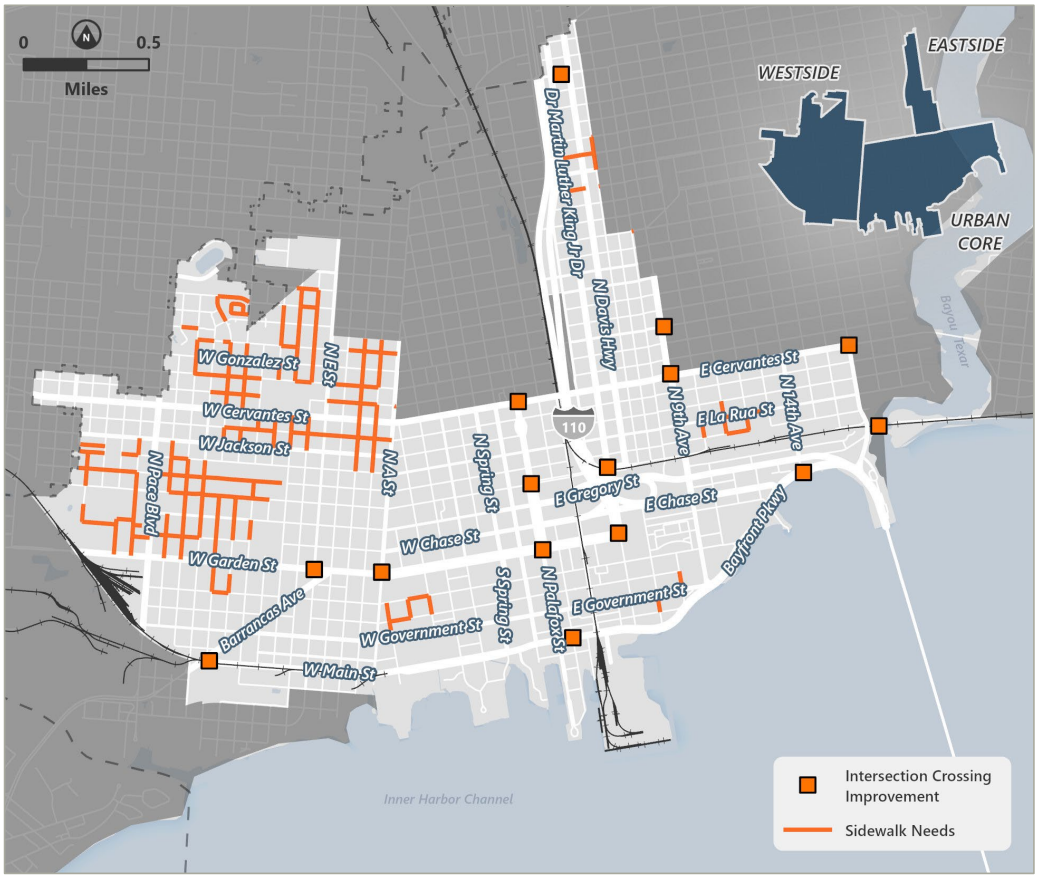


Source: EPA

SIDEWALKS

Based on the City of Pensacola's data from 2018, the Urban Core has the most sidewalks at 64.1 miles; Eastside has 15.5 miles; Westside has the most miles at 32.3 but the least complete network of the three districts. The Active Transportation Plan (ATP) for the city identifies new sidewalk and intersection crossing needs as shown in **Figure 40**. ATP identified over 15 miles of sidewalk needs across the CRA districts representing 13.4% of the current network. This does not include sidewalks that are in need of repair. The Westside district has the most need for sidewalks, representing 83% of all sidewalk gaps.

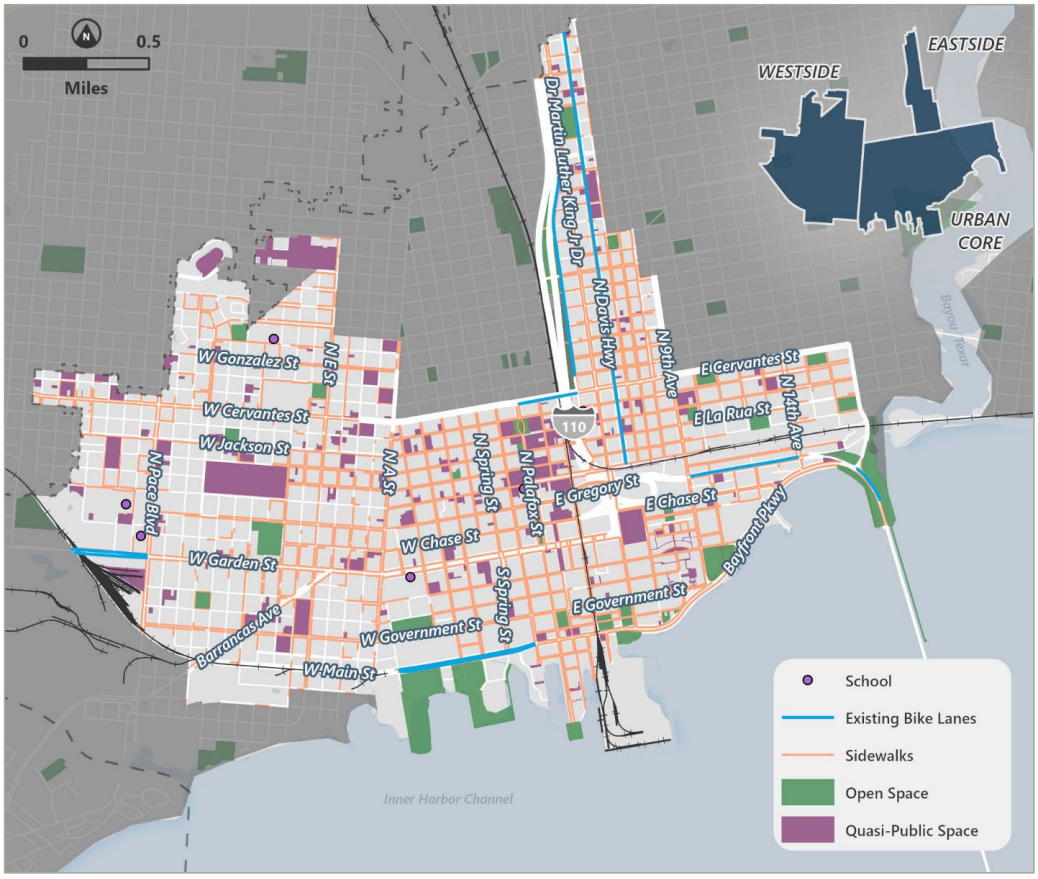
Figure 40 ATP New Sidewalk and Intersection Crossing Improvements



The city has established a sidewalk prioritization model which scores new sidewalk needs based on six criteria: safety, school proximity, new access, latent demand, connectivity, and existing demand. This is an important tool for making sure residents have mobility and access. High

priority improvement locations total approximately 16 miles. The Westside district accounts for 11.5 of those miles.[7]

Figure 41 Pedestrian and Bike Facilities



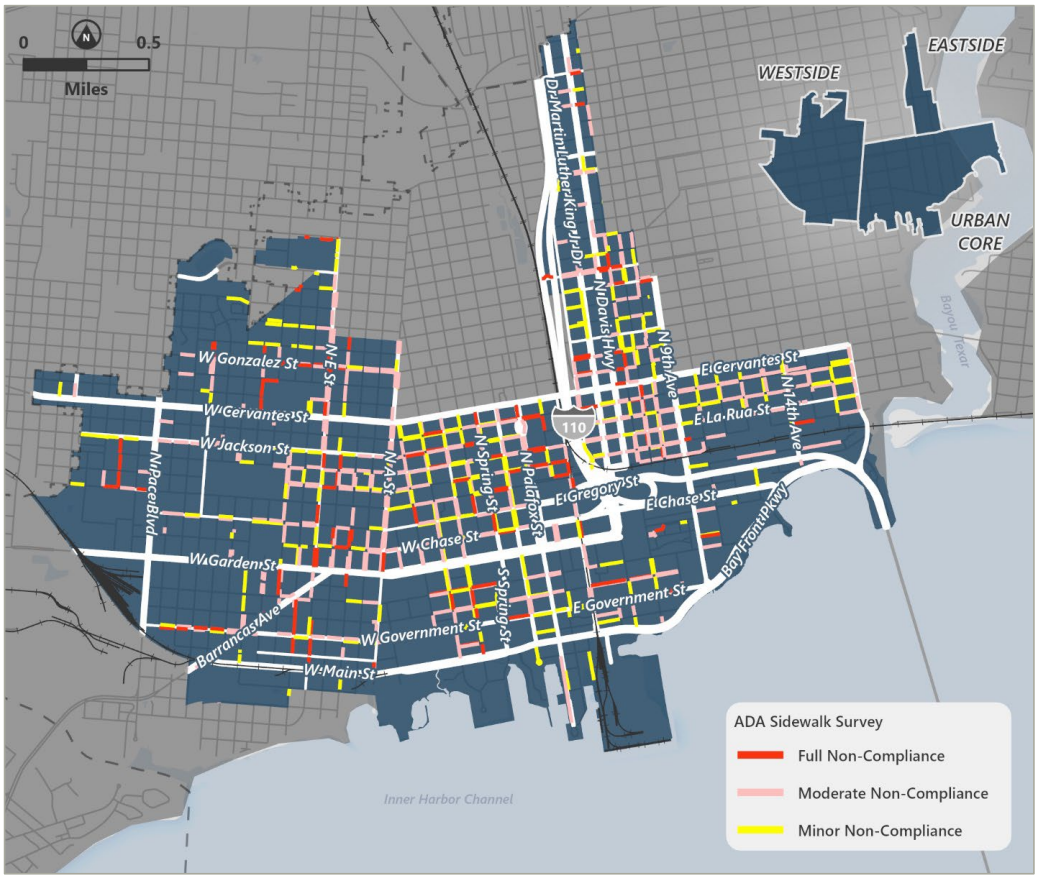
The city has also specifically assessed sidewalks under the requirements of Americans with Disabilities Act (ADA) which include curb ramps, obstacles, and hazards. The ADA of 1990 is a civil rights statute to provide persons with disabilities protections against discrimination in all areas of public life, including jobs, schools, transportation, and all public and private places as well as accessibility to those spaces that are open to the general public including the public rights-of-way.

The ADA sidewalk assessment data from 2020 shows that only a fraction of the existing sidewalks are fully ADA compliant with most being moderately non-compliant. The assessment includes sidewalk repairs, ADA ramps, and “fill in the gaps” or small new segments of sidewalk that are missing causing an ADA concern. The city allocates $200K annually and the CRA allocates $300k annually in the Urban Core district as part of the complete streets efforts that go towards mitigating

[7] Based on City of Pensacola data from 2018.

these barriers. It is worth noting this does not reflect any mitigation efforts the city has completed in the past four years.

Figure 42 ADA Sidewalk Assessment - Compliance



BIKE LANES

Bike lanes, where they exist may be confusing as at the intersection of N Palafox and Wright where the bike lane disappears across this major intersection and becomes a sharrow on the other side. The data received from the city is incomplete, showing only a few streets with bike lanes.

Figure 43 N Palafox Bike Lane



Figure 44 N Palafox Bike Sharrow



3.2 Level of Traffic Stress

A level of traffic stress (LTS) analysis was conducted as part of the Active Transportation Plan. The LTS assesses the overall comfort level that pedestrians and cyclists have on streets. The LTS looks at the number of vehicles driving on a street per day, the posted speed, and whether bicycle infrastructure is available on major roadways.

The CRA districts have a significant amount of high and moderate stress roads. While the Urban Core shows the highest concentration of these roads, the Westside district is more impacted by them from a disadvantaged community perspective.

Figure 45 Level of Stress (ATP)

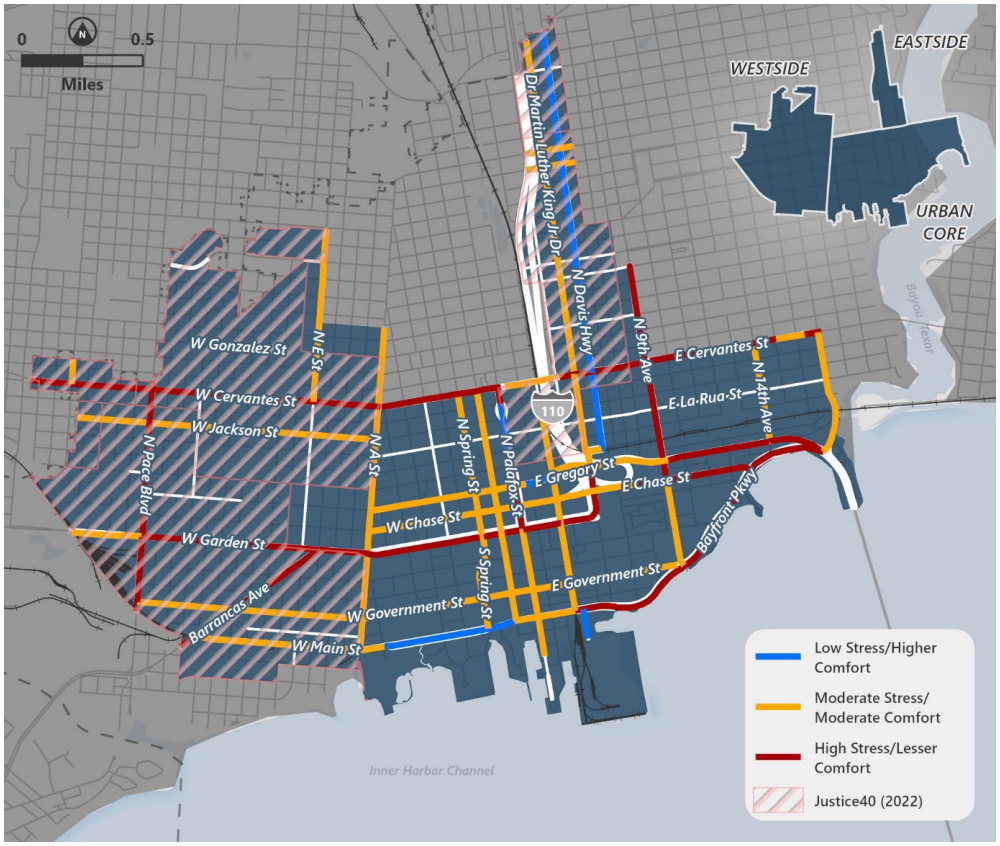
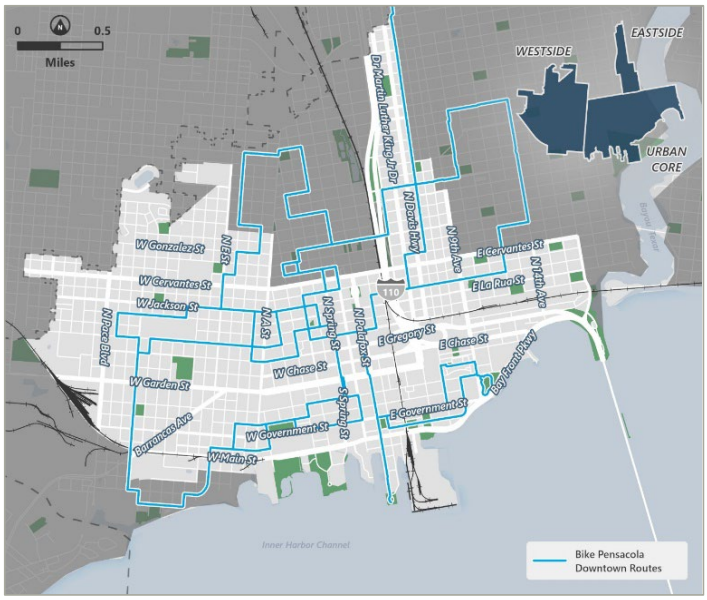


Figure 46 Bike Pensacola Bike Routes



Bike Pensacola, a local bike advocacy group has published a few safe riding routes.[8] Routes are established as a way to draw attention to the need for safe, connected and reliable bike infrastructure.

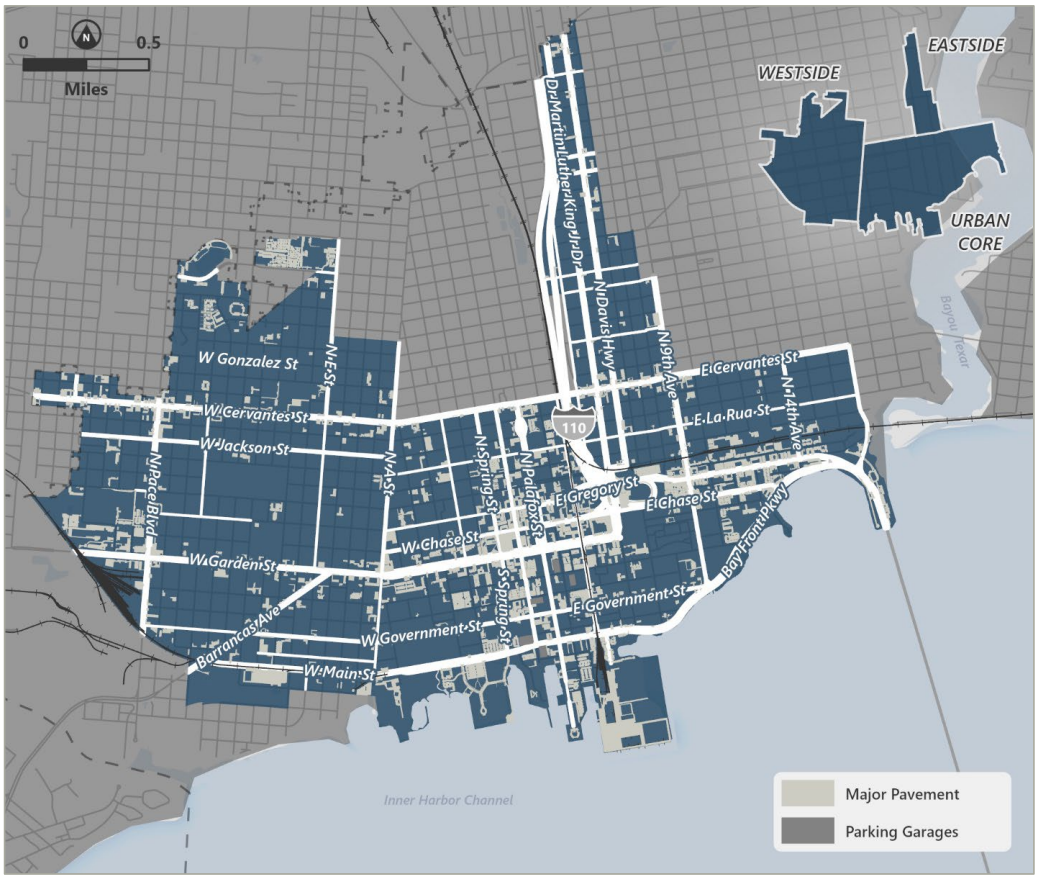
These makeshift routes avoid the roadways that have a high to moderate stress/comfort level.

3.3 Parking

Parking plays a major role in an area's mobility. It can be an asset if thoughtfully located as part of supporting local businesses or as part of meeting the needs of residents. But parking can be a liability when ineffective policies place a premium on parking demands and as a result the pedestrian fabric of a community is eroded. Parking minimums and location along street frontages creates areas that are hostile to pedestrians due to heat island effects due to large areas of asphalt and lack of trees, underutilized parcels, lack of street definition.

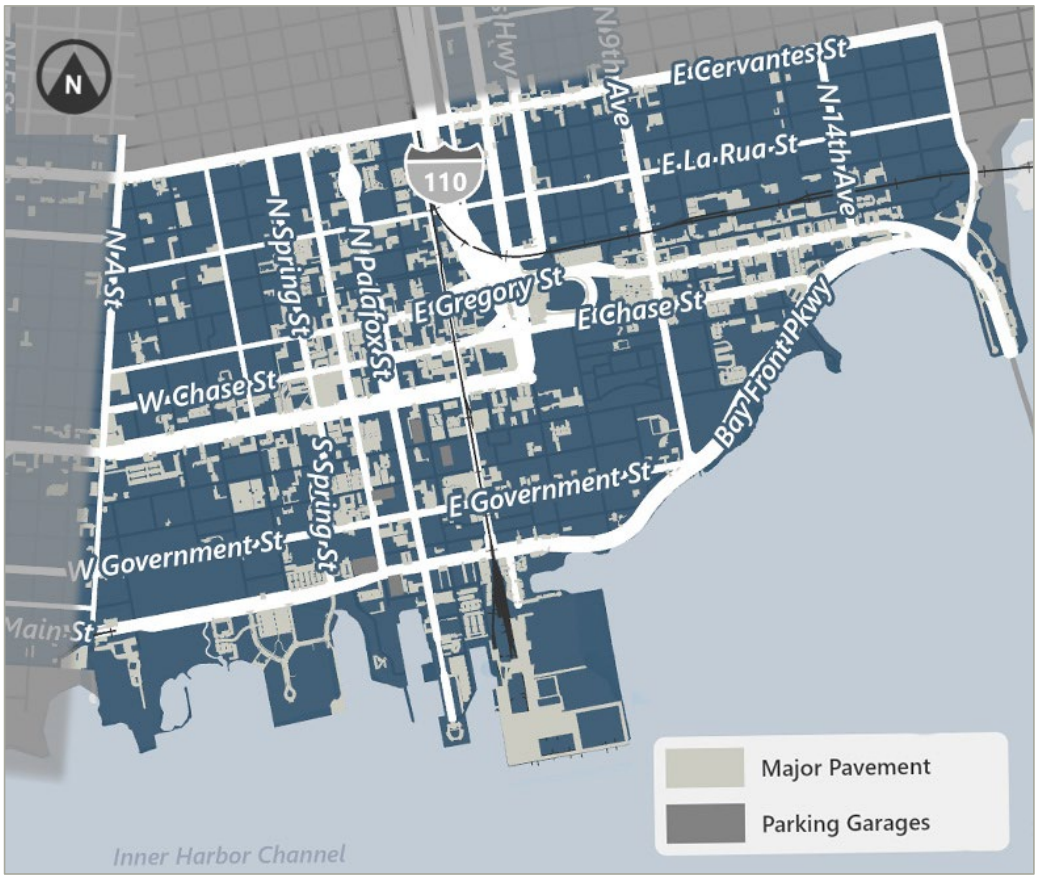
[8] Routes | Bike Pensacola

Figure 47 Major Paved Areas and Garages



The Urban Core has 208 acres of surface parking within its district in addition to four garages. In the city's 2016 Parking study, it was calculated that the Urban Core had a total of 20,853 spaces of which 4,413 spaces (21%) are on-street parking-both marked and unmarked spaces.

Figure 48 Major Paved Areas and Garages – Urban Core

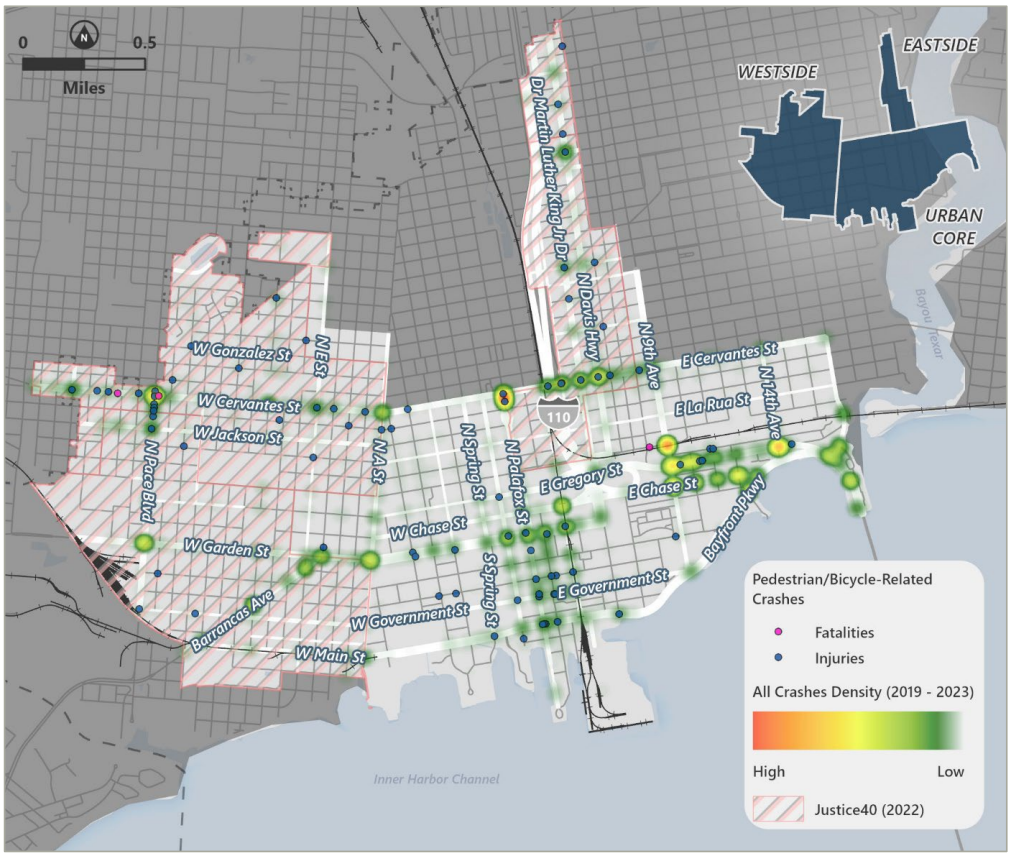


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3.4 Crashes

Crash data analyzed from 2019 - 2023 was provided by Signal 4 Analytics. The highest crash densities occur along the East/West corridors of W Cervantes St, portions of E Cervantes St, W Garden St, E Gregory St, and E Chase St. The highest numbers of fatalities and serious injuries occurring in disadvantaged communities.

Figure 49 Crash Density and Pedestrian/Bicycle Severity Map

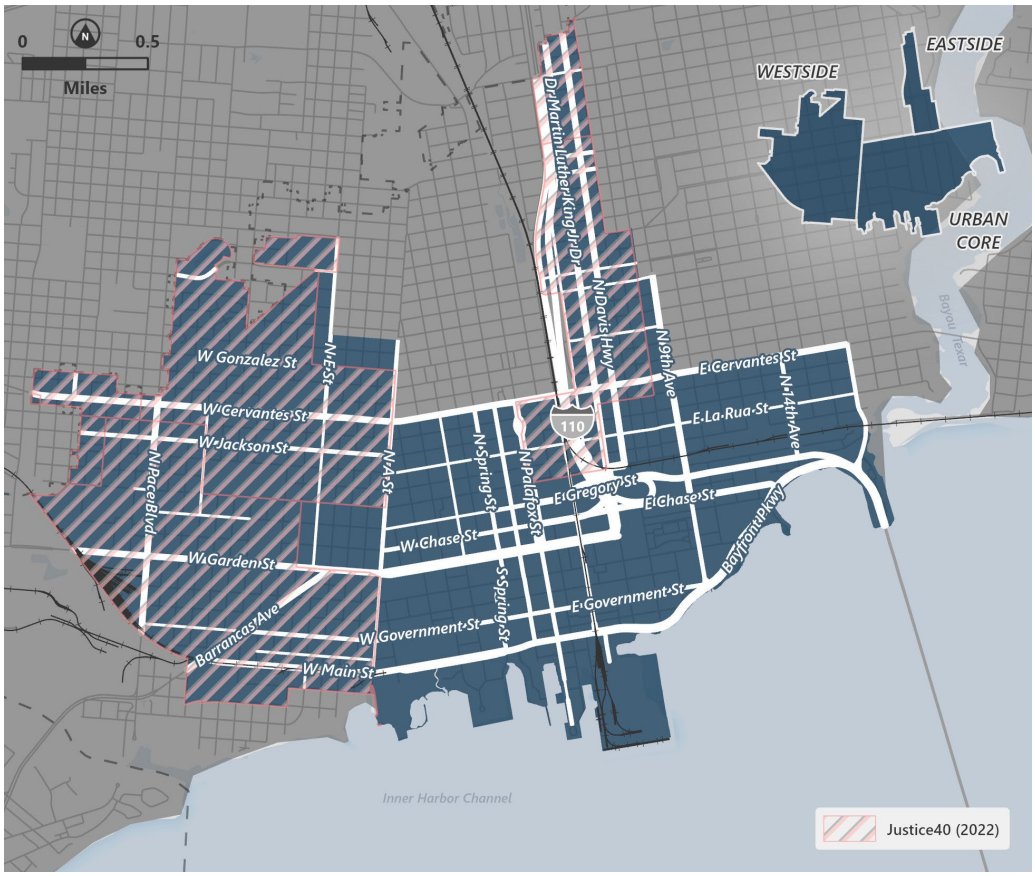


APPENDIX

4 Equity

The United States Department of Transportation, as part of the Justice40 initiative, defines Disadvantaged Communities as those that experience a cumulative burden or are underserved across eight categories: climate change, energy, health, housing, legacy pollution, transportation, water and wastewater, and workforce development. The Climate and Environmental Justice Screening Tool (CEJST) shows the composite scoring under these eight categories as shown on **Figure 50.**

Figure 50 Justice40 Disadvantaged Communities 2022

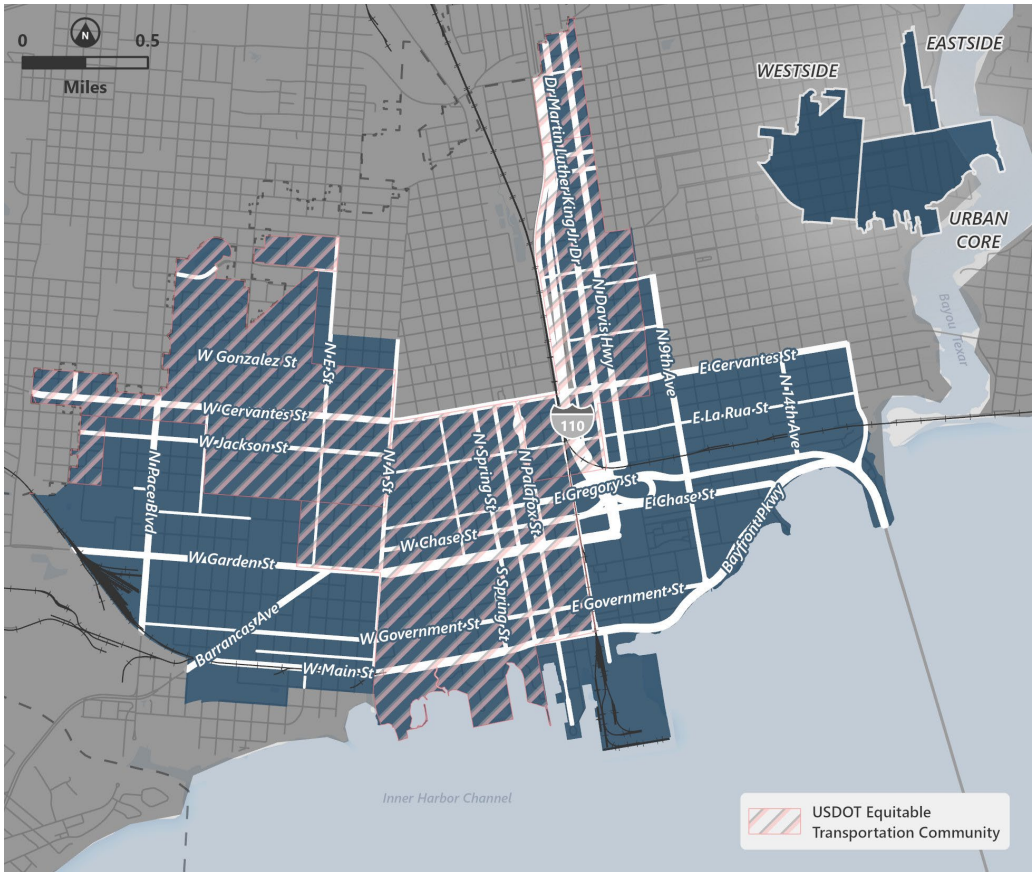


The USDOT Equitable Transportation Community (ETC) tool then filters out five of the eight categories for a more detailed understanding of the data as seen on **Figure 51** and listed below:

- Transportation Insecurity
- Health Vulnerability
- Environmental Burden
- Social Vulnerability
- Climate & Disaster Risk Burden

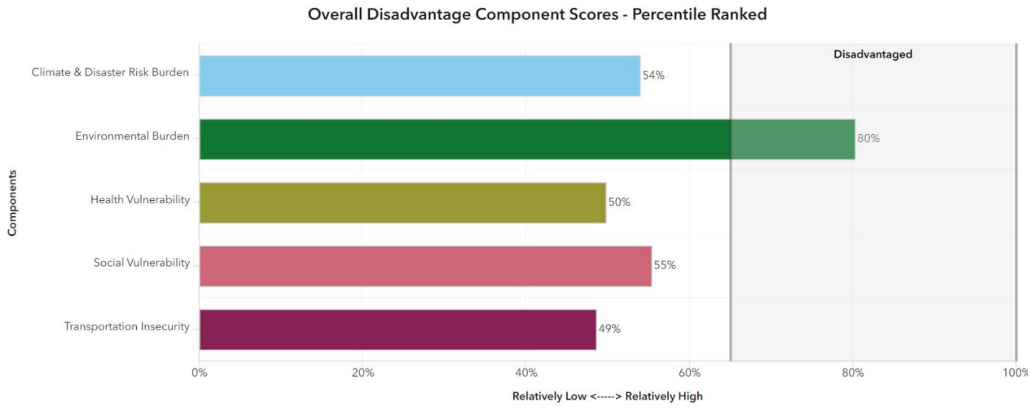
In this section, the disadvantage communities will be discussed in more specificity and will focus on the ETC data. It is worth noting, that for the purposes of applying for any USDOT Justice40 program the CEJST should be used as the primary tool to identify disadvantaged communities. The maps shown throughout the existing conditions analysis, where appropriate, are shown with the CEJST data as a layer.

Figure 51 ETC Disadvantaged Communities



The City of Pensacola's composite score ETC results based on State average shows the following breakdown across the five components:

Figure 52 City of Pensacola ETC Composite Scores State Percentile



Source: USDOT ETC

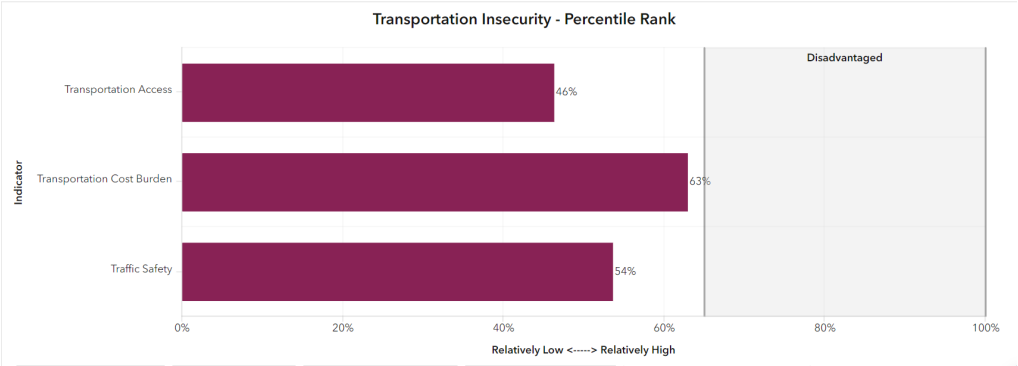
The City of Pensacola has 54% of census tracts considered to be disadvantaged communities based on composite scores across the five components.

4.1 Transportation Insecurity

Under transportation insecurity there are three measures that determine a composite score for each indicator: Transportation Cost Burden, Transportation Access and Transportation Safety. USDOT states that "Transportation insecurity occurs when people are unable to get to where they need to go to meet the needs of their daily life regularly, reliably, and safely. Nationally, there are well-established policies and programs that aim to address food insecurity and housing insecurity, but not transportation insecurity. A growing body of research indicates that transportation insecurity is a significant factor in persistent poverty."[9]

[9] Three Major Components of DOT's Justice40 Initiative | US Department of Transportation

Figure 53 City of Pensacola ETC Transportation Insecurity Percentile Rank



Source: USDOT ETC

For Transportation Insecurity while the city under this category does not reach the level of being disadvantaged, there are pockets of census tracts with high percentile rank indicators of transportation cost burden followed by traffic safety. Further breakdown shows tracks that include the Eastside District rank in the 99th percentile for transportation cost burden as compared to the 63% city percentile rank. Some of the Urban Core census tracts under overall disadvantage show 79th percentile rank for transportation cost burden and 75th percentile rank for traffic safety as compared to the 46% city percentile rank. Census tracts in some of the Westside district show the highest percentile of 99th and 96th percentile rank for transportation cost burden and traffic safety respectively as compared to the 54% city percentile rank.

4.2 Environmental Characteristics

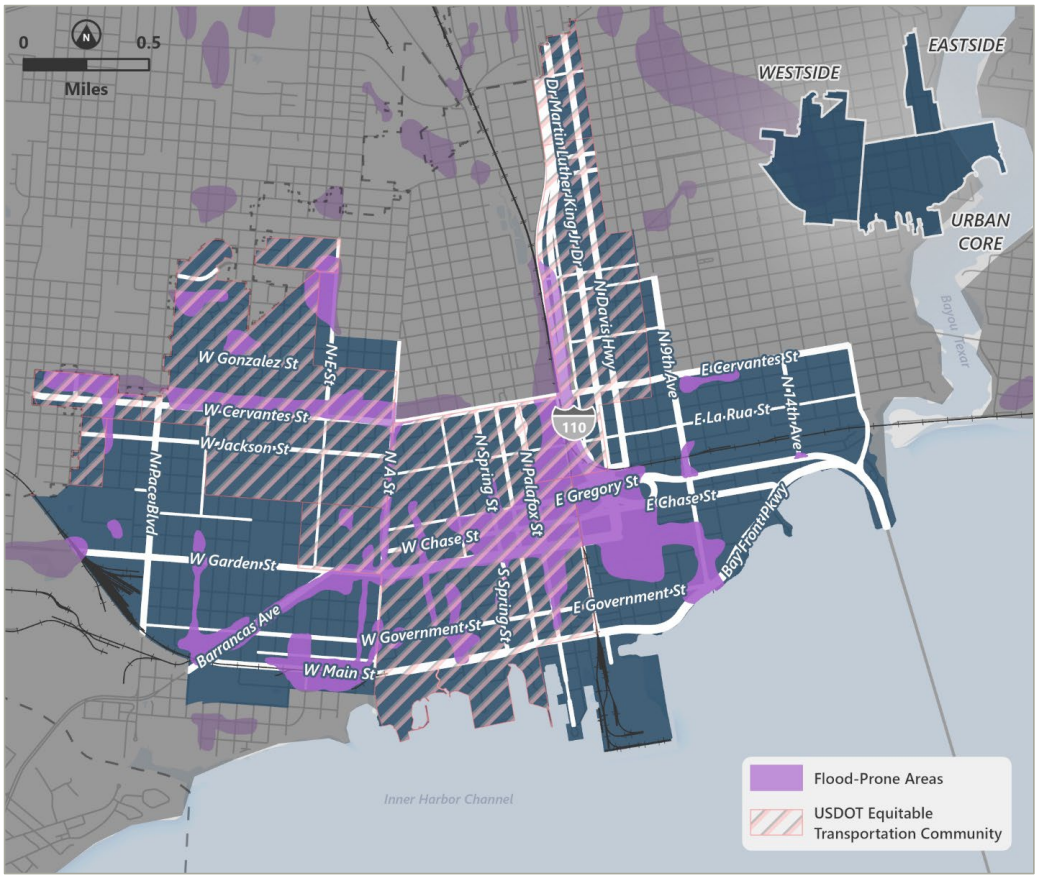
Flood prone areas are a major concern and problem for residents across the CRA districts. Flooding has significant impact on daily life and economic prosperity. Stormwater flood-prone areas are primarily along major roadways in Westside and Urban Core while on the Eastside, flooding occurs primarily under I-110 as shown in **Figure 54**. Section 4.3 further discusses the impact of impervious areas on equity. A map showing the overlap that exists between major paved areas (surface parking) and the location of these flood-prone areas is shown in **Figure 55**.

Typical flooding issues in the CRA districts are caused by a variety of factors such as:

- Lack of storm drain infrastructure
- Undersized storm drain infrastructure
- Infrastructure which is damaged or has exceeded service life
- Quantity of impervious surfaces which were mostly constructed before formal state stormwater rules were in effect
- Tailwater elevation in areas within a few blocks of the waterfront
- Recent flooding/natural disasters and more intense rainfall events over the last two decades.

Since most of the CRA districts are highly developed with areas downstream highly developed, the cost of implementing strategies that would address these issues are extremely high and take many years to fund. In many cases, government must weigh cost feasible alternatives to major infrastructure projects such as the construction of regional stormwater ponds, construction of floodable public space, and acquisition of property with repetitive flooding issues.

Figure 54 Flood-Prone Areas



4.3 Impervious Areas

One of the five components measured to understand equity in communities is Climate & Disaster Risk Burden. Under this component there are three indicators, one of which is impervious surfaces (from land cover). Per USDOT's technical documentation for the Equitable Transportation Community (ETC), "impervious surfaces, such as roads and parking lots, can have a variety of negative consequences, especially in communities that are already disproportionately exposed to environmental burdens. These surfaces generate and amplify heat islands, resulting in poor air quality and an increased risk of heat-related illnesses and death."

Based on the USDOT ETC data, census tracts that includes the Westside District show in the 77th percentile rank for impervious surfaces, Urban Core census tracts show it is in the 61st percentile rank, and Eastside census tracts show it is in 92nd percentile rank.

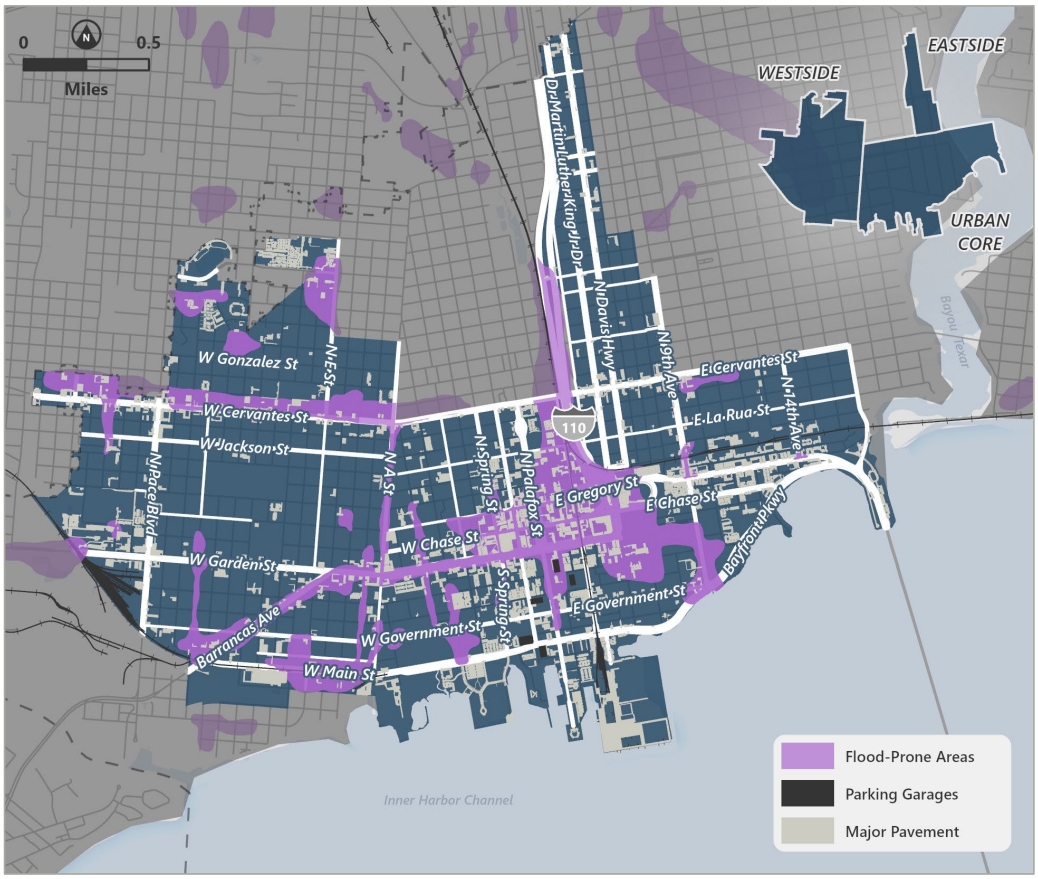
Parking being a major contributor to impervious areas, the breakdown of major paved areas (surface parking) is as follows:

Across the three CRA districts, there are approximately 333 acres of major paved (surface parking) areas equivalent to approximately 711 areas, with an average size of .40 acres. Location of these areas are primarily along major commercial corridors and where flood-prone areas exist as seen in **Figure 55**.

Table 1. CRA District Major Paved Areas

CRA District	Number of Major Paved Areas	Acreage	Average size (acres)
Westside	254	110	.43
Eastside	57	15	.26
Urban Core	400	208	.52

Figure 55 Flood-Prone Areas and Major Paved Areas

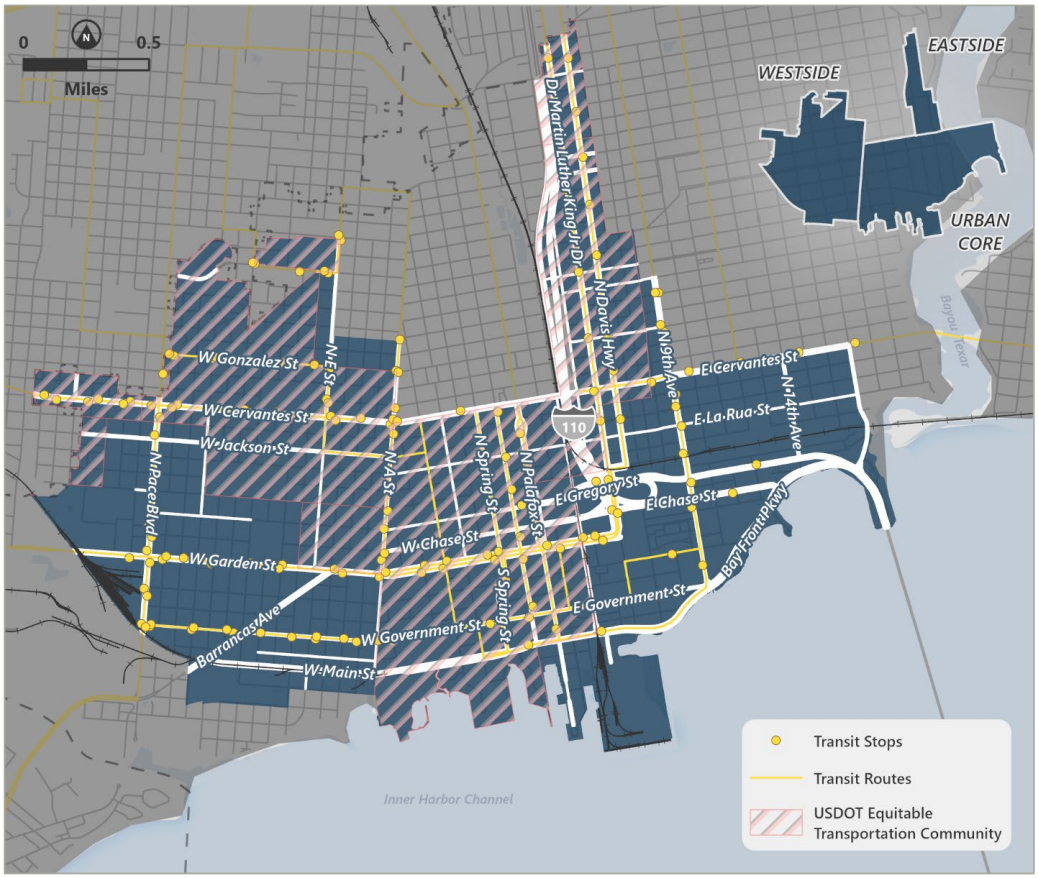


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4.4 Transit

Escambia County runs the only transit service in the area. There are a total of six routes, most of which cover the urban core but provide less coverage in the Westside and Eastside.

Figure 56 USDOT Transportation Disadvantaged Communities and Transit



5 Community Input

Below is a high-level summary of the input received from various public workshops. The community's experience regarding mobility and accessibility further supports the data analyzed and described in previous sections of this document.

Challenges

- Intersections are unsafe for bike/ped crossing
- Speeding vehicles
- Lack of maintenance on existing pedestrian flashing crosswalk lights
- Lack of pedestrian crosswalks
- Lack of maintenance on existing sidewalks
- Lack of sidewalks
- Lack of protected space or roadways that accommodate pedestrians and bicycles and connect them across all districts and neighborhoods
- Lack of places to walk to i.e., restaurants or stores (Westside)
- Flooding issues are a big challenge
- Many underutilized parking lots
- Vehicle dominated streets make pedestrians and bicyclist feel unsafe
- Roadways that are the most unsafe or are barriers in districts are State roads

Strengths

- New streetscape in South DeVillers
- Streetscape on Government Street
- Beach Trolley

Opportunities

- Pedestrian separated walkways/bridges to cross dangerous arterials
- Optimize the use of what has already been built
- Take inventory of unused or underutilized properties
- Expand Longhollow stormwater pond with under-utilized properties around it
- Create a Mobility Hub that better connects bus, micro transit, ferry, Historic District, Palafox, and commercial areas

6 Planned Transportation Improvements

Several roadways within the CRA districts were found to have improvements planned for the coming years or are currently undergoing improvements. The following section summarizes key documents listed in the Reference section.

6.1 City of Pensacola Capital Improvement Program

A capital improvement program (CIP) is the funding of construction, major repair, or purchase of capital items such as roadways, bridges, and buildings. This program is typically a five-year horizon of which the first year is the entity's capital budget. The capital budget is adopted and implemented. The CIP considers community needs, financial capability, and future needs in determining which projects are placed in the program. It is the most influential tool by which to shape the quality and types of projects a city undertakes. **Figure 57** is a map illustrating these improvements, as obtained from the city data at the time of this report. The projects shown are categorized by the current phase of the project. CRA projects are shown with an outline.

Figure 57 Capital Improvement Program

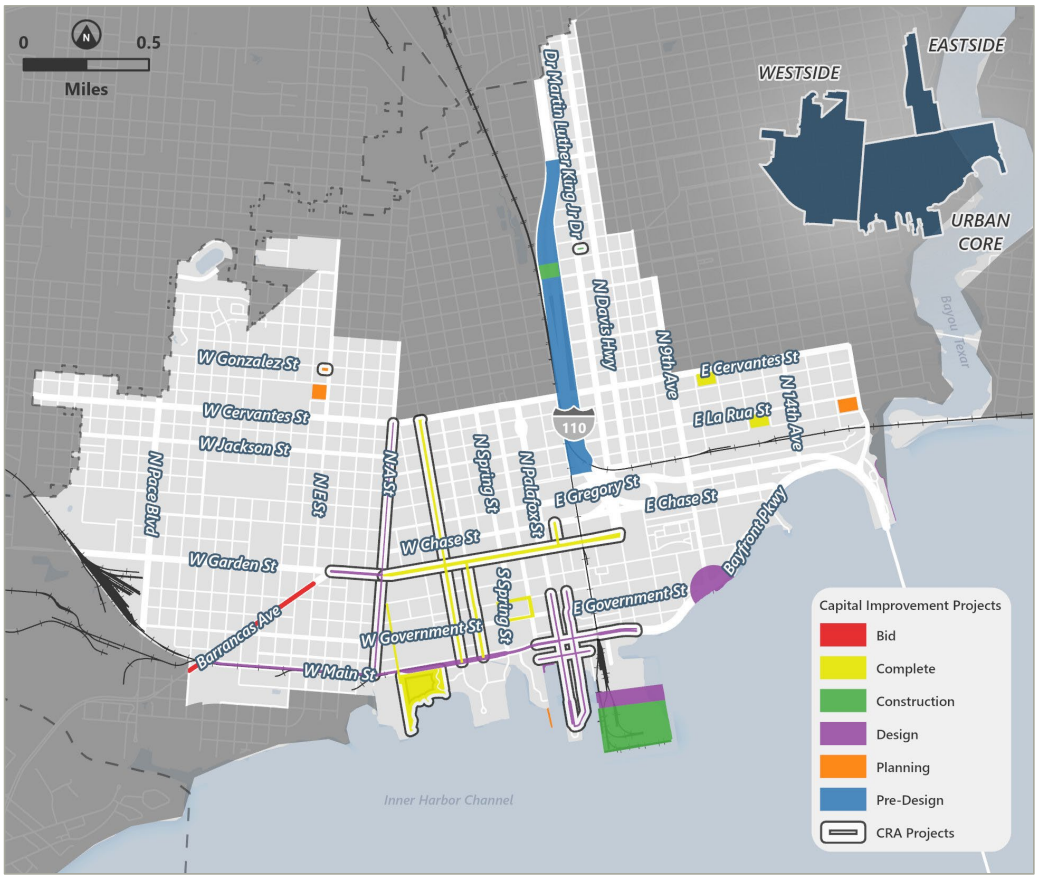


Table 2. Capital Improvement Projects – CRA Projects

City Division	Project Type	Project Phase	Schedule Term
CRA	Hashtag Roadway Revitalization Project	Design	TBD
CRA	Bruce Beach Park Improvements - Phase 1	Complete	Complete
CRA	A Street Revitalization Project	Design	TBD
CRA	General Daniel "Chappie" James, Jr. Museum and Flight Academy - Phase II	Construction	TBD
CRA	DeVilliers Streetscape Revitalization - Phase 1	Complete	Summer 2021

City Division	Project Type	Project Phase	Schedule Term
CRA	DeVilliers Streetscape Revitalization - Phase 2	Complete	Summer 2021
CRA	Bruce Beach Park Improvements - Phase 2	Construction	Fall 2024
CRA	West Garden Street Landscape Beautification Project: A to C	Design	TBD
CRA	Alice Williams Rehabilitation Project	Planning	TBD
CRA	East Garden District Streetscape	Complete	Summer 2022
CRA	Reus St Revitalization Project Phase 1	Complete	Summer 2021
CRA	East Garden Street Landscape Beautification Project: Alcaniz to A	Complete	Summer 2022

6.2 Florida/Alabama Transportation Planning Organization Long Range Transportation Plan

The 2045 Long Range Transportation Plan (LRTP) for the Florida-Alabama Transportation Planning Organization (FL-AL TPO) outlines the 25-year vision for transportation in the region, which includes Escambia and Santa Rosa Counties in Florida, and Baldwin County in Alabama. The LRTP establishes goals and allocated projected revenues to transportation programs and projects. The plan addresses both the region's current and future transportation needs.

The transportation projects in the plan are grouped into five key categories:

- **Capacity Projects**: Adding lanes and improving road capacity.
- **Complete Streets/ Corridor Projects**: Enhancing streets for all users
- **Intersection Projects**: Improving intersections for better traffic flow and safety.
- **Transit Projects**: Enhancing bus services and expanding transit infrastructure.
- **Bicycle/Pedestrian Projects**: Expanding bike lanes, sidewalks, and multi-use paths.

Figure 58 Needs Plan - FL-AL Transportation Planning Organization

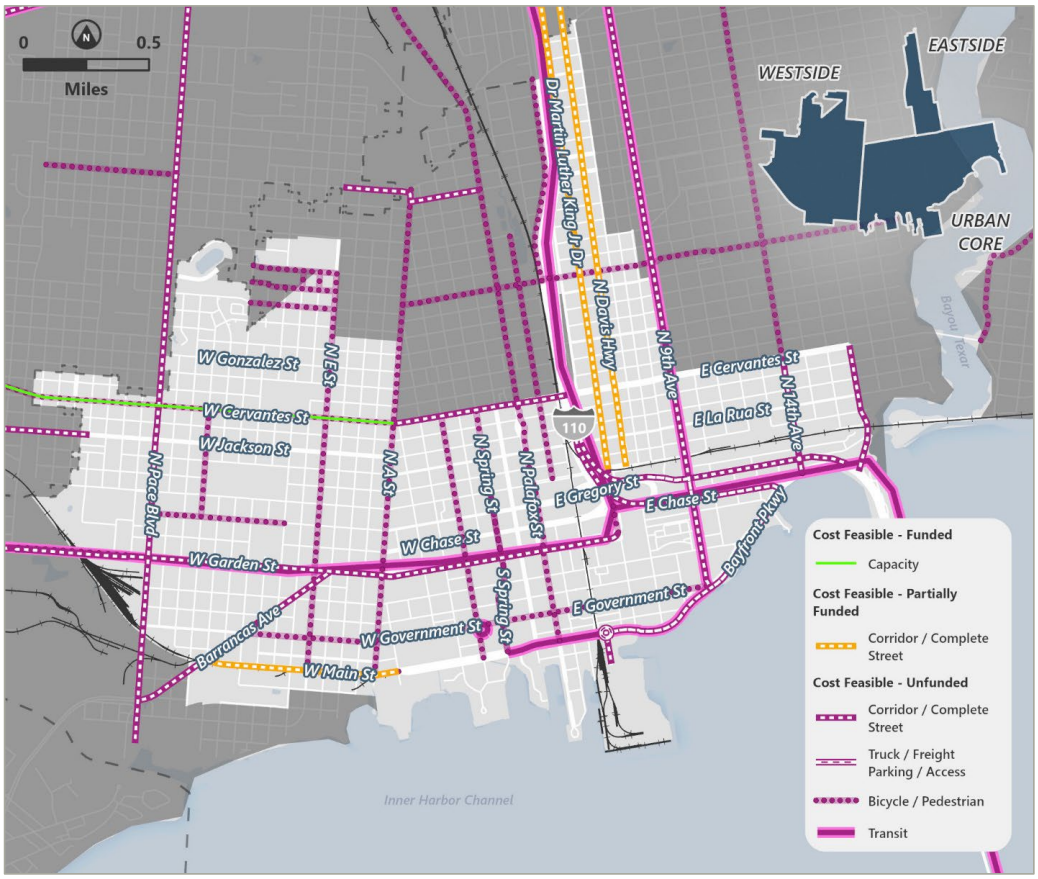


Table 3. Cost Feasible Projects – Funded Projects CRA Districts Sample

Corridor	From	To	Project Description	Segment Length
Garden Street	W Street	Alcaniz Street	Corridor Management Plan/Complete Streets Study	2.45
14th Avenue	Cervantes Street	Bayfront Parkway	Corridor Management Plan/Complete Streets Study	0.47
Gregory Street	I-110	Bayfront Parkway	Corridor Management Plan/Complete Streets Study	0.81

Corridor	From	To	Project Description	Segment Length
Chase Street	I-110	Bayfront Parkway	Corridor Management Plan/Complete Streets Study	0.55
W. Lee St, N. G St, N. F St	E St, Blount, Blount	J St, Moreno, Moreno	West Moreno	1.72
West Cervantes	A St	Dominguez	Corridor Improvements	2.24
N. E Main St	Garden St	Cervantes St	Corridor Improvements	0.60
L St	West Cervantes	Legion Field Park	Corridor Improvements	0.42
W Gregory St	L St	Pace Blvd	Corridor Improvements	0.19
N. Spring St	Garden St	Main St (South Segment)	Corridor Improvements	0.97
N. Reus St	Cervantes St	Main St	Corridor Improvements	0.97
Palafox St	Fairfield, Cervantes, SB Hayne St, Maxwell, Guillemard St	Main, Yonge, Maxwell, Blunt, Wright St	Corridor Improvements	2.93
W Navy Blvd	Bayou Chico Bridge	SR 292/Barrancas Ave	Bike Lanes	1.74
Gregory St	L St	G St	Corridor Improvements	0.33
W. Main St	E St	Clubbs St	Corridor Improvements	0.36
N. E Main St	Main St	Garden St	Corridor Improvements	0.40
A St	Maxwell St	Main St	Corridor Improvements	1.94

6.3 Active Transportation Plan

The ATP was adopted by the City of Pensacola August 2023. The ATP prioritizes reducing traffic-related fatalities and injuries, endorsing a Vision Zero approach, which aims for zero fatalities.

The plan also emphasizes filling gaps in the transportation network, linking key destinations such as schools, parks, and commercial areas. The goal is to accommodate all community members, and encourage alternative transportation modes to car travel.

The ATP creates a Future Network framework that includes three categories of pedestrian and bicycle focused infrastructure:

- Neighborhood Greenways
- Bike Routes
- Trails

The future network design recommendations include using context-sensitive designs to make streets safer and more accessible based on their location (urban, suburban, etc.), using countermeasures to calm traffic and improve crossings and expand the bicycle network.

Figure 59 ATP Future Network

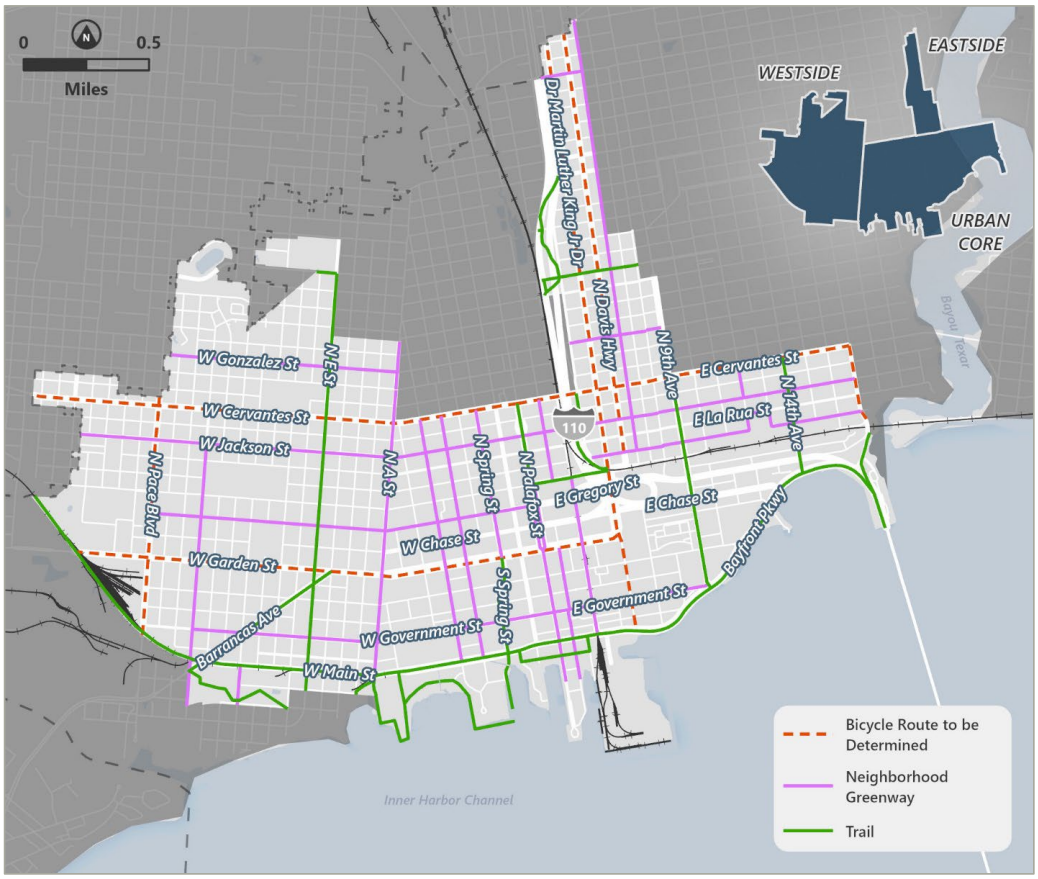


Table 4. ATP Future Network – CRA Districts

Project Name	Project Extents (TO)	Project Extents (FROM)	Project Type	CRA District
Dr Martin Luther King Jr Dr	E Jackson St	E Gonzalez St	Bicycle Route Tbd	Urban Core, Eastside
Dr Martin Luther King Jr Dr	E Gonzalez St	E Blount St	Bicycle Route Tbd	Eastside
N 17th Ave	E Maxwell St	Bayfront Pkwy	Bicycle Route Tbd	Urban Core
N Spring St	W Garden St	W Cervantes St	Neighborhood Greenway	Urban Core
W Gregory St	N A St	N Palafox St	Neighborhood Greenway	Urban Core, Westside
E Cross St	E Cross St	N 14th St	Neighborhood Greenway	Eastside
E Government St	S A St	S 9th Ave	Neighborhood Greenway	Urban Core, Westside
W Main St	S Glubbs St	S De Villiers St	Trail	Urban Core, Westside
S Spring St	W Main St	W Government St	Trail	Urban Core
E Blount St	N Guillemard St	N 9th Ave	Trail	Eastside
Burlington Northern Rail/Bill Gregory Park	N W St	Barrancas Ave	Trail	Westside

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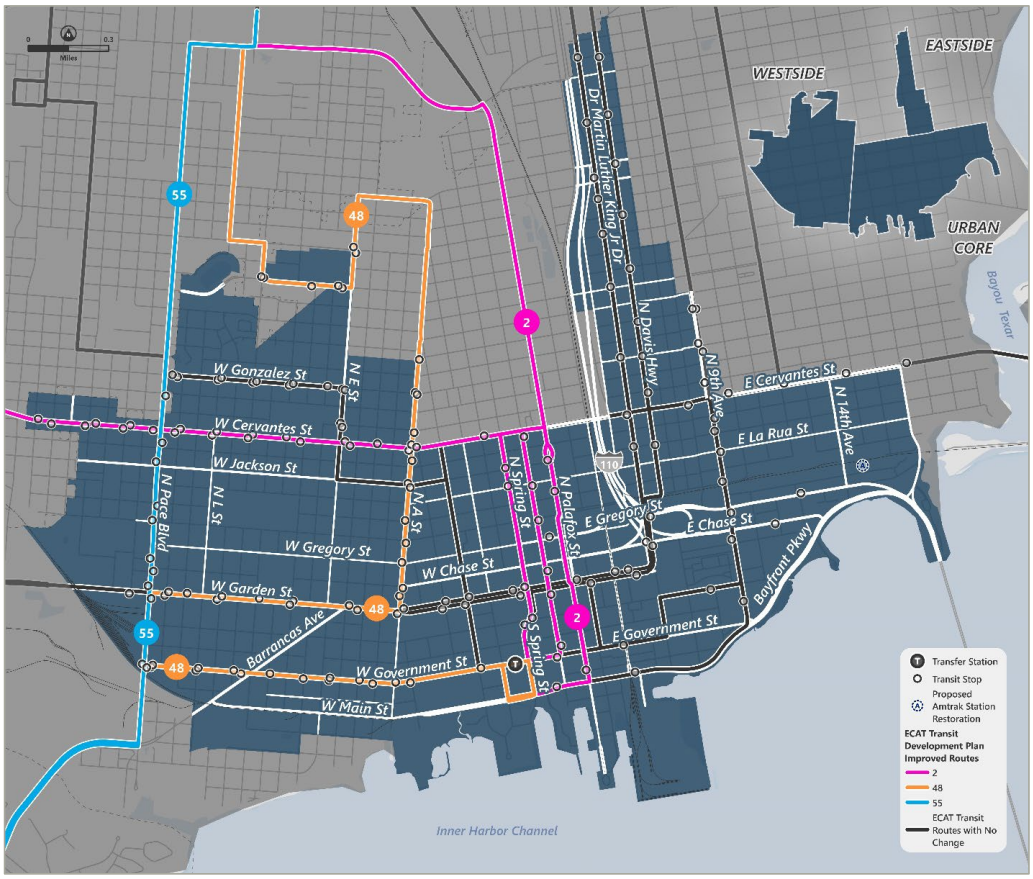
6.4 Escambia County Area Transit -Transit Development Plan (TDP), 2022 - 2031

The TDP is a 10-year planning document required by the Florida Department of Transportation (FDOT) to guide the development of transit systems. It covers the period from 2022 to 2031 and includes short-term and long-term strategies and goals for transit in Escambia County. ECAT serves an area of approximately 189 square miles, primarily within Escambia County, and includes connections to Santa Rosa County. The system operates over 1,000 stops with 285 miles of routes and serves more than 1.5 million annual passenger trips.

As part of the TDP, the Comprehensive Operations Analysis (COA) concluded that major changes to the system was needed to improve overall performance given that the population is expected to grow by 9.7% by 2030, with significant transit needs in urban areas. Major improvements include:

- Extended weekend services and extended hours
- Increased frequency on high demand routes, among them within the CRA boundaries are Routes 52 and 55 as shown in **Figure 60**
- Late night service
- Bus stop upgrades in high need areas
- Service to new areas with improved connectivity through enhanced first and last mile services or mobility on demand services which are nimbler and more flexible and provide greater coverage within districts

Figure 60 ECAT Proposed Improved Routes in CRA Districts



6.5 MLK and Davis Conversion Feasibility Study

The feasibility study analyzed the ability to convert MLK Drive/Alcaniz Street and Davis Highway from their current one-way pair configuration to two-way traffic. The purpose is to improve general safety and restore the neighborhood roadway network grid in the Eastside Community Redevelopment Area. Currently, SR 291 (Davis Highway northbound, MLK Drive/Alcaniz Street southbound) is configured as two one-way pairs over a 2.2-mile stretch between Fairfield Drive and E. Wright Street. Recommendations are summarized as follows:

- Southern Tie-in at Wright Street: Intersection improvements, including potential signalization and pedestrian enhancements, are recommended to address safety concerns.
- Cervantes Street and Texar Drive: Additional turn lanes and traffic management measures are proposed to improve traffic flow.

- Magee Field: Several pedestrian safety improvements, including raised crosswalks and speed advisories, are recommended around Magee Field.
- Speed Limit: A 30 mph speed limit is recommended throughout the corridor.
- Lighting and Sidewalks: Enhanced LED lighting and the completion of sidewalk gaps are suggested to improve safety, especially for pedestrians.
- Signal Modifications: Adjustments to traffic signals to accommodate two-way traffic are necessary, along with additional signage to discourage wrong-way travel if the conversion is not implemented.

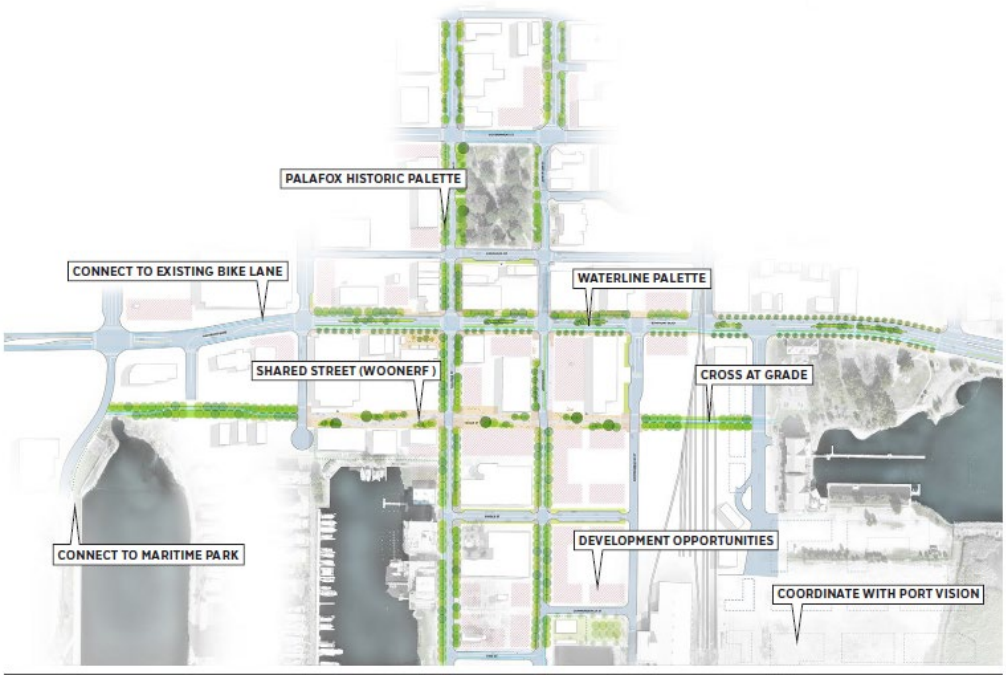
The study concluded that converting the corridors to two-way traffic with the proposed improvements would enhance safety and restore the neighborhood's roadway network.

6.6 Pensacola Waterfront Framework Plan

The framework plan focuses on creating Pensacola's downtown waterfront as a more inclusive, connected, and resilient space. The Plan identifies two key catalytic projects, Bruce Beach and the Hashtag Connector **(Figure 61)**: The Hashtag Connector is focused linking four major streets—Palafox, Jefferson, Main, and Cedar. The goal is to focus on mobility and connectivity that will enhance the downtown and waterfront area by supporting a complete bike and pedestrian network and streetscape improvements. It is projected to be a three phase process with:

- Initial phase (0-3 years): Immediate projects focus on creating pop-up parks, minor streetscape improvements, and temporary installations that activate public spaces and draw people to the waterfront
- Intermediate Phase (3-8 years): More permanent infrastructure upgrades will be implemented, such as protected bike lanes, shared streets, and expanded public spaces
- Long-Term (8+ years): Major infrastructure and development projects

Figure 61 Waterfront Framework Plan - Hashtag Connector



Source: SCAPE

References

A review was completed to map any planned or programmed roadway improvements in the three districts. Sources consulted, but not an exhaustive list, includes the following:

- FL-AL Transportation Planning Organization (FL-AL TPO) 2045 Long-Range Transportation Plan 2045 LRTP
  - Fl-AL TPO Priorities DRAFT Transportation Project Priorities. TPO Transportation Priorities FY2026-2030
  - FL-AL TPO Bike Ped Plan FL-AL TPO Bike/Ped Plan
- FDOT Work Program FDOT OWPB - WP Reports; 5 Year Work Program (state.fl.us); Work Program - Current (arcgis.com)
- Cervantes Street Traffic Feasibility Study West_Cervantes_Street_Lane_Reduction_Traffic Feasibility Study_20190913.pdf (ecrc.org)
- Davis / MLK / Alcaniz Two-Way Conversion Traffic Feasibility Study MLK-Davis_final report_06 19 20.pdf (ecrc.org)
- W. Cervantes Corridor Plan West_Cervantes_CMP_FINAL.indd (ecrc.org)
- E. Cervantes Corridor Plan East_Cervantes_Corridor_Management_Plan_Final.pdf (ecrc.org)
- Main Street Corridor Plan Main St Report_portrait_07172014.indd (ecrc.org)
- N. Palafox Street Corridor Plan North_Palafox_Street_Corridor_Management_Plan_Final_Adopted.pdf (ecrc.org)
- ECAT Transit Development Plan Escambia County Area Transit (ecrc.org)
- City of Pensacola Active Transportation Plan Active Transportation Plan | City of Pensacola. Active Transportation Plan | City of Pensacola, Florida Official Website
  - Gonzalez Street Shareway (as referenced in city's Active Transportation Plan)
- Reimagine Jackson Reimagine Jackson Street | City of Pensacola. Reimagine Jackson Street | City of Pensacola, Florida Official Website
- CRA projects| City of Pensacola. CRA Projects | City of Pensacola, Florida Official Website
- Transportation Alternative (TA) Projects:
  - E. Maxwell Street sidewalks Pensacola - E Maxwell St Sidewalk TA Application.pdf (ecrc.org)
  - N. J Street sidewalks Pensacola - North J St Sidewalk TA Application.pdf (ecrc.org)
  - Hollice T Williams Multi Use Path Pensacola - TA Hollice T Williams MUP Phase 2 Application.pdf (ecrc.org)



April 7, 2025

PENSACOLA CRA PLANS UPDATE

UPDATES & CHANGES TO THE FEBRUARY DRAFT PLANS

Pensacola, Florida

BLOCK-BY-BLOCK
CRAFTING A PLAN
WESTSIDE · DOWNTOWN · EASTSIDE
PENSACOLA CRA

PENSACOLA COMMUNITY REDEVELOPMENT AGENCY · UDA · HDR · JLP+D · MĀI

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Proposed Changes to the Feb. 28th Eastside CRA Plan

1. Replace sentence in the Executive Summary

2. Add general language related to the activities that can be funded by the CRA (after the Overview of the CRA in the Introduction)

3. Add the Date Certain to the Overview of the CRA

4. Move “Partnership with Escambia County” to Economic Development

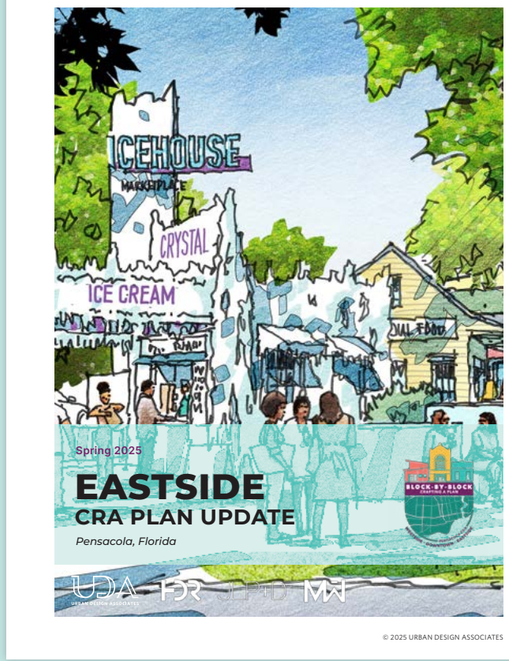
5. Add a bullet to the “Affordable Housing Incentive” related to supportive housing and housing fitting into the character of the surrounding area

6. Add recommendations to Transportation, Streets, and Parking:

   - Bus Shelter Improvements
   - Downtown Circulator

7. Remove the recommendation for Low Barrier Homeless Shelter under Open Space and Community Amenities

8. Add the TIF Revenue projections to the “Revenue Projections” section



1. Replace sentence in the Executive Summary

Replace this sentence:

"[t]he role of the CRA is to lead the decision-making by utilizing the revenues from the sale of tax increment bonds for specific projects aimed at redevelopment and improving areas in the community,"

with language provided by CRA legal counsel:

"The role of the CRA is to lead decision-making efforts related to redevelopment within its jurisdiction and to utilize increment revenues to undertake and complete redevelopment projects authorized by Part III, Chapter 163, Florida Statutes."

2. Add general language related to the activities that can be funded by the CRA

Add language from the CRA legal counsel after Overview of the CRA

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ACTIVITIES

In addition to specific special demonstration projects, recommendations and visions identified in the Plan, the CRA will be empowered to provide and may fund certain activities to further carry out the themes and principles of the Plan. Leveraging the private sector to the maximum extent and close coordination, cooperation and communication with other public and semi-public agencies is critical for the CRA to be most efficient with its redevelopment efforts.

In accordance with the limitations set forth in §163.387, Florida Statutes, the CRA may help directly stimulate and support private investment in new real estate development, property improvements, new business and infrastructure and may choose to offer financial incentives to fill the economic gap and stimulate redevelopment.

Property Acquisition

To help further the purposes of the Plan, the CRA may acquire property either for current or future redevelopment opportunities. The acquisition of property necessary to carry out the themes and principles of the Plan may be authorized by the CRA and City Council on a site-by-site basis or pursuant to established program policies and guidelines.

The CRA may also pay for related costs, including but not limited to, transaction costs, site clearance, demolition (with Council approval), and repairs.

Business Relocation[1]

The CRA may assist existing businesses within the Redevelopment Area to relocate in order to make way for redevelopment activities consistent with The Plan.

Environmental Improvements

Properties within the Redevelopment Area are known or are perceived to contain environmental contamination. The CRA is empowered to provide funding to cover costs associated with environmental cleanup in support of the redevelopment of such properties with approval by the CRA on a site-by-site basis or pursuant to established program policies and guidelines.

Prepare Sites For Redevelopment

The CRA may prepare or cause to be prepared as building and development sites, any property in the Redevelopment Area owned or acquired by the CRA, the City or any other person, in order to redevelop the site in accordance with the Plan. Such site preparation may include, but is not limited to demolition, building rehabilitation, building relocation, infrastructure, utilities, environmental cleanup and grading. Demolition may be pre-authorized by the CRA and City Council either on a site-by-site basis or pursuant to established program policies and guidelines.

1 Note: Limitation on assisting non-displaced businesses to relocate into the CRA, per AGO 2009-32. See 163.387(6)(c)(4); 163.370(2)(k), F.S..

Market Research And Site Due Diligence

The CRA may fund planning, surveys, and financial analysis efforts in order to assess market conditions and feasibility for redevelopment of the Redevelopment Area or for specific projects.

Property Disposition

The CRA is authorized to sell, lease, exchange, subdivide, transfer, assign, pledge, encumber by mortgage or deed of trust, or otherwise dispose of any interest in real property. To the extent permitted by law, the CRA is authorized, with the approval of City Council, to dispose of real property by negotiated sale, lease, or donation.

The leases, deeds, contracts, agreements, declarations of restrictions and other legal instruments relative to any real property interest conveyed by the CRA may contain restrictions, covenants, covenants running with the land, conditions subsequent, equitable servitudes, or such other provisions necessary to carry out the Plan and meet the objectives of the CRA.

The CRA also may pay for costs associated with the disposition of property, including but not limited advertisement for disposition, the solicitation process, and transaction costs.

Building Demolition, Rehabilitation, Reuse and Relocation

Demolition

The CRA may demolish, clear, or move buildings, structures and other improvements from any real property in the Redevelopment Area which it has acquired and as may be necessary to carry out the purpose of the Plan with the approval of City Council either on a site-by-site basis or pursuant to established program policies and guidelines.

Building Rehabilitation And Reuse[2]

The CRA may rehabilitate, redevelop and/or improve property for reuse. The CRA may work with the owner(s) and/or tenants through a joint venture to redevelop, reuse and/or rehabilitate such structures (ex. Commercial Property Improvements Program).

Relocation[3]

If a particular structure which is in an area that is proposed for redevelopment is determined by the City and/or the CRA as worthy of being preserved, the CRA may, if they determine preservation is feasible, authorize funding necessary to move the structure to another location within or outside the redevelopment area.

Additionally, the CRA may fund relocation assistance on a case-by-case basis as may be necessary to carry out the Plan.

2 Note: TIF may not be utilized for recruitment activities it is constitutes a “promotional” or “marketing” activity.
3 Note: Limitation on relocation of buildings per AGO 2009-32.

Property Management and Maintenance

Property Management

The CRA may manage property in furtherance of the principals and themes of the plan either directly or indirectly through the employment of agents, employees, independent contractors, companies or other persons.

Landscape & Site Maintenance

The CRA undertakes projects, both future and past, that require maintenance once the project is completed and open to the public. The CRA may employ maintenance services either directly or indirectly through the employment of agents, employees, independent contractors, companies or other persons.

Public Improvements, Beautification & Infrastructure

The Plan identifies specific public improvement projects to be implemented. In addition, the CRA may undertake and fund, in cooperation with public and private partners, public infrastructure improvements throughout the Redevelopment Area. These projects are not designed to replace funding already allocated for capital improvements in the area but rather to augment them. Projects should be multifaceted, accomplishing several goals outlined in the prioritization criteria found within the Implementation section of the Plan. Projects may be authorized by the CRA on a project-by-project basis or pursuant to established program policies and guidelines.

Allowable improvements include the following:

- Streetscapes – including a combination of street improvements such as, paving, striping, curb & gutter, signalization, signage, street trees, landscaping, lighting and/or sidewalks.
- Pedestrian & bike improvements – such as sidewalks, crosswalks, trails, lighting, furnishings, bike racks, etc.
- Landscaping & hardscaping
- Parking improvements – provision for off-street parking, parking structures (public and private), parking lot improvements (landscaping, lighting, striping, paving); public parking facilities and public/private parking joint ventures.
- Open space, parks and public space enhancements – Including but not limited to, parks, plazas, passages, trails, boardwalks and recreation facilities.
- Transit – trolley, bus, bus rapid transit (BRT), ferry, water taxi, rail, etc. located within the district.
- Public Art – when in conjunction with broader development or infrastructure projects.
- Waterfront & bay improvements – bulkheads, docks, marina slips, boardwalks and promenades, erosion control, etc.
- Utility upgrades – Upgrades to water, gas, sanitary sewer, phone, data, electric and other utilities when in conjunction with or in furtherance of broader development or infrastructure projects.

- Overhead utility relocation – relocation of overhead utilities shall be coordinated with utility electric company, phone, cable and data providers and the City when in conjunction with or in furtherance of broader development or infrastructure projects.
- Storm water management – storm water treatment (bio-swales, rain gardens, BMPs), detention, retention and conveyance when in conjunction with broader development or infrastructure projects.
- Environmental improvements – hazardous material cleanup, bay water-quality improvements, erosion control, etc. in preparation for broader development or infrastructure projects.
- Signage – District identification, district gateway, wayfinding, etc. in conjunction with or in furtherance of broader development or infrastructure projects.

Dissemination of Information

The CRA may undertake efforts to inform the public and stakeholders of CRA efforts to remedy slum and blighted areas as well as those specific opportunities available under CRA programs. Information may be disseminated via a number of methods, including but not limited to print and electronic means.

Community Policing Innovations

The CRA may fund Community policing innovations, as defined under Chapter 163, Part III, Florida Statues, to target or deter criminal activity within a community redevelopment area.

Administration and Professional Consulting Services

The CRA is empowered to fund all operational, management and administrative activities of the Agency including, but not limited to, employees' salaries and benefits, equipment, supplies, software and vehicles.

The CRA is empowered to hire private consultants for expert and temporary services to carry out the Plan, including all planning and analysis activities necessary for implementation and decision making.

Not-for Profit Entity[4]

The CRA is empowered to create a not-for-profit entity to facilitate receipt of outside source funding for purposes of implementing the CRA Plan.

4 Note: The CRA may create a non-profit but may not use TIF funds for its creation.

3. Add the Date Certain to the Overview of the CRA

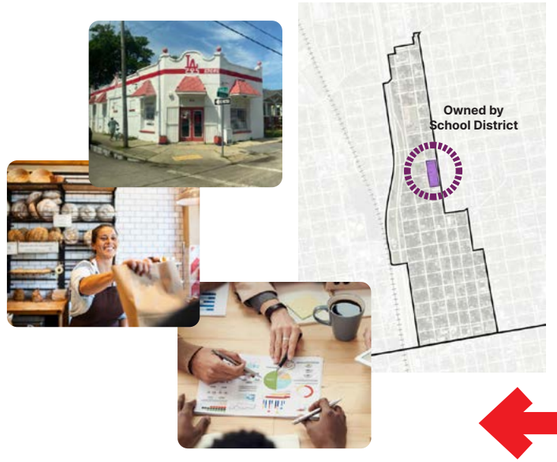
Insert Date Certain for the Eastside CRA as September 30, 2045.

4. Move “Partnership with Escambia County” to Economic Development

Recommendations by Topic

ECONOMIC DEVELOPMENT

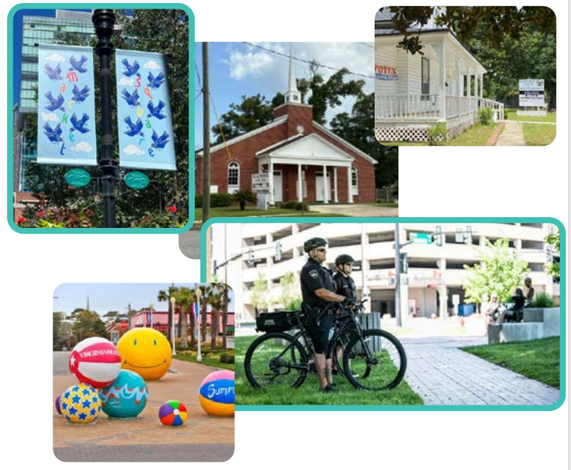
1. Commercial Property Improvement Program (CPIP)
2. Neighborhood Commercial Nodes
3. Workforce Development and Skills Training
4. Relationship with Escambia County School District
5. Strategic Development Support and Incentives
6. Community Benefits Guideline



Recommendations by Topic

NEIGHBORHOOD DEVELOPMENT

1. Neighborhood Capacity Building
2. Develop Neighborhood-Specific Plans
3. Neighborhood Identity and Wayfinding
4. Revitalize Cultural Landmarks and Historic Buildings
5. Community Safety
6. Partnership with Escambia County



5. Add a bullet to the “Affordable Housing Incentive”

Current recommendation:

- Use incentive programs aligned with the principles and goals of the redevelopment plan to continue to fund affordable housing projects.
- Identify target areas for incentives, which may include affordable housing, infrastructure improvements, coordination with redevelopment project(s), floodproofing as a means to encourage certain uses, etc.
- Engage partners like the Northwest Florida Community Land Trust to develop high-quality affordable projects in the CRA Districts.

Additional bullet point:

- Include supportive housing as part of the affordable housing incentive. Ensure that all affordable housing is designed to fit into the character of the surrounding area.

6. Add recommendations to Transportation, Streets, and Parking

Bus Shelter Improvements

Coordinate with ECAT to support bus shelter improvements along main transit lines.

Downtown Circulator

- Fund a feasibility study to explore the feasibility of establishing and operating a free downtown circulator
- Project start up and long-term operations costs
- Quantify the economic impact

7. Remove the recommendation for Low Barrier Homeless Shelter under Open Space and Community Amenities

Recommendations by Topic

OPEN SPACE AND COMMUNITY AMENITIES

1. Parks Master Plan
2. Art Requirement for New Development
3. Natural Habitats and Tree Canopies
4. Community Facilities
5. Public Restrooms
6. ~~Low Barrier Homeless Shelter~~
7. Community Gardens
8. Stormwater and Drainage Infrastructure Maintenance
9. Eastside African American Heritage Trail
10. Connections to Hollice T. Williams Park



8. Add the TIF Revenue projections to the “Revenue Projections” section

TIF REVENUE PROJECTION

Methodology for Modeling Potential Future Revenue
The TIF Calculations evaluates the potential revenue impacts of proposed projects and developments using a Tax Increment Financing (TIF) formula. This analysis examines historic property values (parcel data) and supplementary information from CoStar and City-provided documentation to quantify the additional value from new developments and proximity premium uplift for real estate within a 2,000-foot buffer zone of park projects.

The formula integrates multiple components to project total revenue uplift: a Park Premium + Inflation multiplier is applied to parcels near proposed parks; Public Redevelopment Premium + Inflation accounts for valuation increases driven by CRA Plan initiatives; and Private Redevelopment Premium + Inflation incorporates value increases from developer-proposed projects. These premium valuations are then added to the Future TIF Dollar Base, a forecast of parcel-level values spanning 2025–2035, derived from historic valuations between 2020–2024.

Park Premium Methodology
Parks increase the value of surrounding real estate. The park premium buffer methodology utilizes insights from the Florida Recreation and Parks Association (FRPA)’s property value resources calculator to quantify the added value of proximity to park projects. A multiplier is applied to property values within a defined buffer zone, capturing the economic benefits of access to green spaces. This multiplier is calibrated using national and regional trends in property value appreciation associated with park proximity, with adjustments for local market conditions where appropriate.

WHAT IS TAX-INCREMENT FINANCING (TIF)?

Tax Increment Financing (TIF) is a method of paying for redevelopment through projections of increased tax revenue on real estate values. The CRA offers TIF rebates to developers as an incentive to redevelop; these rebates are calculated as a percentage of tax increment generated by the project's construction, paid out over a set period of time.

TIF is a method that cities across the country have been using for decades as a tool for local governments to pay for infrastructure improvements and redevelopment of blighted areas. In the State of Florida, city's CRAs are responsible for monitoring/disbursing the TIF revenue.

TIF Calculations Formula
The TIF formula used City-provided historic property values and parcel data, supplemented by CoStar and proposed City documents, as inputs. A multiplier was applied to simulate the proximity premium value uplift for real estate within a 2,000-foot radius of each recommended park project. Additional valuation uplifts from proposed private and public parcels were added to the base CRA forecast data to calculate the total potential revenue from investing in park development.



The buffer boundary logic adheres to industry-standard practices, defining zones of influence based on factors such as walkability, accessibility, and line-of-sight. Properties within a 0.25-mile radius typically receive the highest premiums, with diminishing effects extending up to 0.5 miles or further, depending on the park's size and amenities. These boundaries ensure a consistent and equitable evaluation of the impact of proposed park projects on surrounding property values. The multiplier table is available below:

Identifying Parks For Premium Calculation
The parks selected for the Parks Premium calculation include a series of identified potential park projects outlined in UDA’s November 2024 Post-Workshop Survey Summary. This summary captured the perspectives of 174 participants, who were asked for their opinions on specific park initiatives, with one initiative proposed for each CRA. In addition to the three identified parks, the analysis also incorporated the Hollice Park buffer, as this project has been a key component of the contracted JLP+D work.

Park Proximity Premiums

Improvement Value	Park Proximity
20%	For parcels adjacent to the park
10%	For parcels 1 block away (500 feet)
5%	For parcels 2 blocks away (1,000 feet)

Improvement Value	Park Typology
10%	For active parks
33%	For active and passive recreation areas within the park
70%	For passive recreation within the park

Public Proposed Project Valuation Methodology
Proposed public investment project sites were identified in the UDA November 2024 Post-Workshop Survey Summary, with additional project square footage details provided by UDA. The square footage for each project was multiplied by the market price per square foot, as determined by CoStar. These values were then forecast using a unified appreciation rate to estimate future valuations. The difference between the forecast CRA parcel value and the projected public project valuation is applied to the TIF revenue projection.

Private Proposed Project Valuation Methodology
Proposed private investment project sites were identified using a Q4 2024 CoStar data pull of proposed and under-construction projects, which was subsequently reviewed and validated by city staff. The square footage of each project was multiplied by the market price per square foot, as provided by CoStar. These valuations were then forecast using a unified appreciation rate to estimate future property values. The difference between the forecast CRA parcel value and the projected private project valuation was incorporated into the TIF revenue projection.

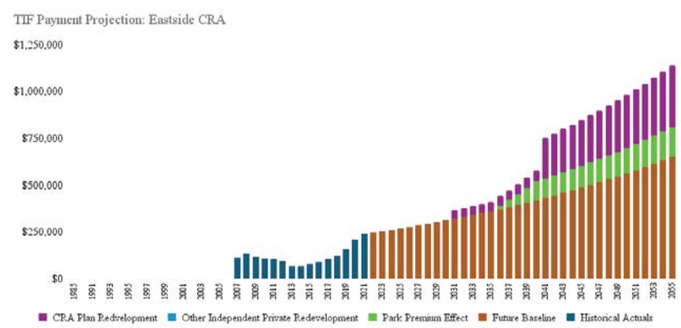
Baseline Property Value
Baseline projections for property values were developed by integrating the City of Pensacola's geospatial parcel data with historical numeric tax assessor data provided by the client. This was achieved by aligning the Parcel ID from the geospatial parcel dataset with the corresponding Parcel ID in the numeric tax assessor data, ensuring precise mapping of spatial attributes to their historical valuation trends.

Forecast annual appreciation rates are aligned with Florida's historical real estate inflation rates.

Historic TIF Millage Rates
TIF millage rates were sourced from the client's historical TIF revenue data. The provided data includes the following details:

Year	Eastside	Urban Core	Westside
2008	4.5395	2	4.5395
2009	4.5395	2	4.5395
2010	4.5395	2	4.5395
2011	4.2895	2	4.2895
2012	4.2895	2	4.2895
2013	4.2895	2	4.2895
2014	4.2895	2	4.2895
2015	4.2895	2	4.2895
2016	4.2895	2	4.2895
2017	4.2895	2	4.2895
2018	4.2895	2	4.2895
2019	4.2895	2	4.2895
2020	4.2895	2	4.2895

Eastside CRA TIF Revenue Performance
Summary of Revenue Estimation



Historically, TIF payments (dark blue) began in the mid-2000s and showed a steady but moderate increase over time. A slight dip between 2010 and 2013 suggests a temporary stagnation in property values tied to broader economic conditions. However, after 2013, a gradual upward trend emerged, aligning with economic recovery and new development initiatives.

The future baseline TIF payment with inflation (brown) represents projected revenue growth in the absence of additional development. This steady increase reflects expected property appreciation and rising assessment values over time.

A notable shift begins around 2030, when additional TIF payments from the CRA Plan's proposed development (purple) start contributing to overall revenue growth. This marks a turning point where planned public-sector initiatives begin to generate financial returns.

Another critical factor in revenue expansion is the "park premium" (green), which emerges around 2035. This delayed but significant increase indicates the impact of public space enhancements, most noticeably the Hollice T. Williams Park, on nearby property values. Historically, properties near improved public spaces experience appreciation, leading to increased tax increment contributions.

In the Eastside District, there is no other private redevelopment in addition to what is captured in the CRA Plan.

City of Pensacola

Eastside Redevelopment Board

SPECIAL MEETING

MINUTES

City of Pensacola
222 W. Main Street
Pensacola, FL 32502

March 11, 2025, 3:30 PM **Whibbs Room, 1st floor**

The meeting can be watched via live stream at cityofpensacola.com/video.

CALL TO ORDER

The Eastside Redevelopment Board (ERB) meeting was call to order by Chairperson Lane at 3:41 P.M

Members Present: Jennifer Brahier, Zachary Lane, Aretta Anderson

Members Absent: Tommy White

DETERMINATION OF QUORUM

A quorum was present.

ACTION ITEMS

1. 25-233 EASTSIDE 2025 REDEVELOPMENT PLAN UPDATE RECOMMENDATION

A motion to approve was made by Board Member Brahier and seconded by Board Member Anderson.

CRA Division Manager, Victoria D'Angelo, provided an introduction of the item. Megan O'Hara, of Urban Design Associates (UDA), provided an in-depth overview of the item. Discussion ensued by the board and the public. Staff responded accordingly to questions.

Public Speakers:

Tony McCray
James Gulley
Jeannie Rhoden

DRAFT

Public speakers expressed concern about the low-barrier homeless shelter listed in the plan, the potential for gentrification and time to review the plans.

Board Member Brahier made a friendly amendment to recommend approval of the updated Eastside Redevelopment Plan with the removal of the low-barrier homeless shelter.

The motion passed by the following vote:

Yes: 3 Jennifer Brahier, Zachary Lane, Aretta Anderson
No: 0 None

2. 25-207 FY2026 EASTSIDE PROJECT PRIORITIES

A motion to approve was made by Board Member Brahier and seconded by Board Member Anderson.

CRA Division Manager, Victoria D'Angelo, provided an overview of the item. Discussion ensued by the board. Staff responded to questions accordingly.

Board Member Brahier made a friendly amendment to:

1) **Remove the General Daniel "Chappie" James, Jr. Museum and Flight Academy – Phase II and the Skate Park within the Hollice T. Williams Urban Greenway from the recommended project list and 5-year implementation plan due to completion.**

2) **Add the following new projects to the recommended project and 5-year implementation plan:**
   a. **Crystal Ice House Market Strategy**
   b. **Gonzalez Street Shareway**

3) **Identify the following project priorities in order of importance:**
   1. **Crystal Ice House Market Strategy**
   2. **Hollice T. Williams Park (Urban Greenway)**
   3. **Residential Property Improvement Program**
   4. **Gonzalez Street Shareway**

The motion passed by the following vote:

Yes: 3 Jennifer Brahier, Zachary Lane, Aretta Anderson
No: 0 None

DRAFT

BOARD MEMBER COMMENTS

Due to the lack of an Open Forum order of business item on the special meeting agenda, Chairperson Lane authorized members of the public to speak on topics not on the agenda at this time.

Public Speakers:

Jeannie Rhoden
James Gulley

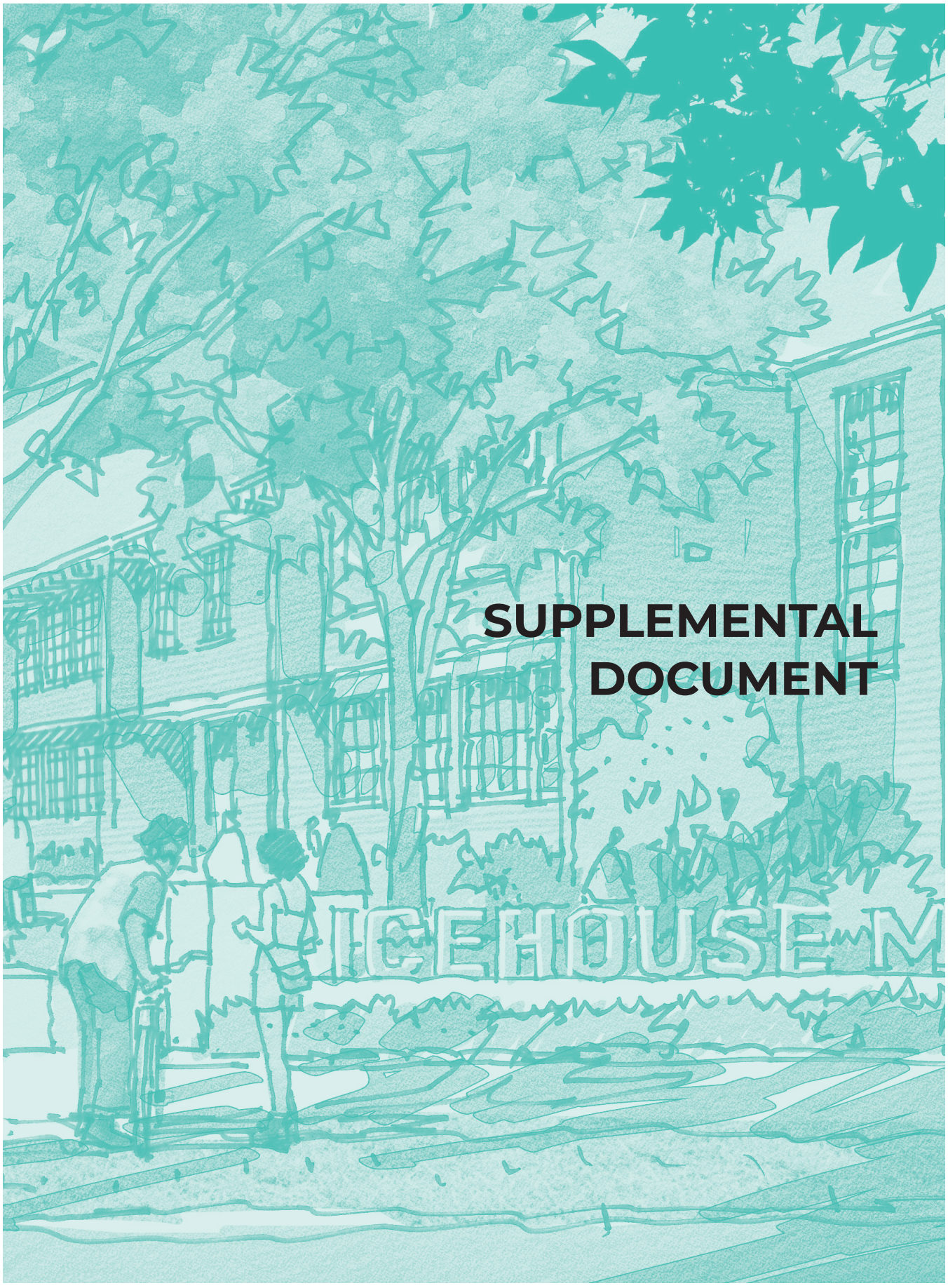
Public speakers expressed interest in the use of the Chappie James Museum and Flight Academy site to hold neighborhood association meetings and discussed details surrounding the City's loan to the Eastside district.

ADJOURNMENT

5:01 p.m.

PLEASE NOTE: One or more members of the City Council/Community Redevelopment Agency Board may be in attendance. The City of Pensacola adheres to the Americans with Disabilities Act and will make reasonable accommodations for access to city services, programs, and activities. Please call 850-436-5640 for further information. Requests must be made at least 48 hours in advance of the event in order to allow the City time to provide the requested services.

DRAFT



SUPPLEMENTAL DOCUMENT

ROLE OF THE CRA

The CRA has the ability to act in a variety of capacities to help initiate, implement, and/or influence the recommendations outlined in the previous chapter. Many projects identified for the CRA districts will be led by the City or by private developers or investors. The CRA should have a clear understanding of its role in each project. Three roles for the CRA are:



PROJECT LEAD

- CRA generates the project and operates with autonomy to make decisions
- CRA is the primary funder and implementer of the project
- City and other funding sources may supplement the project
- Projects would be subject to expanded design and development standards and CRA design review process



FUNDER

- City or Public Entity generates the project, CRA contributes funding
- Project implemented by others (City, private developers, etc.)
- The CRA will play a support role to the implementing entity
- Projects would be subject to expanded design and development standards and CRA design review process



ADVOCATE

- Any entity other than the CRA generates the project, CRA does not contribute funding
- CRA recognizes that the project will have an impact on the CRA district and potentially on disadvantaged communities and work to identify, clarify, or amplify the unified voice to make recommendations to a project (to an agency like FDOT, etc.)
- The CRA can articulate support for or opposition to projects and make community members aware of meetings or opportunities to share their input
- CRA may act as a project champion

Role 1: Project Lead

- The CRA will act as the lead for projects that are largely funded by the TIF funding and other sources within the CRA's purview, initiating and executing these projects.
- The CRA will manage a list of CRA projects, match available funding sources to potential projects using the criteria for prioritization, select recipients of funding, and manage projects and programs.
- CRA has the greatest control over the outcomes and success of projects and the impacts they lead. Therefore, these projects should reflect the priorities laid out in the CRA plans.
- As projects arise, the CRA will review potential projects for alignment with the CRA Plan goals.
- The CRA will administer the Urban Design Overlay and any expanded design & development standards. Any projects receiving CRA funding would be subject to these standards as well as a CRA-led design review process.
- The CRA will create a project/program checklist and procedures for review of projects for compliance with CRA Plan Update.
- The CRA will monitor projects throughout the development process via a dashboard using the updated projects list compiled for the plan update to show projects and phasing of current projects and how they relate to other City or County projects.
- The CRA will plan community activities that promote awareness for projects and draw attention to the CRA Plan's recommendations, such as walking audits, or participation in quick-build projects.

Role 2: Funder

- For certain projects, the CRA will contribute funding or financing to a lead organization(s) for a project, or in-kind contributions, such as staff time.
- The CRA will play a support role to the lead organization(s) and help influence decision-making.
- Projects to which the CRA contributes funding would be subject to CRA standards for design and development and may be subject to a CRA-led design review process.

Role 3: Advocate

- Many projects in the CRA districts will be executed and funded by others, however the CRA still has a vested interest in the investment and the outcomes of the project. In these cases, the CRA can act as an advocate, supporting the efforts and providing input through defined channels to shape the project to have the biggest positive impact on the CRA districts.
- The CRA should identity and mitigate potential negative impacts, specifically impacts on disadvantaged or underserved communities.
- The CRA should leverage their influence to publicly support or oppose projects led by other organizations to ensure projects align with CRA goals.
- When serving in the Advocate role, the CRA will likely need to provide input through other agencies' processes. For example, on FDOT roads, the CRA will organize and consolidate input from the CRA plans and follow-up engagement and share it with the lead agency through their designated process. Relationship and partnership building are critical to build trust and ensure the CRA can provide input early enough in the process to effect outcomes.

PRIORITIZING PROJECTS

HOW TO PRIORITIZE AND MAKE DECISIONS

The decision-making framework for implementing projects establishes the process for determining the highest-priority projects. This section proposes a simplified framework for prioritizing projects. The framework may be adapted and modified by the CRA, as a living tool. The CRA Board and staff maintain a level of discretion to make adjustments to this example methodology, as the needs of the districts evolve and as available TIF funding allows.

CRA Prioritization Criteria

The proposed criteria emerged from the community engagement priorities expressed during the CRA Plan Update process. They are intentionally broad, allowing for staff and decision-makers to apply them to a wide range of potential projects. The scoring should be simple and easy to use, and it should align with the CRA's mission and the goals established in this plan.

The CRA staff and CRA Board should use these criteria as a baseline and develop consensus scoring metrics. An adopted scoring matrix would set a foundation for the CRA to establish priorities and funded projects.

Alignment with other Established Prioritization Frameworks

Many projects noted in the CRA plans have already been prioritized by other lead entities. For example, the following City and regional plans have priority lists of projects:

- Active Transportation Plan Prioritization – City of Pensacola
- Ped/Bike Trail 2023 Masterplan – Emerald Coast Regional Council
- 2045 Long Range Transportation Plan Evaluation Criteria – Emerald Coast Regional Council

For this reason, the proposed CRA criteria include "Leverage & Alignment". Projects already receiving funding, stemming from other adopted plans, or are identified as priority projects by others are good candidates for implementation. Where possible the CRA should leverage its funding with other public and private investments to result in the greatest visible impact in the CRA districts.

CRA PRIORITIZATION CRITERIA

LEVERAGE & ALIGNMENT
Builds on or leverages past and/or future investments and aligns with priorities in adopted public plans

EQUITY
Brings resources to an underserved area or disadvantaged population

ECONOMIC DEVELOPMENT
Feasible and finance-able under projected market conditions

VISIBILITY
Highly visible and located along connectors or other key streets

CONNECTIVITY
Provides a needed walking, bicycling, or driving connection

AFFORDABILITY
Ensures housing or commercial space in the neighborhood will be affordable to existing residents and businesses

COMMUNITY NEEDS
Accomplishes something that is important to residents and community members

SAFETY
Makes streets safer to walk, bike, and cross or enhances community safety

RESILIENCE
Advances the resilience of the districts against flooding, storms, and other threats

EXAMPLE PROJECT SCORING

Example Project	Negative	Neutral	Positive	Score
Leverage & Alignment	☐	☐	☒	x
Visibility	☐	☒	☐	x
Community Needs	☐	☐	☒	x
Equity	☐	☒	☐	x
Connectivity	☒	☐	☐	x
Safety	☐	☒	☐	x
Economic Development	☐	☐	☒	x
Affordability	☐	☒	☐	x
Resilience	☐	☐	☒	x
Total Score	**-x**	**0**	**+x**	**x**

SAMPLE TOP-PRIORITY PROJECTS

Using the CRA Prioritization Criteria and the agreed-upon scoring matrix, the CRA will go through a collaborative process to evaluate the projects and recommendations in the plan. Considerations should be made for implementability, availability of funding, and alignment of timelines with other public and private investments. The Priority Projects Matrix is meant to act as a living document that will be updated as project feasibility, funding, and priorities evolve, and as projects on the list are funded or completed.

Priority Projects for Eastside CRA	CRA Role	Timeframe	Partners
1. Project description	Funder	1–3 years	City
2. Project description	Advocate	2–4 years	FDOT
3. Project description	Lead	5–10 years	Private developer
4. Project description			
5. Project description			
6. Project description			
7. Project description			
8. Project description			
9. Project description			
10. Project description			

This project matrix will be completed in collaboration with the CRA, after reviewing the projects and recommendations in the Urban Core CRA Plan Update and evaluating projects against the final prioritization criteria.

Priority Projects for Eastside CRA	CRA Role	Timeframe	Partners
11. Project description			
12. Project description			
13. Project description			
14. Project description			
15. Project description			
16. Project description			
17. Project description			
18. Project description			
19. Project description			
20. Project description			

MEASURING SUCCESS OF CRA INVESTMENTS



Pexels: Blue Bird

Measuring success can be the most difficult part of any plan, but it is a vital part of telling the story of the agency and the community it serves. Assessing how well things are going allows for transparency and accountability, creating an opportunity for meaningful adjustments to be made to best serve the evolving needs of the community.

Below are some potential indicators of success that may be used as part of the annual review of projects in each category. These are examples that could be applicable to any and all projects; however, it is not an exhaustive list of all possible indicators of success. The CRA staff and board should maintain a level of discretion to identify and use other relevant indicators on a case-by-case basis as a metric for measuring success.

Land Use & Zoning

- Development of new standards prioritized in the CRA Plan
- Adoption of policies prioritized in the CRA Plan

Economic & Neighborhood Development

- Establishment of a baseline vacant parcel map
- Acreage of vacant parcels reduced
- Increase in the percentage of vacant lots acquired annually
- Increase in the percentage of vacant lots developed annually
- Increase in the number of commercial properties renovated through the Commercial Property Improvement Program
- Reduction of commercial vacancies
- Increase in the percentage of homes in 1/2-mile drive to grocery store or fresh food source
- Reduction in unemployment (by CRA district, ACS data every 2 years)
- Increase in the number of small businesses start ups (SBA data, W/MBE etc.)
- Total annual investment in economic and neighborhood development

Housing

- Increase in the number of new units built with CRA funding (and an increase in the percentage of total units built in the district)
- Increase in the number of affordable units & level of affordability added (and an increase in the percentage of total units built in the district)
- Reduction in the percentage of population in the district housing cost burdened
- Increase in the number of houses renovated through the Residential Property Improvement Program
- Total annual investment in housing
- Continued administration of Small Scale Rental Program

Transportation, Streets, & Parking

- Percentage increase or number of new and improved bicycle and pedestrian projects within the district
- Additions to the number of gaps connected
- Percentage increase of sidewalk and bicycle improvements within a 1/4-mile of schools and parks
- Additions to the number of improved bus shelters and percentage of pedestrian facilities improved within a 1/4-mile of schools and parks
- Funding allocation for target speed study
- Completed target speed study in district
- Development of curb management plan
- Updated parking requirements for infill and redevelopment
- Additions to the number of wayfinding projects implemented
- Additions to the number of streets with enhanced streetscapes
- Additions to the number of countermeasures implemented in the district
- Additions to the number of streets that have reduced speeds
- Additions to the number of resurfacing and utility projects that have added safety improvements to include crosswalks, improving pedestrian and bicycle facilities, and other countermeasures.
- Total annual investment in transportation, streets, & parking

Open Space & Community Amenities

- Increase in the total volume added of district-serving stormwater detention/retention
- Acres of new publicly-accessible public space added
- Increase in the number of developments that include Low-Impact Design
- Total annual investment in community parks and amenities

GOVERNANCE STRUCTURE

The CRA decision-making structure ensures that funding is spent according to the statute and investments follow the adopted plans.

CURRENT STRUCTURE

The current governance structure has three levels of regulatory boards: City Council, CRA Board, and CRA Neighborhood Boards.

Purpose of the CRA Board

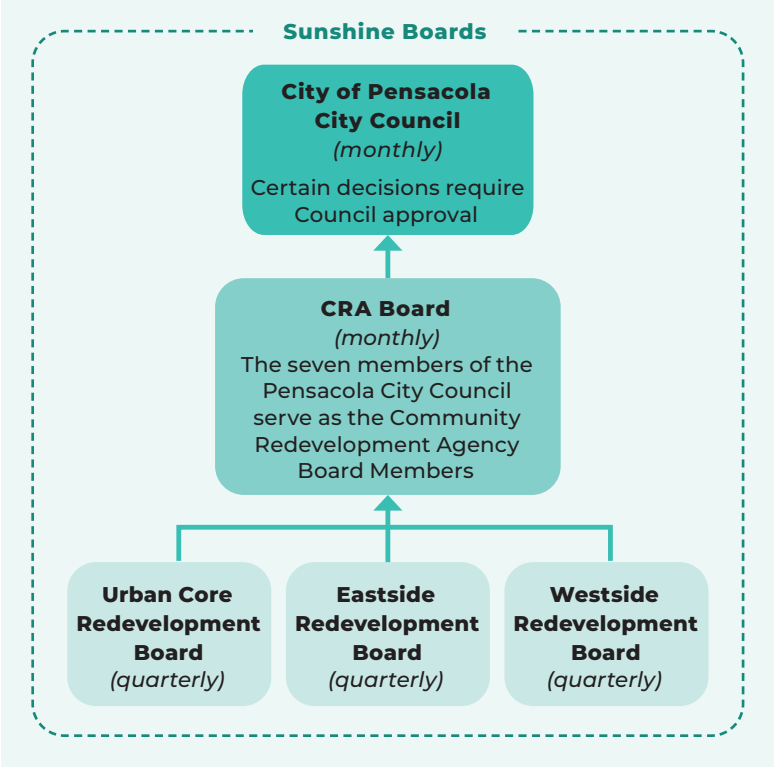
The CRA board meets monthly to formally evaluate and recommend projects that are researched and presented by CRA staff. The CRA Board votes to approve all CRA investments. Certain decisions also require approval by the City of Pensacola City Council.

Role of the CRA Neighborhood Boards

In addition, there are also three CRA Neighborhood Boards, one for each CRA area, which meet quarterly on alternating months. Formally, the neighborhood boards are responsible for recommending a project list and 5-year implementation plan.

Process for Approving Programs and Projects





WHAT WORKS WELL WITH THE CURRENT APPROACH?

- Each CRA District is represented (by residents, members of neighborhood associations, and business owners and operators)

CHALLENGES OF THE CURRENT APPROACH

- Projects move quickly (responding to funding and finance deadlines) and can advance significantly during the three-month interval, making the neighborhood board's input less consequential.
- Board members feel they don't have sufficient decision-making authority to justify the time commitment (i.e. they are being informed by staff, rather than making decisions)
- Low attendance and participation has led to difficulty reaching quorums in the neighborhood board meetings.

OPTION 1: COMMUNITY CHAMPIONS

Purpose of the CRA Board
The role and function of the CRA Board would remain as it is today. The CRA Board approves all CRA investments.

Role of the Community Champions Committee
The Community Champions would meet monthly, with representatives from all three CRA districts represented. CRA staff would provide updates about projects and available programs in each CRA district.

The Champions would act as liaisons, bringing information to the neighborhood organizations and leaders to facilitate a better understanding of activities and investments occurring in the CRA districts. They would promote the plans and speak to their peers at town halls. The Champions and CRA staff would work closely together to ensure residents and business owners in each CRA district have opportunities to provide input through continued engagement. Champions would be encouraged to attend CRA Board meetings to voice community support or concerns for projects.



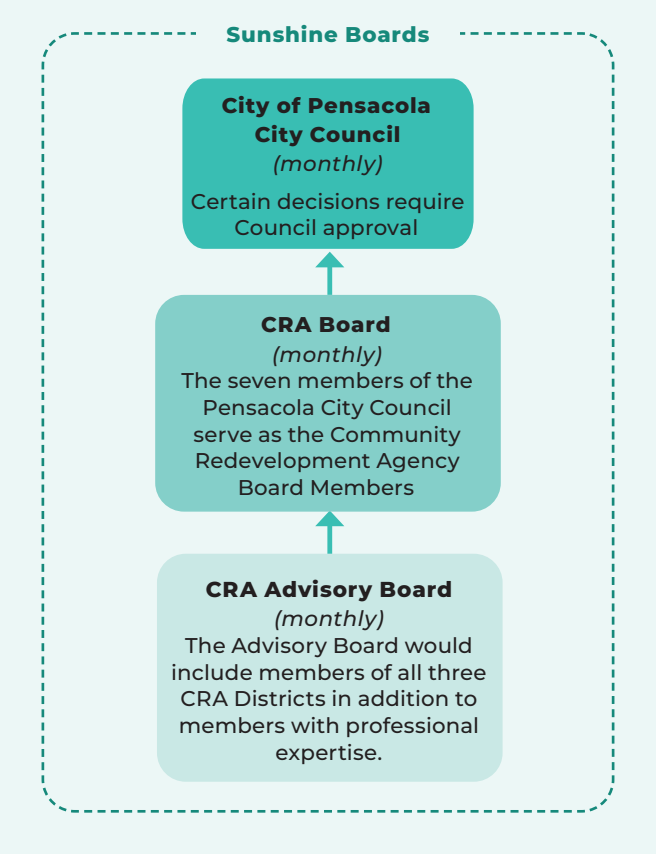
OPTION 2: CRA ADVISORY BOARD

Purpose of the CRA Board
The role and function of the CRA Board would remain as it is today. The CRA Board approves all CRA investments.

Role of the CRA Advisory Board
Because CRA projects tend to be complex, this alternative recommends forming a single advisory board, rather than three CRA Neighborhood Boards. The Advisory Board's role would be to evaluate projects and make informed recommendations to staff, based on their expertise and knowledge. By-laws for the board would stipulate membership with specific expertise in associated fields/industries, such as:

- Finance/banking
- Development/real estate
- Architecture/construction/building code compliance
- Planning/urban design
- One member from each CRA district

By meeting monthly, the Advisory Board would have an opportunity to have greater input into projects.



SUPPLEMENTAL DOCUMENT

POLICY AND FUNDING CONSIDERATIONS

FACILITATING GREATER AND MORE PUBLIC-PRIVATE DEVELOPMENT IN PENSACOLA

The key to successful plan implementation is to ensure that public agencies and private, non-profit, and community partners collaborate effectively. Currently, there are various opportunities and challenges perceived by the development community in Pensacola. And there are a variety of policy and funding tools that the CRA, the City, and their stakeholders can consider to promote organizational and process innovation, attract partnerships with the market and community, and ultimately improve development prospects and achieve plan goals.

The following perceived opportunities and challenges were identified in existing conditions research, interviews, and round table discussions.

Placemaking and Amenities

Perceived Opportunities

- Clustering of high(er) paying jobs in the Urban Core is attractive for developers and investors.
- There is a desire among the community to include jobs/business and/or entrepreneurship/workforce training opportunities.

Perceived Challenges

- Residents today have mixed perceptions about economic growth and socioeconomic wellbeing, especially in the Westside and Eastside.

Economic and Job Hubs

Perceived Opportunities

- Clustering of high(er) paying jobs in the Urban Core is attractive for developers and investors.
- There is a desire among the community to include jobs/business and/or entrepreneurship/workforce training opportunities.

Perceived Challenges

- Residents today have mixed perceptions about economic growth and socioeconomic wellbeing, especially in the Westside and Eastside.

Infrastructure

Perceived Challenges

- Developers are attracted to sites where stormwater retention is managed more centrally rather than by each individual owner.
- For now, high flood risk areas are avoided due to cost/risk.
- There is a need for additional transit access.

Land Availability

Perceived Opportunities

- City making public land affordable and/or available is attractive for private investors and developers.
- Projects on other types of land (churches, etc) with zoning changes is a potential new avenue for promoting greater development.

Planning

Perceived Opportunities

- Investors and developers from outside of the region tend to be less risk averse and could add capital to the region, but they need a compelling vision and strong/unique project opportunities.

Perceived Challenges

- Existing minimum parking requirements are viewed as a cost challenge to many developers.
- Permitting process is perceived by many developers as burdensome.

1: STREAMLINE THE GOVERNMENT'S ROLE IN DEVELOPMENT TO FACILITATE GREATER PRIVATE INVESTMENT

WHY?

Developers cite regulatory hurdles among reasons for insufficient private investments. There are possibilities to help developers reduce development costs and risks through more robust process coordination in the public sector.

HOW?

Tap into regional and national resources and networks for capacity training and organizational innovation. Consider setting up a "one-stop shop" or an accelerator program for prospective developers. The goal is to take a project management mindset in engaging current and prospective developers, helping coordinate actions and review procedures across multiple divisions and agencies in government. Chaperon the developers through the process, ensure both compliance of regulations and expedited processes, and contribute holistic planning considerations to make projects, especially large-scale ones, balance community needs with feasibility.

- Policy
  - Consider making a critical hire in government who has experience with complex developments and familiarity with multi-agency coordination. Station them in either the CRA, the Economic Development Department, or in a flexible role within the Mayor's Office. Authorize them to communicate directly with the heads of different divisions and/or agencies to facilitate this hire's impact (a Development "Czar").
  - Consider creating a new agency or quasi-governmental entity (or a division within an existing organization) that serves as the development arm of the City of Pensacola. This approach can potentially help lead the development of public land and PPPs in addition to facilitating private projects.
  - Exploring the Real Estate Development Accelerator (REDA) program or similar approaches to assist in expediting and incentivizing catalytic development projects, while ensuring high performance from developers and community buy-in.
- Funding
  - This approach prioritizes organizational innovation and does not require City/CRA's direct funding contribution to individual projects. What the new staff or team can focus on, however, is to facilitate the access to federal, state, and county-level funding.
  - When the City/CRA considers potential incentives in the future to further motivate private investments where ROI is currently too low relative to competition from other regions, the City/CRA should consider the following: 1) tie the applicants' qualifying criteria to KPIs aligned with key policy goals and the City's Strategic Plan; 2) conduct cost-benefit analysis to determine the programs' fiscal impact; 3) consider a broad array of incentive tools - in addition to fiscal tools, consider zoning policies, land contribution, and permitting and regulatory relief as part of the toolkit; 4) consider a phased approach to test the programs in specific high-priority areas before expanding their application; 5) consider combine guidance on community benefits agreement with incentive design to ensure fairness and preempt gentrification concerns; 5) leverage state and federal programs to maximize the impact of local programs.

2: ESTABLISH COMMUNITY BENEFITS AGREEMENTS IN A STANDARDIZED WAY THAT PROVIDE DIRECT ACCOUNTABILITY BETWEEN RESIDENTS, DEVELOPERS, AND GOVERNMENT

WHY?

Development within the CRA Districts can produce both positive and negative consequences for existing residents. A Community Benefits Agreement (CBA) can define components of a project and/or other contributions made by a developer to the community to minimize negative impacts and maximize positive outcomes, alleviating gentrification and displacement concerns. Well-defined community benefits can be especially useful when the public sector is considering offering incentives or other forms of assistance to the private sector. However, for developers, if the community benefits negotiation process and discretionary approvals lack predictability, then the process can add up to the risk and cost of a project. Therefore, a more standardized and predictable framework for community benefits will be beneficial to all parties.

HOW?

A standardized way of structuring CBAs can make the process more transparent, predictable, and fair for all parties. This requires the government to set general rules, frameworks, and templates that all CBAs can follow to ensure fairness, transparency, and predictability. Usually, CBA policies are set by the City and administered by planning agencies, but in close coordination with CRAs and other agencies.

- Policy
  - The City should explore legislations or policies that (such as a CBA Ordinance) that sets thresholds for what types of projects are required to establish a Community Benefits Agreement, often based on public funding or overall project size, what types of benefits should be considered and how, which geographic areas are subject to the ordinance. If CBA is voluntary rather than mandatory, the Ordinance can still be useful in guiding the structure and outcome of the CBA in a consistent manner. It is possible that the CBA framework might take a more incremental approach, such as only applied to a few places with heightened concerns on gentrification and displacement (including the area surrounding the Hollice T. Williams Park).
- Funding
  - Enforcement of the Agreement falls to the City in coordination with CRA and different agencies, which requires dedicated staff time. However, the tool itself has no direct funding requirements.



RDNE

3. IMPROVE AFFORDABILITY WITH COMMUNITY LAND TRUSTS

WHY?

The development of and the cost of subsidy for affordable housing both fluctuate, making it difficult for the City to commit to long-term and repeated affordability projects. Typical affordability measures, such as a subsidy that provides low-income households with a fixed percentage of housing units in a new development, provide immediate relief, but they often require additional public or private assistance for future families to benefit.

HOW?

A Community Land Trust (CLT) is established when land is owned by a single entity, usually a non-profit, and housing is sold to homeowners with restrictions upon resale that guarantee affordability for the next buyer. Such a long-term affordability tool codifies sale prices into deed covenants.

- Policy
  - A Community Land Trust has precedent in Pensacola, and the tool could be expanded further without policy changes. However, the City should define target areas for CLT acquisitions and facilitate the transfer of land ownership to the Trust in those areas before others, such as the Eastside CRA District.
- Funding
  - Land is usually donated or sold at a reduced price, however federal funding is available to CLT organizations. CLTs use the funding to purchase additional land for more homeownership. Many CLTs leverage Federal programs like HOME, CDBG and even LIHTC in their work to construct and rehab homes, growing the pool of homes with lasting affordability.

4: EXPLORE INNOVATIVE FINANCING MECHANISM FOR INFRASTRUCTURE IMPROVEMENT

WHY?

Developers see the lack of adequate infrastructure as prohibitive to starting new projects and a cost burden. With intense weather events increasing in frequency, stormwater infrastructure stands out as a particular risk factor.

HOW?

Coordinate with the engineering team to identify the most critical infrastructure needs that support and motivate development. Explore innovative financing structures that the City/CRA can deploy to improve critical infrastructure or more effectively incentivize and support individual owners in their own investments/upgrades.

- Policy/Funding
  - Consider market-based solutions such as credit trading programs. While infrastructure work is often seen as a role for the public or government to fill, all property owners maintain some level of infrastructure on their own property via electrical wiring, sewer lines, or rainwater and downspout management. A robust market enables good private behaviors without incurring significant public costs.
  - Consider potential incentive programs with a focus on stormwater management infrastructure. Cultivate Public Private Partnerships with companies that have expertise in constructing stormwater infrastructure, to provide the infrastructure work in exchange for funding/financing support or other zoning/regulatory relief.
  - Issue Green Bonds specifically for green infrastructure projects that attract investors interested in such projects, and provide relief to nearby properties during large rain events
  - Explore potential additional uses of the Stormwater Assessment Fee program. Investigate if the program can expand to cover stormwater infrastructure investments by the City in addition to regular maintenance.

5: FURTHER ENHANCE THE CITY'S UNIQUE BRAND WITH ATTRACTIVE HISTORICAL PRESERVATION AND ADAPTIVE REUSE PROJECTS

WHY?

Pensacola has a rich history, evident in its architecture. When these resources are fully utilized and taken care of, they can add to the sense of economic vibrancy and local brands, which many developers cite as a major reason to invest in downtown.

HOW?

Encourage and facilitate private investment in the redevelopment of historic buildings to meet Pensacola's needs today.

- Policy
  - Set clear responsibility to the appropriate division or agency (can potentially be coordinated with the development facilitator described earlier in the recommendations). Streamline interdepartmental coordination. Identify sites of interest with potential to satisfy new uses or contribute to economic development goals. Offer relaxed regulatory restrictions or zoning requirements for qualified adaptive reuse or preservation sites to incentivize thoughtful redevelopment.
  - Leverage the enthusiasm and skills of community members and non-profit organizations in pro-reuse advocacy and development facilitation.
- Funding
  - This recommendation will incur no initial direct funding requirements besides staff time and organizational cost. The staff/agency shall help support the application of federal resources and facilitate program applications. In the future, when results are visible, a local matching program could be explored to amplify existing federal or state programs. If considered, such local funding is best facilitated through reduced tax liability, which is often offset by the nearby economic uplift spurred by the adaptive reuse projects.

6: RECRUIT AND FACILITATE MARKET ACTORS TO PROVIDE INTERIM SERVICES IN UNDERSERVED COMMUNITIES

WHY?

Social and economic disparities in Pensacola, especially on the Westside and Eastside, reduce market appetite for new investment, but addressing economic disparities can take time and require longer-term investments. Innovative interim and relatively lower-cost solutions can bridge the gap and provide essential services in lieu of public investment.

HOW?

Collaborate with local community and business groups to identify and attract companies or non-profits who can provide resources and innovative ideas to address the needs of underserved residents. Focus on interim solutions (such as mobile food access, low-cost quality-of-life improvements) rather than major projects.

- Policy
  - The City/CRA should identify specific geographic areas, population targets, and programmatic/service opportunities based on Strategic Plan and CRA Plans' goals. Engage in regular contact and collaboration with local business groups and community development organizations as the gatekeepers of potential implementation partners.
  - Explore using RFEI/RFPs to attract service providers and market actors/social entrepreneurs. The City's role can include the development of data collection protocols and evaluation metrics, providing outreach and marketing resources, providing non-monetary resources such as parking to ensure success of the programs. Some programs may also require careful review of the sharing of sensitive data with market actors. The responding market actors will be required to propose innovative partnerships and funding solutions that are fiscally feasible.
- Funding
  - A privately-led pilot program often requires supplemental funding that comes from a grant or philanthropy, which the City/CRA may support with endorsement and public relations. Future potential public funding can be determined based on the results of the pilot program, allowing the City/CRA to set budgets based on program effectiveness and community support.

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CASE STUDIES



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Successful project implementation can be found everywhere. Looking to other cities, organizations, agencies, and policies for success stories is an effective way to work through challenges. The following case studies include innovative policies, programs, funding options, and partnership mechanisms from across the country that may be applicable models for the CRA.

1. STREAMLINE THE GOVERNMENT'S ROLE IN DEVELOPMENT TO FACILITATE GREATER PRIVATE INVESTMENT


Florida Housing Coalition

Florida Housing Coalition Affordable Housing Catalyst Program, Florida-wide

This case study illustrates potential regional resources for technical assistance and capacity building for local governments.

What is the Affordable Housing Catalyst Program?

The Affordable Housing Catalyst Program, created by the 1992 Sadowski Act, provides technical support to local governments and organizations in Florida to implement affordable housing strategies, offering training on compliance, partnerships, and housing initiatives.

What is the Florida Housing Coalition?

The Florida Housing Coalition is a nonprofit organization that connects housing advocates and resources to promote affordable housing for all Floridians through training, technical assistance, and advocacy. The Coalition offers:

- Affordable housing development support.
- Housing and community development guidance.
- Supportive housing and homelessness prevention strategies.
- How do Cities engage with the program?

Cities do not need to apply to the Affordable Housing Catalyst Program. The program is designed to provide free technical assistance, training, and resources to cities, counties, and nonprofit organizations across Florida. Local governments and organizations can directly engage with the program by contacting the Florida Housing Coalition to request support or participate in training sessions. Pensacola's participation in the SHIP First Time Homebuyers program qualifies the City to receive technical assistance through the Florida Housing Coalition Catalyst Program.

Funding

The program is funded by the state through the Florida Housing Finance Corporation, so its services are readily accessible to eligible entities without a formal application process.



West Palm Beach Development Services Department: Developer Outreach Meeting, West Palm Beach, FL

This case study illustrates ways in which local government agencies smoothen developer relations and conduct active outreach.

What is a Developer Outreach meeting?

In West Palm Beach, the Development Services Department holds an outreach meeting with developers, property and business owners, planners, architects, engineers, realtors, etc. to provide a "state of the city" to those who are interested in the current status of development within the community.

What do these meetings include?

- Discussions on the changes in the Development Services Department, such as personnel additions or modifications.
- A fiscal update on the department and development within the city.
- Status of projects that have recently been completed, those that are underway, and projects that are in the pipeline.

What impact has this had so far?

The City has held 22 such meetings since 2013, which has created a friendly disposition towards developers and promoted dialogue and cooperation with the development community. The meetings have “fostered a public private partnership” between city officials and the development community, and give city staff the opportunity to become more familiar to and with the development community.

How was it set up? Who set it up?

The West Palm Beach Planning Division is responsible for the review of all proposed development within the city, including preparation and implementation of the City's Zoning and Land Development Regulations

Real Estate Development Accelerator (REDA), Pompano Beach, FL

This case study illustrates a performance-based incentive program.

What is a REDA?

The Real Estate Development Accelerator (REDA) is a performance-based tax incentive program designed to stimulate large-scale real estate development projects in targeted areas. Specifically, the Pompano Beach CRA's REDA program focuses on the East District area, providing phased-in tax incentives to developers, particularly during the early stages of the development cycle when risks and costs are higher.

What impact has this had so far?

The REDA program has incentivized catalytic new developments in Pompano Beach's East CRA area, particularly mixed-use projects that combine residential and commercial uses. The program has reduced cost barriers by offsetting higher early-stage development costs (e.g., marketing, site preparation, and infrastructure improvements), the program has helped developers undertake projects that might not have been feasible otherwise. REDA has supported urban renewal and increased property values, leading to broader economic benefits for the community.

How was it set up? Who set it up?

The program was initiated by the Pompano Beach Community Redevelopment Agency (CRA) as part of its strategic redevelopment goals outlined in the CRA Strategic Finance Plan. The CRA developed and structured the program, integrating it into the broader CRA redevelopment framework, including its funding and zoning strategies. The program was launched in November 2020 for a 5-year period, with specific phases offering varying levels of financial incentives. The program is managed by existing CRA staff.



www.pompanobeachfl.gov

wpb.org

Partnership

- Public-Private Collaboration: REDA relies on partnerships between the CRA and private developers. Developers bring capital and expertise, while the CRA provides financial incentives and regulatory support.
- Community Stakeholders: Collaboration with local businesses and community groups ensures that projects address local needs, such as affordable housing, job creation, and infrastructure improvements.

What is the mechanism for enforcement? Who 'owns' responsibility for ensuring it works as intended?

- Development Agreements: Each approved project under the REDA program requires a Development Agreement between the CRA and the developer. This legally binding document ensures that projects comply with the program's requirements and objectives.
- Performance-Based Disbursements: Funds are disbursed only after project milestones are achieved, such as the completion of infrastructure improvements or site preparation.
- Oversight: The CRA monitors projects to ensure compliance with the agreement terms. This includes regular reviews and third-party evaluations if necessary.
- Program Ownership: The CRA "owns" responsibility for administering, monitoring, and enforcing the REDA program to ensure it aligns with its strategic redevelopment goals.

What tips can Pensacola draw from Pompano Beach?

- Phased Incentives: Introduce a tiered incentive structure to encourage early-stage developers to take risks while ensuring late-stage projects still contribute to community goals.
- Comprehensive Agreements: Use robust Development Agreements to formalize commitments and establish clear enforcement mechanisms.
- Focus on Catalyst Projects: Target transformative projects that can act as anchors for future developments, such as mixed-use or transit-oriented developments.
- Community Buy-In: Engage local stakeholders early to ensure projects align with community needs and aspirations.
- Flexible Funding: Allow for reimbursement-based disbursements tied to project milestones, reducing financial risk for the city.

Program Funding

The program is funded through CRA revenues, which include Tax Increment Financing (TIF) generated by increases in property tax revenues within the CRA district. Funding availability is subject to CRA budget approval, with disbursements made on a reimbursement basis or directly to service providers as per the Development Agreement.

2. ESTABLISH COMMUNITY BENEFITS AGREEMENTS THAT PROVIDE DIRECT ACCOUNTABILITY BETWEEN RESIDENTS AND DEVELOPERS

City of Detroit CBA/CBO, Detroit, MI

This case illustrates an approach to set community benefits at a wider scale, rather than negotiated individually per project.

What is a CBA?

A CBA (Community Benefits Agreement) is a contract between developers and community groups to ensure development projects provide specific benefits to local communities.

What is a CBO?

A CBO (Community Benefits Ordinance) is a city law that requires CBAs for large projects, setting standards for community negotiations and benefits.

What impact has this had so far?

The Community Benefits Ordinance (CBO) in Detroit has generated significant outcomes, including the requirement that large development projects involving over $75 million in costs or $1 million in public subsidies engage in community negotiations. This ordinance helps ensure community voices are considered in major developments, fostering accountability and promoting benefits for residents.

How was it set up? Who set it up?

Detroit's CBO was established by City government, led by the Planning Director, to formalize community input in large developments.

What is the mechanism for enforcement? Who 'owns' responsibility for ensuring it works as intended?

Enforcement responsibility lies with city authorities, but limited mechanisms exist, leading to concerns about developer accountability.

Grand Rapids Voluntary Equitable Development Agreement, Grand Rapids, MI

This case illustrates a more incremental approach.

What is a VEDA?

A VEDA (Voluntary Equitable Development Agreement) is a non-mandatory agreement encouraging developers to provide community benefits in large projects, especially those on city-owned land or receiving city funds. Differing from Detroit's model, Grand Rapids does not have a formal Community Benefits Ordinance (CBO). Instead, it relies on voluntary participation through the VEDA framework for community benefits.

What impact has this had so far?

VEDAs in Grand Rapids promote community engagement but depend on developers' voluntary participation, leading to limited, inconsistent community benefits.

How was it set up? Who set it up?

The VEDA framework was set up by City officials to encourage, but not mandate, developer-community agreements for eligible projects.

What is the mechanism for enforcement? Who 'owns' responsibility for ensuring it works as intended?

There is no formal enforcement mechanism; the City's Planning Director oversees VEDAs, but community input is limited, impacting accountability.

Delray Beach CLT



3. IMPROVE AFFORDABILITY WITH COMMUNITY LAND TRUSTS

Delray Beach Community Land Trust (DBCLT), Delray Beach, FL
This case illustrates a regional example.

What is a CLT?

A Community Land Trust (CLT) is a nonprofit organization that holds land for the benefit of the community, ensuring affordable housing, and preventing displacement. CLTs make it possible for low-income families to build equity without being priced out due to rising property values.

What impact has this had so far?

The Delray Beach CLT has provided 89 affordable, owner-occupied homes, offering stable housing to families who may otherwise be displaced due to gentrification. It has helped retain affordable housing stock in an area facing economic pressure.

How was it set up? Who set it up?

The Delray Beach CLT was established in 2005 by local stakeholders, in collaboration with the City of Delray Beach and the Delray Beach Community Redevelopment Agency (DBCRA). It was a response to increasing land prices and concerns about housing affordability.

What is the mechanism for enforcement? Who 'owns' responsibility for ensuring it works as intended?

The CLT retains ownership of the land, while homeowners own the buildings on it. The DBCLT is responsible for monitoring affordability requirements, and the City of Delray Beach, along with the DBCRA, helps ensure compliance with the long-term affordability covenant.

Funding

The Delray Beach Community Land Trust (DBCLT) secures funding through public investments, particularly from partnerships with the City of Delray Beach and the Delray Beach Community Redevelopment Agency.

Partnership

The DBCLT manages affordable housing by developing, preserving, and maintaining properties for low- and moderate-income residents, focusing on long-term community benefits.

Northwest Florida Community Land Trust, Pensacola, FL

This case illustrates a local example.

What is the Northwest Florida Community Land Trust?

The Northwest Florida Community Land Trust (CLT) is an initiative established to address the housing affordability crisis in Pensacola by creating permanently affordable homes.

What impact has this had so far?

The CLT has already demonstrated impact through the development of its first affordable home, completed in late 2024, and has plans for two additional homes.

What is the mechanism for enforcement? Who 'owns' responsibility for ensuring it works as intended?

The CLT agreement ensures long-term affordability by retaining ownership of the land and placing deed restrictions on the homes to prevent resale at market rates. Pensacola Habitat for Humanity is responsible for managing the CLT, including enforcing affordability covenants and overseeing compliance with agreements. The City of Pensacola provides oversight and support to ensure that the program aligns with broader affordable housing goals.

Funding

- City of Pensacola: Provided initial funding and land contributions for the program.
- Pensacola Habitat for Humanity: Contributed financial and operational resources for home construction.
- Community Development Block Grants (CDBG): Utilized as a funding source to support the development of affordable housing under the program.

Partnership

- City of Pensacola and Pensacola Habitat for Humanity: The partnership is foundational to the program's success, combining municipal resources and nonprofit expertise.
- Community Stakeholders: Local organizations and residents are involved in ensuring the homes meet community needs and fostering long-term program sustainability.
- Northwest Florida CLT: Acts as the steward for the land, ensuring that it remains a public asset dedicated to affordable housing.



Northwest Florida Community Land Trust

Ted Eytan



4. EXPLORE INNOVATIVE FINANCING MECHANISM FOR INFRASTRUCTURE IMPROVEMENT

Washington Stormwater Retention Credit (SRC) Trading Program, Washington D.C.

This case study illustrates the government's role in setting up a market-based solution.

What was the program, and what role did the City play? What did the developer bring to the project?

The SRC Trading Program, established by the District Department of Energy and Environment (DOEE) in 2013, allows property owners to earn credits by installing green infrastructure that retains stormwater. These credits can then be sold to developers who need to meet regulatory stormwater retention requirements for new construction or major renovations. DOEE administers the program, sets retention standards, certifies credits, and facilitates the trading market. Developers participate by purchasing SRCs to comply with their stormwater management obligations, providing them with flexibility and potentially reducing compliance costs.

Why is this relevant for Pensacola?

Pensacola faces significant stormwater management challenges due to high rainfall, a high groundwater table, and minimal gradient, leading to flooding and water quality issues. Implementing a program similar to D.C.'s SRC Trading could incentivize the installation of green infrastructure, reduce stormwater runoff, improve water quality, and provide developers with flexible compliance options. This approach could enhance Pensacola's resilience to flooding and environmental degradation.

What was the context for how this project was conceived, set up? Who set it up?

The SRC Trading Program was conceived as part of D.C.'s efforts to meet Clean Water Act obligations and address the challenges posed by impervious surfaces contributing to stormwater runoff. The DOEE developed and implemented the program to promote green infrastructure, improve water quality, and provide compliance flexibility for developers.

What is the mechanism for enforcement of this arrangement? Who 'owns' responsibility for ensuring it works as intended?

The DOEE is responsible for enforcing the program's regulations, certifying SRCs, and maintaining the trading registry. They ensure compliance by monitoring both the generation and use of credits, conducting inspections, and providing technical assistance. Property owners generating SRCs must adhere to maintenance requirements to ensure ongoing performance of the installed green infrastructure.

Funding

The program leverages private investment for the installation of green infrastructure, with developers purchasing SRCs from property owners. Additionally, the DOEE has committed funds through initiatives like the SRC Price Lock Program, which offers fixed prices for credits to provide revenue certainty for project developers. Grants are also available to support technical evaluations and outreach efforts.

Partnership

The program involves collaboration between the DOEE, private property owners, developers, and community organizations. Property owners install green infrastructure to generate SRCs, developers purchase these credits to meet regulatory requirements, and the DOEE facilitates and regulates the market. This partnership promotes shared responsibility in managing stormwater and improving environmental outcomes.

How should Pensacola start this? What are the next steps?

To initiate a similar program, Pensacola could consider the following steps:

- Assess local stormwater challenges and green infrastructure potential.
- Engage stakeholders to build support.
- Design a tailored stormwater credit trading program.
- Test with pilot projects and refine as needed.
- Provide education and resources for participants.
- Secure funding and offer incentives for green infrastructure.

5. FURTHER ENHANCE THE CITY'S UNIQUE BRAND WITH ATTRACTIVE HISTORICAL PRESERVATION AND ADAPTIVE REUSE PROJECTS

Phoenix Adaptive Reuse Program, Phoenix, AZ

This case illustrates the effectiveness of dedicated staff resources at the government level.

What is the Phoenix Adaptive Reuse Program?

The Phoenix program has stimulated reuse of several auto-oriented buildings in neighborhood centers into restaurants and professional offices.

The program provides a number of benefits for applicants, including:

- Flexibility with Fire Codes, such as:
  - Reduced sprinkler requirements
  - Exit separations
- Flexibility in zoning standards:
  - Waived or reduced landscape requirements
  - Alternative parking requirements
  - Reduced number of spaces required
  - Off-site spaces count towards total required

Who is eligible?

The Phoenix program applies citywide and uses thresholds for eligibility, based on the size of the building. Adaptive reuse projects below 2,000sf of additional expansion receive site-engineering incentives.

What impact has this had so far?

Provide flexibility with regulations: In addition to mandating adaptive reuse projects, staff found opportunities for flexibility in other regulations that assist adaptive reuse projects in moving forward.

How was it set up? Who set it up?

The program is housed in the City Planning Department. Phoenix has designated a full-time staff person to the program. Creating a position designated to the operation and facilitation of the adaptive reuse program is crucial. This position should also be located in a department central to the adaptive reuse program to ensure the staff person is connected to relevant projects and other staff.



Sarasota Alliance for Historic Preservation



Sarasota Alliance for Historic Preservation

Sarasota Alliance for Historic Preservation: Six to Save Initiative, Sarasota, FL

This case illustrates the potential of community-led actions.

What is the Six to Save Initiative?

The Six to Save Initiative highlights the urgent need to save historic resources throughout the county from demolition. The Six to Save list is the springboard for an education and advocacy effort designed to raise public awareness of the most threatened historic properties, archaeological sites, and cultural resources in Sarasota County.

Residents can nominate an endangered historic property themselves, and learn and raise awareness and educate the community about the most threatened historic properties, cultural, and archaeological sites in Sarasota County

What Public Sector Need Are They Meeting?

The initiative helps consolidate efforts around 6 priority buildings every year, building momentum and advocacy efforts on the local and state level, and helping to attract developers with interest in preserving and protecting important historical sites.

What impact has this had so far?

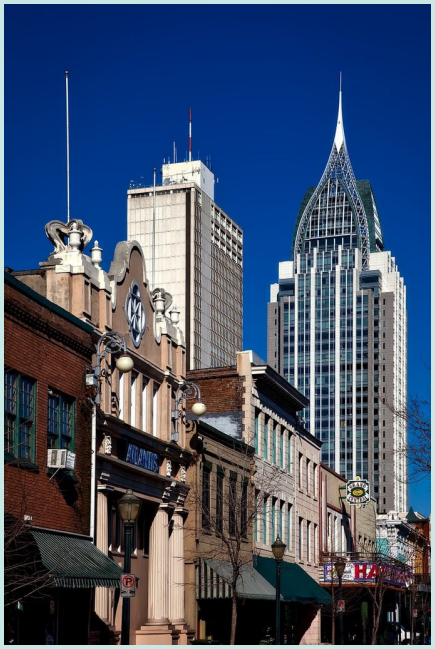
The program has been active since 2020, identifying 30 historic properties in total.

How was it set up? Who set it up?

Established by the Sarasota Alliance for Historic Preservation, “Sarasota is always changing and we must value its history in the midst of development.”

The partnership bridges residents, businesses, organizations, officials, and community leaders to help preserve and protect Sarasota County's historic buildings, neighborhoods and landscapes

6. RECRUIT AND FACILITATE MARKET ACTORS TO PROVIDE INTERIM SERVICES IN UNDERSERVED COMMUNITIES


Partners for Growth Initiative

Partners for Growth Initiative, Mobile, Alabama

This case illustrates the potential to pool resources from businesses, government, and education sectors to drive economic growth, workforce development, and infrastructure improvements.

What is the Partners for Growth Initiative?

Partners for Growth is a coalition of public and private investors who fund economic growth in partnership with the Mobile Chamber, the economic developer for the City of Mobile and Mobile County. Partners for Growth investments create prosperity and growth for local businesses and residents, building a better Mobile.

What public sector needs are they meeting?

The public-private partnership of Mobile County, the City of Mobile and over 130 Chamber members, drove new business development, business retention as well as workforce development, expansion efforts and infrastructure development projects in the Mobile area.

Partners for Growth "Growing Global, Investing Local" makes investments based on 5 pillars:

1. New Business Recruitment and Investment Attraction;
2. Existing Industry Support, Innovation and Entrepreneurship;
3. Workforce Attraction, Retention and Development;
4. Diversity Business Development;
5. Business Advocacy and Quality of Place.

What impact has this had so far?

Since 1985, this long-standing and highly effective public-private partnership has built a solid foundation of teamwork among key leaders in business, government and higher education with over $45 million in financial support from public and private stakeholders.

How was it set up? Who set it up?

The Mobile Chamber, the economic developer for the City of Mobile and Mobile County, serves as the administrator of the funds and organizes events and reports progress towards collective goals.

Caring for Miami Mobile Food Market, Miami, FL

This case illustrates the collaboration with businesses, foundations, government, and community organizations.

What is the Mobile Food Market?

The Caring For Miami Mobile Market, an extension of the non-profit's Backpack Program, works to address food insecurity by distributing fresh, healthy foods to underserved neighborhoods across Miami Dade County by way of a retrofitted Miami Dade Metro Bus.

Through the Mobile Market, Caring For Miami will also provide a nutrition education program that teaches clients about nutritious food, how to make the most of their food budgets, substituting recipe favorites with healthier options, and how nutrition plays an active role in overall health.

What Public Sector Need Are They Meeting?

According to new county hunger data, 11.6% of the South Florida population is food insecure, with 706,430 people not knowing where they will get their next meal. 83% of the food insecure population qualifies for snap while the other 17% must rely on federal nutrition assistance and emergency meal assistance programs. The budget shortfall per person is $19.32 and the average cost of a meal in South Florida is $3.43. In an even more staggering statistic, data shows that 18.9% of children are going to bed hungry every night, representing 236,270 children.

How was it set up? Who set it up?

Caring for Miami is a non-profit focused on bringing basic and critical resources to families in underserved communities in Miami-Dade. Caring For Miami works with companies, foundations, government and non government agencies, churches and other organizations to address the areas of hunger, health and home in Miami-Dade County.



Picasa



Caring for Miami Mobile Food Market

Glitter, Philadelphia, PA

This case illustrates a fully community-based solution.

What is Glitter?

Glitter is a neighborhood cleaning platform that provides neighbors with an affordable way to support a clean block, while providing a living wage to cleaners who need the work.

The program has received support from public officials and CDCs. PA State Senator Art Haywood's office is convening community partners and offering advisory support that guides strategic direction. Mt. Airy CDC is the grant administrator, overseeing project logistics and finances. Germantown United CDC is a project partner and advisor.

What public sector needs are they meeting?

Decades of mismanaged resources, neglected infrastructure, and dirty streets have led to the reputation in the city as “Filthadelphia.”

What impact has this had so far?

A diverse and growing team of Glitter cleaners help the venture maintain hundreds of city blocks every week. In order to boost affordability, they’ve embraced a pay-what-you-can model that meets any neighbor’s budget. 1,200 neighbors have now subscribed, cleaning 350 blocks regularly, and employing 40 cleaners on a living wage.

How was it set up? Who set it up?

Local neighbors and businesses funded the pilot directly and in the summer of 2021, Glitter officially launched their flagship clean block service.

File #: 25-84 Community Redevelopment Agency 4/7/2025

ACTION ITEM

SPONSOR: Teniadé Broughton - Chairperson

SUBJECT:

AUTHORIZATION TO RE-SOLICIT FOR REDEVELOPMENT OF 101 W MAIN STREET

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) authorize staff to re-solicit for redevelopment of 101 W Main Street via release of a Request for Proposals (RFP) as substantially enumerated herein and re-issue the corresponding Notice of Intent to Dispose (NID) pursuant to Chapter 163, Part III, Florida Statutes.

SUMMARY:

On January 16, 2024, the CRA authorized staff to proceed with issuing a Request for Letters of Interest (RLOIs) for the redevelopment of 101 W Main Street. The RLOI for 101 W Main Street was published on February 16, 2024, and closed March 25, 2024. The solicitation was non-binding and intended to inform additional decision-making on the project's scope and extent and in the selection of a development partner. Based on the responses and feedback received, the CRA elected to proceed with direct negotiation for this project.

In order to be invited for further negotiation, the respondents were required to provide a complete submittal in accordance with the Notice of Intent to Dispose (NID) issued on May 14, 2024. Based on the responses received and further analysis of the projects, it is recommended that the CRA re-solicit for redevelopment of the site.

A Request for Proposals (RFP) has been prepared for the CRA's consideration, as enumerated herein.

The City administration's recommendation will be brought back to the CRA for its consideration along with any corresponding agreements and/or terms. If approved, authorization to dispose of the property in accordance with the agreement will be recommended to the City Council for final approval. Should a public hearing be required pursuant to Chapter 163, Part III, Florida Statutes, the public hearing will be held by the City Council in consideration of its approval to dispose of the property.

PRIOR ACTION:

January 16, 2024 - CRA authorized staff to release a Request for Letters of Interest (RLOI) for

redevelopment of 101 W Main Street.

April 8, 2024 - The CRA received an update on letters of interest received in response to the Request for Letters of Interest (RLOI) solicitation issued on February 16, 2024.

May 6, 2024 - CRA authorized staff to issue a notice of intent to dispose of 101 W Main Street.

FUNDING:

N/A

FINANCIAL IMPACT:

N/A

LEGAL REVIEW ONLY BY CITY ATTORNEY: No

STAFF CONTACT:

Tim Kinsella, City Administrator
Erica Grancagnolo, Economic Development Director
Victoria D'Angelo, CRA Division Manager

ATTACHMENTS:

1. RFP - 101 W Main Street Redevelopment
2. Appendix A - Survey
3. Appendix B - Flood Map
4. Appendix C - Informal Height Study

PRESENTATION: No

CITY OF PENSACOLA, FLORIDA
REQUEST FOR PROPOSALS

PROVIDING FOR MAXIMUM ECONOMIC IMPACT & WATERFRONT CONNECTIVITYAT 101 WEST MAIN STREET, PENSACOLA FLORIDA 32502



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INTRODUCTION

The City of Pensacola and its Community Redevelopment Agency (jointly and separately referred to as "City") are requesting proposals from interested developers specializing and/or experienced in commercial real estate redevelopment for redevelopment of publicly owned property at 101 West Main Street ("the Property").

The City seeks a high density multifamily, mixed-use or commercial development that supports a "live, work, and play" downtown district.

The project's overarching objective is to maximize economic impact (through increased tax revenues and ancillary economic factors) and connect the public to the waterfront. Proposals will be expected to leverage and build upon the City's planned waterfront trail network along Main Street and Cedar Street, the Community Maritime Park, Palafox Street and the Baylen Slip promenade.

The property will be offered for redevelopment pursuant to a long-term ground lease. Respondents must have the experience and financial and technical capability to design, construct, finance, operate, maintain, and manage the development and to remain operational and compliant over the course of the lease term.

The CRA is vested by the State of Florida pursuant to its powers under Florida Statutes, Chapter 163, Part III, the Community Redevelopment Act of 1969 as amended, with the authority to request proposals for the redevelopment of any area within its District in order to effectuate redevelopment pursuant to the goals and objectives of the Urban Core Community Redevelopment Plan (the "Redevelopment Plan").

ANSWERS TO QUESTIONS

To best facilitate feasible projects, the Economic Development Department will respond to questions and assist in interdepartmental coordination during the proposal window. A cone of silence will not apply to this process. Questions concerning the RFP should be addressed and submitted in writing to: redevelopment@cityofpensacola.com

Any **addendum** issued will be posted to the City's website. Respondents are responsible for obtaining addenda and are advised to check the website frequently.

HOW TO SUBMIT

Submittals may be provided via electronic transmission to redevelopment@cityofpensacola.com or via hand delivery at: Pensacola City Hall, 222 West Main Street, Pensacola, Florida 32502 Attention: CRA.

The proposal shall **identify the respondent and the RFP title** (whether hand-delivered, mailed, or via UPS/FedEx or other courier service). Documentation associated with this RFP, if not attached, may be obtained from the City of Pensacola website: https://www.cityofpensacola.com/3514/Development-Opportunities.

The City reserves the right to take an alternative action determined by the City to be in its best interest or take no action. Receipt and acknowledgement of any RFP does not imply or provide the interested party with any right or interest in the property or expectation of any on the part of the City.

ANTICIPATED TIMELINE

The proposal window will be open for a period of **ninety (90) days from the date of issuance**. **Late proposals will not be accepted.** The City will acknowledge the receipt of all RFPs within ten (10) business days of receipt. *The City reserves the right to advance, or delay scheduled dates and/or to modify this schedule in any way.*

Issuance of RFP	
Informational Conference (In Person)	
Informational Conference (Remote)	
Site Visit/Walking Tour	
Proposal Deadline	
Technical Review	
Committee Review	
Recommendation to Mayor	
Selection of Development Partner	

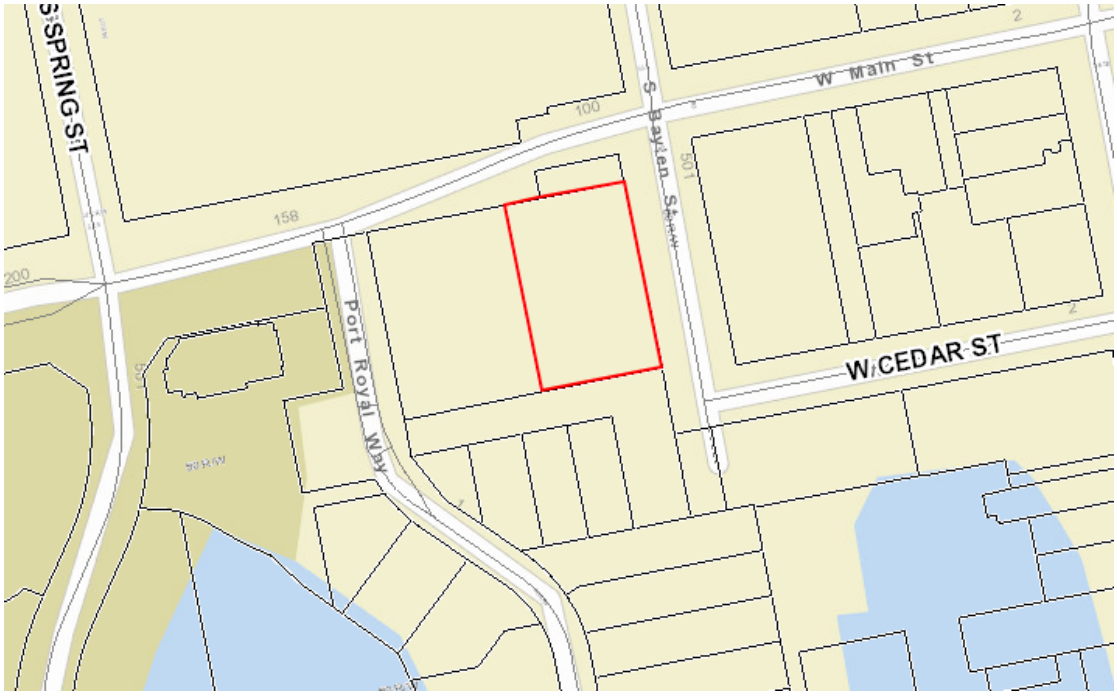
Interested parties are strongly encouraged to attend or watch the **informational conferences** prior to responding to this RFP.

The conferences will highlight the notable features of the site and will be an opportunity for perspective respondents to ask the City questions regarding the project and the City's goals and objectives. Both sessions will be recorded and posted to the website by **_____, 2025** for future viewing.

PROPERTY DESCRIPTION & CITY PLANS

The property is adjacent to the Baylen Slip promenade on Pensacola Bay, one block to the east of the Pensacola Community Maritime Park and Blue Wahoo's Baseball Stadium and one block to the west of Palafox Street, an active restaurant and retail hub in Downtown Pensacola.

Address: 101 West Main Street, Pensacola, Florida
Parcel ID: 000S009100080026 Property Appraiser Listing
Acreage: .62+/-



The subject site contains 133 feet of frontage along the south side of Main Street and 240 feet of frontage along the west side of South Baylen Street.

****A site survey is included as Appendix A. Grant funding is currently available to support Phase I and II assessments.*

The property is located along or within immediate proximity of the following public improvements and amenities:

- Community Maritime Park
- Continuous Waterfront Trail
- Baylen Slip Promenade
- Bruce Beach Park Improvements
- Palafox Pier Day Use Marina at Community Maritime Park

In accordance with Chapter 163, Part III, Florida Statutes, (the "Community Redevelopment Act"), the property must be utilized to further the goals and objectives of the Urban Core Community Redevelopment Plan. The goals include building upon recent success and community strengths, creating strong destinations for development and investments, connecting new investments with existing community fabric and linking destinations to neighborhoods and waterfront to create a multi-dimensional downtown.

The 2010 Redevelopment Plan details the following guiding principles related to implementation of the plan that will be sought for incorporation into proposals received:

- Reinforce and Enhance Recent Successes and Plans
- Strengthen Connectivity

- Fill the Gaps
- Access the Waterfront
- Activate the Waterfront
- Strengthen Neighborhoods
- Increase Downtown Residential
- Identify New Civic, Cultural and Entertainment Needs
- Ensure Quality in Design and Development

In 2024, the CRA kicked off a comprehensive update of the City's redevelopment plans. These new updated plans are anticipated to be adopted by mid-2025. More information on this process can be found here: https://www.engagetheteam.com/planupdateCRA

In addition to the redevelopment plans, two additional framework plans are active in the area. These include the 2019 Waterfront Framework Plan which has been used to inform the design and implementation of the award winning Bruce Beach waterfront park and future waterfront trail network, and the West Main Master Plan which is steering mixed use infill development within the Community Maritime Park (CMP).

ADJACENT PARKING OR REDEVELOPMENT OPPORTUNITY

The Harbourview Parking Garage (Parcel ID# 000S009100010025/ Property Appraiser Listing) is located adjacent to the property and may offer an opportunity for the site to provide offsite parking and/or increase critical mass.



The subject site contains 125 feet of frontage along the south side of Main Street, 250 feet of frontage along the east side of Baylen Street and 125 feet of frontage along the north side of Cedar Street.

The site consists of a .72+/- acre parcel of land containing a 3-story structured parking garage with approximately 74,000 square feet of parking area and 300 spaces. The garage was originally constructed in 1986 under the Harbourview Building development agreement with the City and is subject to the provisions of the Harbourview building long-term ground lease. Through virtue of the lease, parking serves the Harbourview building (Parcel ID# 000S00910000203 / Property Appraiser Listing) and provides limited public parking.

The owner of the garage is willing to partner to create parking capacity with any future lessee of 101 W. Main. Interested parties should contact: _____. The parking garage and office building is also currently listed for sale by the Lessee in conjunction with the Harbourview building (Real Estate Listing).

PROJECT PRIORITIES & PARAMETERS

The City seeks impactful proposals that maximize economic impact and public access and enjoyment of the waterfront.

The overall project priorities include:

- Economic Impact: A high economic return on investment to the City through the generation of tax revenue and other economic factors, including job growth, particularly in high paying industries, such as innovation.

- Quality Design: Quality design that contributes to the historic and maritime character of the area, contributes to an urban environment, and preserves water views.

- Ground Floor Activation: Active ground-floor uses that create an “everyday” reason for walking and biking and/or public outdoor spaces, such as pocket parks, public plazas, food courts and interactive pedestrian zones, particularly along Main Street.

- Waterfront Connectivity: Elevated public spaces which allow for enjoyment of waterfront vistas such as rooftop and/or upper floor restaurants and conference spaces. Elements that foster waterfront recreation and/or transit such as pedal boating, kayaking, boating and water taxi service.

- Inclusion and Equity: Development that is inclusive to everyone, especially long-time residents and businesses. Strategies for inclusive and equitable elements may include enhanced accessibility features, and small business, workforce and/or educational opportunities, amongst others.

Design Guidelines

Site design must be cohesive, have good connectivity, ease of access, and incorporate, as applicable, the Redevelopment Plan objectives. An informal building height study was performed to establish a preferred scale for redevelopment/reuse of the property and the adjacent parking garage site. The study is attached in Appendix C and preferred heights described below.

Main Street – Incorporate active ground-floor or public outdoor space which serves to connect the Community Maritime Park and Bruce Beach to Palafox Street. Preferred building height: ~ 90'

Cedar Street – Include design elements that provide a complementary "front face" to the waterfront trail along Cedar (such as green or pocket park space). A scale the respects and complements the massing and height of the adjacent Port Royal development. Preferred building height: ~60' - 80'

Baylen Street – Provide a pedestrian friendly connector that acts as the entryway to Baylen Slip Promenade and the waterfront trail.

Land Development Regulations

Site control will be by long term land lease only. Lease term is negotiable.

Incentive Requests

It is the intention of the City to avoid the need for tax incentives on this project to the extent practicable. Consideration is expected to be limited to existing tax incentive policies and programs. Consideration of all incentive requests will be subject to return-on-investment review and gap analysis. Awards for additional incentives will be subject to negotiation and may only be made at the discretion of the Mayor and the Community Redevelopment Agency and/or City Council.

Community Engagement & Marketing

At minimum, the City will require the following community engagement and marketing of the project.

- An engagement and marketing plan.
- A website, along with regular public information releases, to ensure full public access to project information throughout the development review, approval, construction, and occupancy phases.

Land Development Regulations

The property and the adjacent Harbourview Parking Garage site are zoned SPBD, South Palafox Business District. The South Palafox Business District (LDC Sec. 12-3-13) is designed to promote the compatible redevelopment of the City's historic downtown waterfront by encouraging high quality site planning and architectural design that is compatible with both the historic character of the existing structures and the waterfront activities.

- *Density:* 108 du/acre.
- *Maximum height:* 80 feet above the required flood plain elevation.
- *Setbacks:* None, except as may be necessary to comply with applicable fire safety codes (See LDC Sec. 12-3-13(4)a.).
- *Parking*: Off-street parking is not required for residential uses in the Dense Business District. For all other land uses, please refer to Sec. 12-4-1 and to Table 12.4-1 for CRA parking reductions.

Increased flexibility is available as follows:

- Florida's Live Local Act
  - Density: 135 dwelling unit per acre
  - Parking: Off-street parking is not required for residential uses in the Dense Business District.
  -
- Local Height Bonus
  - Up to 150 feet at the property or setback line.

- Local Density Bonuses
  - Voluntary green building incentive (Sec. 14-2-296) – 25%
  - Residential density bonuses (LDC Sec. 12-3-109) – Up to 35%.

Flood Zone & Elevation Requirements

The property is located within a flood hazard zone and requires floodproofing.

- *Flood hazard zone designation:* AE
- *Base flood elevation:* 7
- *Elevation requirements: Reference* FEMA Regulations, Florida Building Code, and the City of Pensacola LDC. Note: The City of Pensacola has adopted a 3' freeboard.
- *Floodproofing options:* Many options available for commercial use. Floodproofing is not allowed for residential use. Floodproofing must be certified by the Engineer.

DEVELOPMENT TEAM REQUIREMENTS

Respondents may include one entity or a team of several entities. At minimum, the lead development entity, architect and property management company must be identified at the time of proposal. The following requirements will apply to the development team:

- Lead entity must have demonstrated experience and capacity in the development and management of commercial real estate development and have successfully completed no less than three (3) projects, of similar size and complexity as the proposed project, within the past ten (10) years.
- Architect must demonstrate experience in the design of at least two projects of similar size and complexity as the proposed project.
- The property management company (if applicable) must demonstrate experience in the management of at least two projects of similar size and complexity as the proposed project for at least 2 years each.
- All other development team members including, engineers and general contractors will be required to demonstrate experience in at least two projects of similar size and complexity as the proposed project.
- Team must have demonstrated experience in:
  - Site preparation and infrastructure development on similarly situated sites.
  - Successfully applying and closing on the type of financing anticipated to be utilized, or similar; and
  - Real estate development and financing strategies relative to the type of project proposed.

SUBMITTAL COMPONENTS

Development Entity

Objective: The City is looking for a qualified developer or development team to undertake the planning, permitting/entitlement, and development of the Property. Conveyance of the property will be by long term land lease.

Requirements:

- A final detailed summary of the developer's experience in the acquisition and development of vertical projects similar to the vision for the Property.

- A brief description of up to 3 most comparable projects that the developer has successfully developed. Provide the name, address, photographs, references. Also include the timing of development from the submittal of design/plans to governing agency through receipt of Certificate of Occupancy (CO).

- Identify the Developer's master planner, architect, engineer, contractor and/or other independent professionals for the project (as applicable) and confirm the interest of each

proposed team member in the form of a letter signed by an authorized executive of each respective company.

Provide up to 3 comparable projects undertaken by each professional. Note for which projects the professional consultants and contractors provided the services on behalf of the developer.

- Brief bios of key team members shall also be submitted along with the information above.

Development Program and Intent

Objective: The City is seeking to understand the Developer's intended use, mix and nature of the Proposal, and market-based support for key performance and operating metrics.

Requirements:

- A final narrative and graphic summary of their development intent for the Property to include conceptual plans, elevations, renderings, etc. Anticipated square footage per use, residential units and/or commercial space, as well as number of stories and estimated parking counts shall also be identified. Developers should include as part of their team *experienced* master planners/urban designers and/or architects to ensure that proposed site plans and architectural designs integrate with the existing Downtown Pensacola context.

- Narrative and/or graphic illustration site amenities geared at enhancing mobility and activating street-fronts, through retail, restaurant, or other similar means, as well as locations for proposed on-site and off-site parking (including structured parking).

- Market-based data supporting demand and feasibility for the proposed development program, as well as, estimated rental rates/sales prices for the development program.

Marketing Experience, Approach, and Management for Project

Objective: The City is looking for Developers and/or management/leasing team members who have broad experience marketing projects of a similar scale and profile.

Requirements:

- A narrative summary of the marketing and management approach and brief bios of the key team members who will oversee the marketing and management effort.

- Developers must demonstrate significant experience in the marketing and management of a development of comparable size and scale. The City desires to understand the underlying marketing approach, vision, and management approach that the developer views for this site.

Project Timing

Objective: The City desires that the Property be developed as soon as possible, consistent with market realities, requirements for entitlements, work necessary to create a satisfactory market setting, the conveyance schedule, etc.

Requirements:

- A proposed Project Schedule that outlines timing finalize conveyance, entitlement acquisitions, obtaining regulatory approvals (e.g. site planning, permitting, etc.) and construction, at a minimum. The project schedule shall identify any proposed sequence of phasing.

Financial Requirements

Objective: The City is seeking a Developer with a financial history and capacity to carry out the project consistent with the project sch

Requirements:

- Developers are required to provide sufficient evidence that it has, or can secure within a reasonable amount of time, the necessary financial resources to complete the proposed project in a timely fashion and provide long term financial support to the project after built.

Evidence can take the form of the developer's audited or compiled financial statements (signed by an authorized executive of the Development company), signed letters from banks or equity sources with verifiable funds to complete the project on letterhead which detail their experience in working with the developer on similar sized or larger projects and willingness to consider funding the Property subject to successful negotiations and due diligence.

Financial Proforma

Objective: The City is interested in obtaining the optimal development for the Property. The City is seeking to maximize the return on its acquisition investment in the Property.

Requirement:

- A 5- to 10-year proforma analysis from the period of site control. The proforma analysis shall include construction/permanent financing assumptions, as well as Developer's proposed equity contribution. The proforma shall also include industry standard operating budget inclusive of estimated real property taxes.
- Submittal of an annual base ground lease payment for the Property based upon the development program. Ground lease payment will be adjusted over the life of the lease but must be adjusted by CPI or some reasonable methodology which approximates the rate of inflation. As noted in the evaluation criteria below, while price will be a factor in selecting the developer, it will not be the controlling factor.

EVALUATION AND SELECTION PROCESS

For qualified proposals meeting the minimum requirements established in this RFP, the City will evaluate the merits of each proposed development program and its respective development team relative to each other.

Step 1: A technical review will be performed and submittals evaluated using the following criteria. As noted below, adequate experience and capability, which shall be determined at the sole discretion of the City, to successfully undertake the proposed project is a minimum standard which shall be met before any other criterion is considered:

- **Capability of the Proposer and Development Team and Readiness to Proceed.** Primary focus shall be on the experience, qualifications, and financial capability of the proposer (and financial partner, if any is identified and to the extent firmly committed) considering: track record of securing financing for (or itself financing) and developing projects of comparable nature and comparable or greater scale and of high quality in terms of their use and architecture; evidence of retail leasing, management and operating experience; evidence of financing relationships and interest in the proposed project; other information indicating the proposer's financial capacity which it chooses to provide at this stage; reputation in the industry for competence and integrity; and successful public-private development experience, if any. The capability and track record for high quality design of the architect/design team will also be considered. Note that a proposer whose qualifications and financial capacity are not considered adequate to successfully undertake the project will not be considered regardless of its merits on other criteria. Assuming adequacy of qualifications, relative qualifications and capacity will be considered a comparative criterion weighed along with the other criterion.

- **Experience Leasing, Managing and Operating Uses Similar to Those Proposed.** This demonstrates the Proposer's ability to lease, manage and operate mixed-use properties comparable to the proposed development, including marketing strategies; residential and commercial property leasing and management experience; and residential and commercial property operation and maintenance.

- **Financial Return to City.** This would include the revenue and fiscal benefits accruing to the City (and CRA) as a result of the project, including but not limited to, proposed land lease fees and property tax generation. It should be noted that, although lease revenue generated by the Property is an important evaluation criterion, the City is not obligated to negotiate with the developer who proposes the highest lease fee to the City.

- **Extent to which the Proposed 101 W. Main Street Development Concept Meets the City's Goals.** This would include the proposed project's ability to: 1.) meet the project priorities and design guidelines envisioned for the property described in this RFP; and 2.) be feasible and delivered in a timely manner, considering likelihood and timing of securing approvals and being market and financially feasible.

Step 2: Qualified proposals will be referred to a selection committee, along with a copy of the technical review report. The committee will score how well the project meets the following key project priorities according to the weighting criterion defined below.:

- Economic Return: A high economic return on investment to the City through the generation of tax revenue and other economic factors, including job growth. (50 points)

- Quality design: Design elements that contribute to the historic and maritime character of the area, an urban environment, considers coastal resiliency and preserves water views. (20 points)

- Ground Floor Activation: Active ground-floor uses that create an "everyday" reason for walking and biking and/or public outdoor spaces, such as pocket parks, public plazas and interactive pedestrian zones. (10 points)

- Waterfront Connectivity: Elevated public spaces which allow for enjoyment of waterfront vistas such as rooftop and/or upper floor restaurants and conference spaces and/or elements that foster waterfront recreation and/or transit such as pedal boating, kayaking, boating and water taxi service. (10 points)

- Inclusivity and Equity: Strategies to fostering inclusivity and equity in the project, including enhanced accessibility and workforce, small business and/or educational opportunities, amongst others. (10 points)

Step 3: The committee's recommendation will be referred to City administration for further consideration.

Step 4: The City administration will recommend a development partner to the City of Pensacola Community Redevelopment Agency and the City Council for approval.

Appendix A

Site Survey

Appendix B

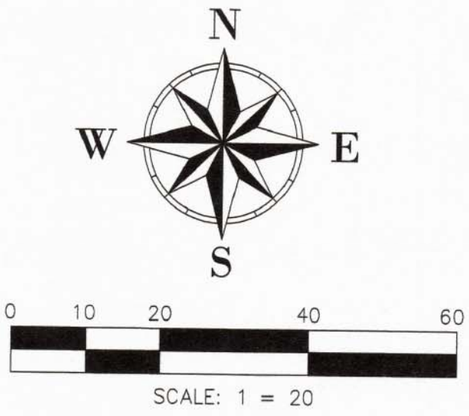
Flood Map

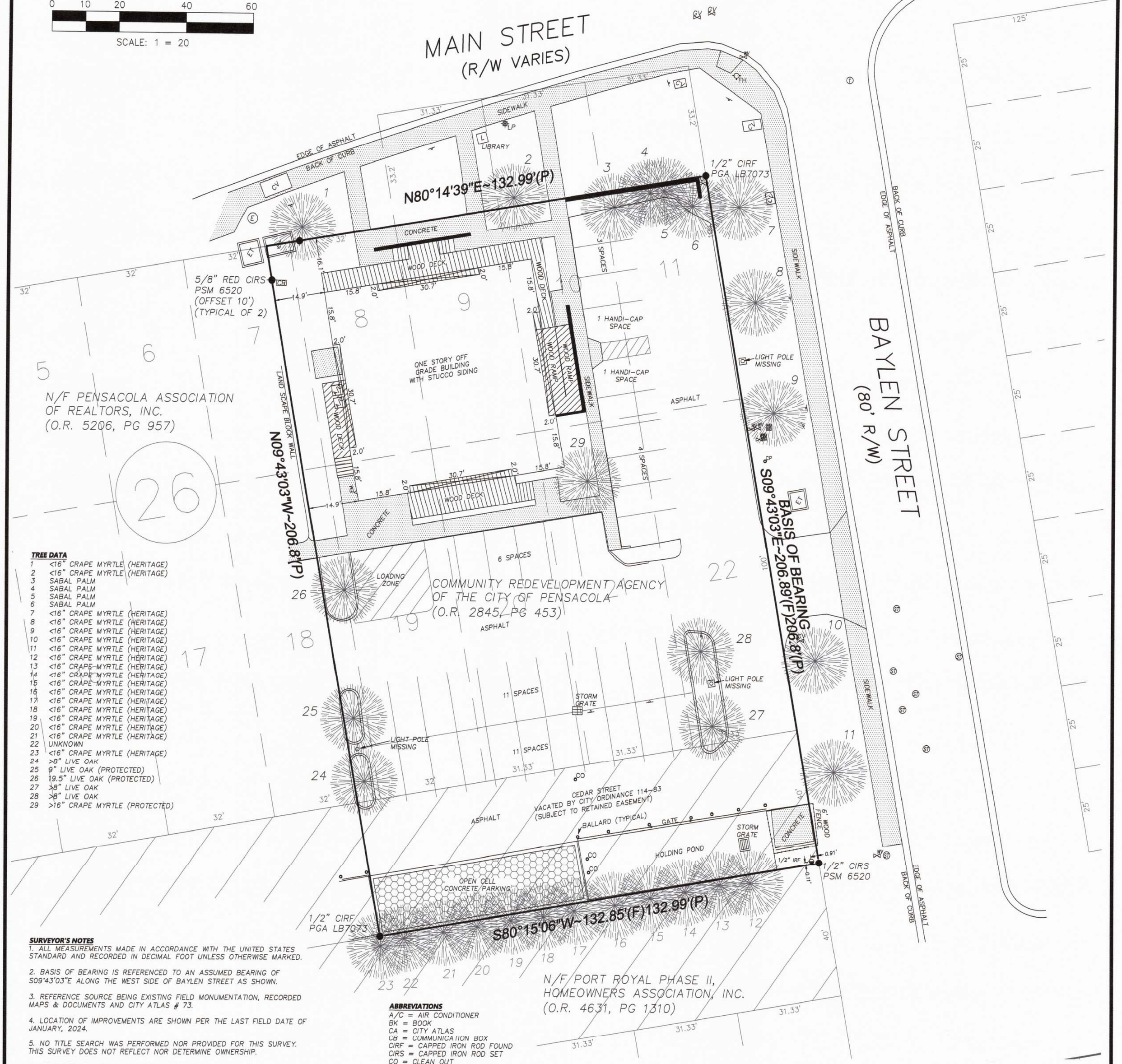
Appendix C

Informal Height Study

BOUNDARY SURVEY

A PORTION OF BLOCK 26 AND VACATED CEDAR STREET, WATERFRONT TRACT
SECTION 46, TOWNSHIP 2 SOUTH, RANGE 30 WEST
CITY OF PENSACOLA, ESCAMBIA COUNTY, FLORIDA





TREE DATA

1	<16" CRAPE MYRTLE (HERITAGE)
2	<16" CRAPE MYRTLE (HERITAGE)
3	SABAL PALM
4	SABAL PALM
5	SABAL PALM
6	SABAL PALM
7	<16" CRAPE MYRTLE (HERITAGE)
8	<16" CRAPE MYRTLE (HERITAGE)
9	<16" CRAPE MYRTLE (HERITAGE)
10	<16" CRAPE MYRTLE (HERITAGE)
11	<16" CRAPE MYRTLE (HERITAGE)
12	<16" CRAPE MYRTLE (HERITAGE)
13	<16" CRAPE MYRTLE (HERITAGE)
14	<16" CRAPE MYRTLE (HERITAGE)
15	<16" CRAPE MYRTLE (HERITAGE)
16	<16" CRAPE MYRTLE (HERITAGE)
17	<16" CRAPE MYRTLE (HERITAGE)
18	<16" CRAPE MYRTLE (HERITAGE)
19	<16" CRAPE MYRTLE (HERITAGE)
20	<16" CRAPE MYRTLE (HERITAGE)
21	<16" CRAPE MYRTLE (HERITAGE)
22	UNKNOWN
23	<16" CRAPE MYRTLE (HERITAGE)
24	>8" LIVE OAK
25	9" LIVE OAK (PROTECTED)
26	19.5" LIVE OAK (PROTECTED)
27	>8" LIVE OAK
28	>8" LIVE OAK
29	>16" CRAPE MYRTLE (PROTECTED)

SURVEYOR'S NOTES

1. ALL MEASUREMENTS MADE IN ACCORDANCE WITH THE UNITED STATES STANDARD AND RECORDED IN DECIMAL FOOT UNLESS OTHERWISE MARKED.
2. BASIS OF BEARING IS REFERENCED TO AN ASSUMED BEARING OF S09°43'03"E ALONG THE WEST SIDE OF BAYLEN STREET AS SHOWN.
3. REFERENCE SOURCE BEING EXISTING FIELD MONUMENTATION, RECORDED MAPS & DOCUMENTS AND CITY ATLAS # 73.
4. LOCATION OF IMPROVEMENTS ARE SHOWN PER THE LAST FIELD DATE OF JANUARY, 2024.
5. NO TITLE SEARCH WAS PERFORMED NOR PROVIDED FOR THIS SURVEY. THIS SURVEY DOES NOT REFLECT NOR DETERMINE OWNERSHIP.
6. NO UNDERGROUND IMPROVEMENTS HAVE BEEN LOCATED EXCEPT AS SHOWN.
7. THE SURVEY AS SHOWN HEREON IS CERTIFIED TO THE CITY OF PENSACOLA ONLY AND IN NO WAY TRANSFERS CERTIFICATION WITHOUT THE EXPRESS WRITTEN CONSENT OF SAID CITY.
8. FEDERAL AND STATE COPYRIGHT ACTS PROTECT THIS MAP FROM UNAUTHORIZED USE. THIS MAP IS NOT TO BE COPIED OR REPRODUCED IN WHOLE OR PART. THIS MAP CANNOT BE USED FOR THE BENEFIT OF ANY OTHER PERSON, COMPANY OR FIRM WITHOUT THE PRIOR WRITTEN CONSENT OF THE COPYRIGHT OWNER AND IS TO BE RETURNED UPON REQUEST.
9. IN ACCORDANCE WITH THE STATE OF FLORIDA ADMINISTRATIVE CODE, ANY ADDITIONS OR DELETIONS TO SURVEY MAPS OR REPORTS BY OTHER THAN THE SIGNING SURVEYOR AND MAPPER ARE PROHIBITED WITHOUT PRIOR WRITTEN CONSENT OF THE SIGNING SURVEYOR AND MAPPER.
10. IT IS THE OPINION OF THE UNDERSIGNED SURVEYOR THAT THE PARCEL OF LAND SHOWN HEREON LOCATES IN ZONE "AE7" PER THE FLOOD INSURANCE RATE MAP NATIONAL FLOOD INSURANCE PROGRAM COMMUNITY NAME: CITY OF PENSACOLA, COMMUNITY NUMBER: 120082, PANEL & SUFFIX NUMBER: 0390G, MAP NUMBER 12033C0390G, DATED 9/29/2006.

CITY OF PENSACOLA
ENGINEERING DEPARTMENT
222 WEST MAIN ST
PENSACOLA, FL 32502

ABBREVIATIONS

A/C = AIR CONDITIONER
BK = BOOK
CA = CITY ATLAS
CB = COMMUNICATION BOX
CIRF = CAPPED IRON ROD FOUND
CIRS = CAPPED IRON ROD SET
CO = CLEAN OUT
CP = COMMUNICATION PEDESTAL
CV = COMMUNICATION VAULT
(D) = DEED INFORMATION
(E) = ELECTRIC MANHOLE
EM = ELECTRIC METER
ET = ELECTRIC BOX
(F) = FIELD MEASURMENT
FH = FIRE HYDRANT
GV = GAS VALVE
ICV = IRRIGATION CONTROL VALVE
IPF = IRON PIPE FOUND
IRF = IRON ROD FOUND
LB = LICENSED BUSINESS
LP = LIGHT POLE
NAD = NORTH AMERICAN DATUM
N&DS = NAIL & DISK SET
N/F = NOW/FORMERLY
O.R. = OFFICIAL RECORD
(P) = PLAT OR MAP INFORMATION
PG = PAGE
PID = PARCEL IDENTIFICATION
PSM = PROFESSIONAL SURVEYOR & MAPPER
R/W = RIGHT-OF-WAY
= SIGN
(ST) = STORMDRAIN MANHOLE
(T) = COMMUNICATION MANHOLE
WM = WATER METER
WV = WATER VALVE

—FO— = FIBER COMMUNICATION
—G— = GAS LINE
—OHW— = OVERHEAD WIRES
—SS— = SANITARY SEWER LINE
—ST— = STORM DRAIN LINE
—W— = WATER LINE
—X— = 6' CHAIN-LINK FENCE

DESCRIPTION OF SUBJECT PARCEL (REFERENCE O.R. 2845, PG 453)

LOTS 8, 9, 10, 11, 19, 20, 21, 22 AND THE EAST 7 FEET OF LOTS 7 AND 18, BLOCK 26, WATERFRONT TRACT, IN THE CITY OF PENSACOLA, ESCAMBIA COUNTY, FLORIDA, ACCORDING TO THE MAP OF SAID CITY COPYRIGHTED BY THOMAS C. WATSON IN 1906 LESS AND EXCEPT THE NORTH 33.2' OF LOTS 9, 10 AND 11. ALSO, THE NORTH 1/2 OF CEDAR STREET ADJACENT TO AND ADJOINING THE ABOVE DESCRIBED PROPERTY. SAID CEDAR STREET WAS VACATED BY CITY ORDINANCE 114.83.SUBJECT TO EASEMENT RESERVED BY THE CITY OF PENSACOLA IN ORDINANCE 114.83.

SURVEYOR'S CERTIFICATE

I HEREBY CERTIFY THAT THIS SURVEY WAS MADE UNDER MY RESPONSIBLE CHARGE AND COMPLIES WITH THE STANDARDS OF PRACTICE AS SET FORTH BY THE FLORIDA BOARD OF PROFESSIONAL LAND SURVEYORS & MAPPERS IN CHAPTERS 5J-17.050 THROUGH 5J-17.053 OF THE FLORIDA ADMINISTRATIVE CODE PURSUANT TO FLORIDA STATUTE SECTION 472.027.

Leslie D. Odom 1-11-24

LESLIE D. ODOM, PSM# 6520 DATE

Leslie D. Odom License Number 6520 STATE OF FLORIDA Professional Surveyor and Mapper

NOT VALID WITHOUT THE ORIGINAL SIGNATURE AND SEAL OF A FLORIDA LICENSED SURVEYOR AND MAPPER

DATE OF SURVEY: 1/11/2024
FIELD BOOK: 383
PAGE(S): 51-55
DRAWN BY: LDO
CHECKED BY: LDO
SHEET 1 OF 1

NOTES TO USERS

This map is for use in administering the National Flood Insurance Program. It does not necessarily identify all areas subject to flooding, particularly from local drainage sources of small size. The **community map repository** should be consulted for possible updated or additional flood hazard information.

To obtain more detailed information in areas where **Base Flood Elevations** (BFEs) and/or **floodways** have been determined, users are encouraged to consult the Flood Profiles and Floodway Data and/or Summary of Stillwater Elevations tables contained within the Flood Insurance Study (FIS) report that accompanies this FIRM. Users should be aware that BFEs shown on the FIRM represent rounded whole-foot elevations. These BFEs are intended for flood insurance rating purposes only and should not be used as the sole source of flood elevation information. Accordingly, flood elevation data presented in the FIS report should be utilized in conjunction with the FIRM for purposes of construction and/or floodplain management.

Coastal Base Flood Elevations shown on this map apply only landward of 0.0 North American Vertical Datum of 1988 (NAVD 88). Users of this FIRM should be aware that coastal flood elevations are also provided in the Summary of Stillwater Elevations tables in the Flood Insurance Study report for this jurisdiction. Elevations shown in the Summary of Stillwater Elevations tables should be used for construction and/or floodplain management purposes when they are higher than the elevations shown on this FIRM.

Boundaries of the **floodways** were computed at cross sections and interpolated between cross sections. The floodways were based on hydraulic considerations with regard to requirements of the National Flood Insurance Program. Floodway widths and other pertinent floodway data are provided in the Flood Insurance Study report for this jurisdiction.

Certain areas not in Special Flood Hazard Areas may be protected by **flood control structures**. Refer to Section 2.4 "Flood Protection Measures" of the Flood Insurance Study report for information on flood control structures for this jurisdiction.

The **projection** used in the preparation of this map was Florida State Plane HARN North zone. The **horizontal** datum was NAD 83. Differences in datum, spheroid, projection or State Plane zones used in the production of FIRMs for adjacent jurisdictions may result in slight positional differences in map features across jurisdiction boundaries. These differences do not affect the accuracy of this FIRM.

Flood elevations on this map are referenced to the North American Vertical Datum of 1988. These flood elevations must be compared to structure and ground elevations referenced to the same **vertical datum**. For information regarding conversion between the National Geodetic Vertical Datum of 1929 and the North American Vertical Datum of 1988, visit the National Geodetic Survey website at http://www.ngs.noaa.gov or contact the National Geodetic Survey at the following address:

Spatial Reference System Division
National Geodetic Survey, NOAA
Silver Spring Metro Center
1315 East-West Highway
Silver Spring, Maryland 20910
(301) 713-3191

To obtain current elevation, description, and/or location information for **bench marks** shown on this map, please contact the Information Services Branch of the National Geodetic Survey at **(301) 713-3242**, or visit its website at http://www.ngs.noaa.gov.

Base map information shown on this FIRM was derived from U.S. Geological Survey Digital Orthophoto Quadrangles produced at a scale of 1:12 000 from photography dated 2004.

Based on updated topographic information, this map reflects more detailed and up-to-date **stream channel configurations and floodplain delineations** than those shown on the previous FIRM for this jurisdiction. As a result, the Flood Profiles and Floodway Data tables in the Flood Insurance Study Report (which contains authoritative hydraulic data) may reflect stream channel distances that differ from what is shown on this map. Also, the road to floodplain relationships for unrevised streams may differ from what is shown on previous maps.

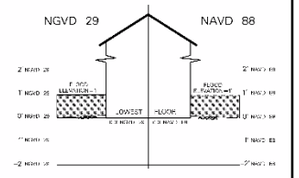
Corporate limits shown on this map are based on the best data available at the time of publication. Because changes due to annexations or de-annexations may have occurred after this map was published, map users should contact appropriate community officials to verify current corporate limit locations.

Please refer to the separately printed **Map Index** for an overview map of the county showing the layout of map panels; community map repository addresses; and a Listing of Communities table containing National Flood Insurance Program dates for each community as well as a listing of the panels on which each community is located.

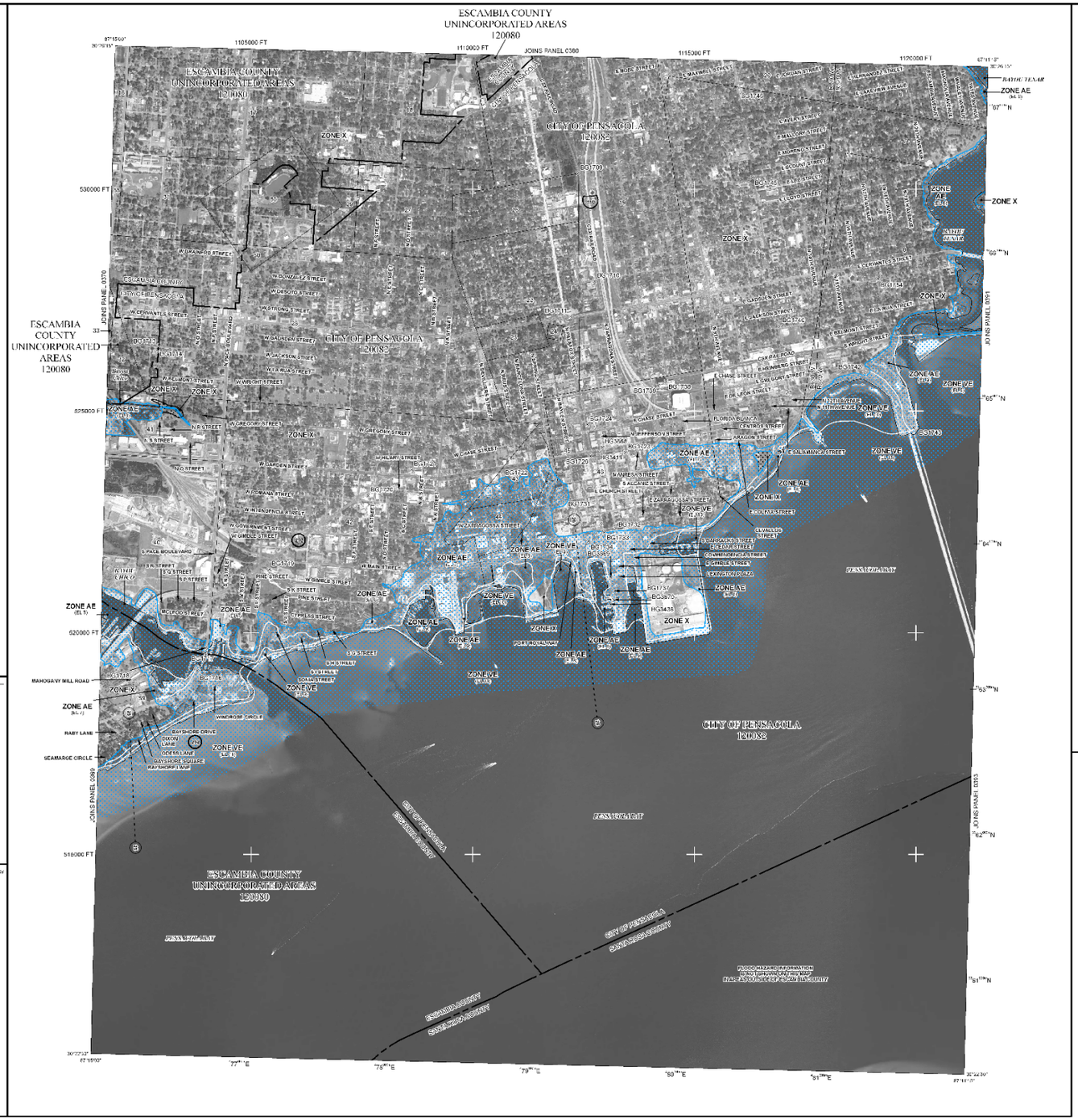
Contact the **FEMA Map Service Center** at 1-800-358-9616 for information on available products associated with this FIRM. Available products may include previously issued Letters of Map Change, a Flood Insurance Study report, and/or digital versions of this map. The FEMA Map Service Center may also be reached by Fax at 1-800-358-9620 and its website at http://www.fema.gov/msc.

If you have **questions about this** map or questions concerning the National Flood Insurance Program in general, please call **1-877-FEMA MAP** (1-877-336-2627) or visit the FEMA website at: http://www.fema.gov.

DATUM CONVERSION SCHEMATIC



This Flood Insurance Rate Map was developed in cooperation between Federal Emergency Management Agency and Northwest Florida Water Management District.



LEGEND

SPECIAL FLOOD HAZARD AREAS SUBJECT TO INUNDATION BY THE 1% ANNUAL CHANCE FLOOD

The 1% annual flood (100-year flood), also known as the base flood, is the flood that has a 1% chance of being equaled or exceeded in any given year. The Special Flood Hazard Area is the area subject to flooding by the 1% annual chance flood. Areas of Special Flood Hazard include Zones A, AE, AH, AO, AR, A99, V, and VE. The Base Flood Elevation is the water surface elevation of the 1% annual chance flood.

ZONE A — No Base Flood Elevations determined.

ZONE AE — Base Flood Elevations determined.

ZONE AH — Flood depths of 1 to 3 feet (usually areas of ponding); Base Flood Elevations determined.

ZONE AO — Flood depths of 1 to 3 feet (usually sheet flow on sloping terrain); average depths determined. For areas of alluvial fan flooding, velocities also determined.

ZONE AR — Special flood hazard area formerly protected from the 1% annual chance flood by a flood control system that was subsequently decertified. Zone AR indicates that the former flood control system is being restored to provide protection from the 1% annual chance or greater flood.

ZONE A99 — Area to be protected from 1% annual chance flood by a Federal flood protection system under construction; no Base Flood Elevations determined.

ZONE V — Coastal flood zone with velocity hazard (wave action); no Base Flood Elevations determined.

ZONE VE — Coastal flood zone with velocity hazard (wave action); Base Flood Elevations determined.

FLOODWAY AREAS IN ZONE AE

The floodway is the channel of a stream plus any adjacent floodplain areas that must be kept free of encroachment so that the 1% annual chance flood can be carried without substantial increases in flood heights.

OTHER FLOOD AREAS

ZONE X — Areas of 0.2% annual chance flood; areas of 1% annual chance flood with average depths of less than 1 foot or with drainage areas less than 1 square mile; and areas protected by levees from 1% annual chance flood.

OTHER AREAS

ZONE X — Areas determined to be outside the 0.2% annual chance floodplain.

ZONE D — Areas in which flood hazards are undetermined, but possible.

COASTAL BARRIER RESOURCES SYSTEM (CBRS) AREAS

OTHERWISE PROTECTED AREAS (OPAs)

CBRS areas and OPAs are normally located within or adjacent to Special Flood Hazard Areas.

1% annual chance floodplain boundary

0.2% annual chance floodplain boundary

Floodway boundary

Zone D boundary

CBRS and OPA boundary

Boundary dividing Special Flood Hazard Area Zones and boundary dividing Special Flood Hazard Areas of different Base Flood Elevations, flood depths or flood velocities.

~~ 513 ~~ Base Flood Elevation line and value; elevation in feet*

(EL 987) Base Flood Elevation value where uniform within zone; elevation in feet*

* Referenced to the North American Vertical Datum of 1988

A — A Cross section line

B — B Transect line

87°07'45", 32°22'30" Geographic coordinates referenced to the North American Datum of 1983 (NAD 83), western hemisphere

4276000 FT 1000-meter Universal Transverse Mercator grid values, zone 16

600000 FT 2000-foot grid ticks: Florida State Plane coordinate system, North zone (FIPSZONE 0903), Lambert Conformal Conic projection

DX5510 × Bench mark (see explanation in Notes to Users section of this FIRM panel)

•M1.5 River Mile

MAP REPOSITORY
Refer to listing of Map Repositories on Map Index

EFFECTIVE DATE OF COUNTYWIDE FLOOD INSURANCE RATE MAP
JANUARY 21, 1999

EFFECTIVE DATE(S) OF REVISION(S) TO THIS PANEL
February 23, 2000 – to update corporate limits, to change zone flood elevations, special flood hazard areas, and zone designations, to revise special flood hazard areas, to add flood and road names, to reflect updated topographic information, and to incorporate previously issued Letter of Map Revision.

September 29, 2006 – to update corporate limits, to change base flood elevations, special flood hazard areas and zone designations, and to update map format.

To determine if flood insurance is available in this community, contact your insurance agent or call the National Flood Insurance Program at 1-800-638-6620.

MAP SCALE 1" = 1000'
500 0 1000 2000 FEET
300 0 300 600 METERS

NFIP
NATIONAL FLOOD INSURANCE PROGRAM

PANEL 0390G

FIRM
FLOOD INSURANCE RATE MAP

ESCAMBIA COUNTY, FLORIDA AND INCORPORATED AREAS

PANEL 390 OF 606

(SEE MAP INDEX FOR FIRM PANEL LAYOUT)

CONTAINS:

COMMUNITY	NUMBER	PANEL	SUFFIX
ESCAMBIA COUNTY, UNINCORPORATED AREAS	120080	0390	G
CITY OF PENSACOLA, CITY OF	120082	0390	G

Notice to User: The Map Number shown below should be used when placing map orders; the Community Number shown above should be used on insurance applications for the subject community.

MAP NUMBER
12033C0390G

MAP REVISED
SEPTEMBER 29, 2006

Federal Emergency Management Agency

Informal Height Study

Staff conducted an informal building height study to better understand the architectural context adjacent to the 101 W Main and the 25 West Cedar project sites. The purpose of this study is to inform the design of potential new developments and to encourage new building massings that are respectful to the existing context and follow the city's stance on protecting waterfront views and access.

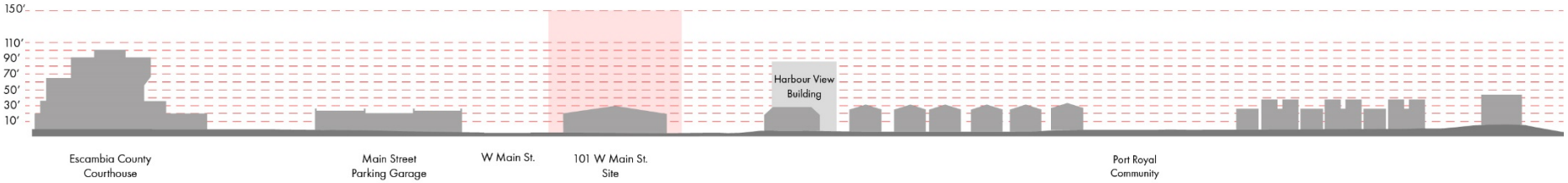
Existing Context

To increase density, proposals should consider the city’s potential height bonus and be inspired by the heights of adjacent buildings, specifically the Escambia County Courthouse, which has an estimated building height of 90’, and the Harbour View building, which has an estimated building height of 85’. However, proposals should also be cognizant of and non-imposing toward the existing Port Royal residential community to the site’s South. This community includes building massings with estimated heights of 35’ -45’.

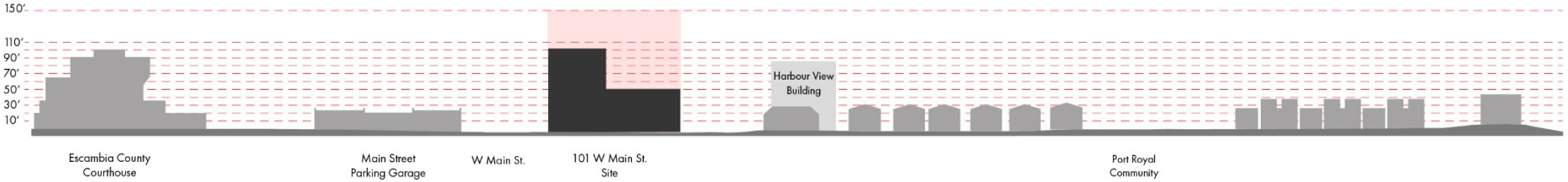
Potential Building Massing Examples

The conceptual building massing examples provided in the attached diagram envision height potentials and building massing treatments for new development on the site in question. Proposals should consider building massings that have their tallest elevations towards the W Main Street frontage, and shorter elevations towards the Port Royal Community. A step-down effect towards the water and the Port Royal community is preferred to create opportunities for creative public roof programming and to avoid imposing upon the existing residential community.

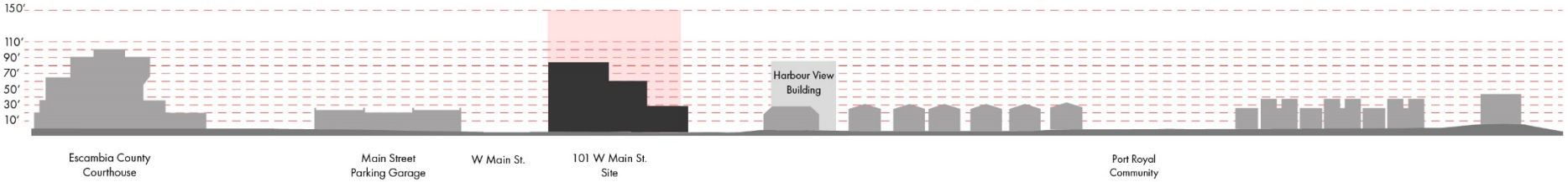
Building Height Study - Existing Context



Potential Building Massing Example 1



Potential Building Massing Example 2



Potential Building Massing Example 3

